



The City of Newport Airport Committee will hold a meeting at **2:00 P.M.**, on **Tuesday, February 10, 2015** 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.

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**CITY OF NEWPORT**  
**AIRPORT COMMITTEE MEETING AGENDA**  
**Tuesday February 10, 2015**  
**2:00 P.M.**

- I. Call to Order
- II. Roll call
- III. Approval of minutes from January 13, 2015 meeting
- IV. Selection of two committee members for the ONP Regional Task Force
- V. Presentation and discussion of "Expressions of Interest" received
- VI. Summary report of committee priorities and goal setting for submission to City Council
- VII. Review prospective committee member applications
- VIII. ONP Operations Report
- IX. Committee comments.
- X. Public comments
- XI. Develop next agenda
- XII. Adjournment

January 13, 2015

2:00 PM

Newport, Oregon

The City of Newport Airport Committee met on the above date in Conference Room A of Newport City Hall. In attendance were Committee members Jeff Bertuleit (Committee Chair), Susan Reese, Mark Watkins, Debra Smith and Ken Brown; committee member Ralph Grutzmacher had previously advised he would not be able to attend. Also in attendance were: City Manager Spencer Nebel, City Council liaison Ralph Busby, Engineering Technician/Airport Project Director Melissa Román, and Committee staff Bob Fuller (Public Works).

- I. Call to order.  
The meeting was called to order at 2:00 PM by Committee Chair Jeff Bertuleit.
- II. Approval of November 18, 2014 minutes.  
Motion was made and seconded to approve the minutes of the November 18, 2014. The motion passed on a unanimous voice vote.
- III. Discussion of airport visioning and goals suggestions  
The committee reviewed the comments/suggestions previously submitted by Watkins, Reese, Brown, and Grutzmacher (included in packet).  
  
After a lengthy discussion of additional ideas and a prioritizing process, Nebel advised he will review those points that appeared to be common committee priorities, and write a report summarizing the findings. This report will be included in the next meeting's packet.
- IV. Report on airport operations  
This report is attached to the minutes. Nebel pointed out that the 2014/2015 figures are for the first six months of the fiscal year. Nebel also briefed the committee on a recent personnel issue regarding two Barrett temp employees, both of whom have left the airport's employ. This stemmed from a sexual harassment complaint involving the two employees; one employee was terminated and the other resigned. The City's insurance carrier, CSI, has suggested sending a letter to various airport users reminding them of the need to be aware of appropriate interaction with employees.
- V. Report on NOAA aircraft operations  
In response to Watkin's suggestion that NOAA be contacted regarding stationing of the Twin Otter aircraft at the Newport Airport, Fuller contacted

Scott Kathey at Monterey Bay National Marine Sanctuary. Mr. Kathey advised all NOAA aircraft are based at McDill Air Force Base in Florida and are stationed temporarily at those sites determined to have a prioritized need based on requests received by NOAA. He also referred Fuller to NOAA Air Ops in Washington, DC. Commander Kathy Martin (NOAA Air Operations Section and a NOAA pilot) at this location reiterated Kathey's comments regarding stationing of NOAA aircraft. There are no plans to relocate NOAA aircraft on other than an as-needed basis. Requests for NOAA aircraft are reviewed and prioritized based on specific project requests.

VI. Committee comments

Busby inquired as to the progress of the "Expressions of Interest" letters regarding outside entity management of the FBO/airport. Nebel advised there have been four inquiries and no letters received yet; however, he expects to receive some letters in the near future. The deadline is Feb. 2<sup>nd</sup>. If there are no qualified responders, the City will pursue other options; if response are received, a Request for Proposals (RFP) will be put together for committee review and City Council approval.

A discussion ensued regarding the accuracy of traffic counts. Nebel advised that, per FAA guidelines for non-towered airports, there are five ways to count aircraft traffic at an airport: Year-round counts; sample traffic; a complicated mathematical formula; regression analysis; and asking the airport manager. He said none are considered accurate, and there really is no way to accurately count traffic.

Busby advised there is a 3:1 discrepancy between FAA form 5010 figures for KONP and staff counts, FAA numbers being significantly higher. He said the most accurate would be an acoustical counting system, but that is beyond the airport's budget.

The issue is these numbers are used for FAA documentation processes. Nebel said he wants to contact FAA and see if the airport can use the lower number; at this time the FAA prefers to use their numbers. The solution to the accuracy problem appears to be elusive.

VII. Public comments  
None

VIII. Develop next agenda

- A. Presentation and discussion of "Expressions of Interest" received
- B. Summary report of committee priorities and what steps to take
- C. Goal setting for submission to City Council (Council will be considering goals on the last Wednesday of February)

IX. Adjourned at 3:15 PM.



OFFICE OF THE CITY MANAGER  
City of Newport, Oregon  
169 S.W. Coast Hwy.  
Newport, OR 97365  
541-574-0603  
s.nebel@newportoregon.gov

## MEMO

DATE: February 6, 2015

TO: Airport Committee

FROM: Spencer Nebel, City Manager

SUBJECT: Memo Regarding the February 10<sup>th</sup> Committee Agenda

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- **Selection of two committee members for the ONP Regional Task Force.** Mayor Roumagoux and Councilor Busby met to discuss the initiation of the ONP Regional Task Force. Originally it was hoped this task force would be appointed in the fall with a report coming back to the City Council in the spring. With the election season well under way, there was a hesitancy for a number of potential participants on this regional task force to commit to the task force until after the election was over. Mayor Roumagoux and Councilor Busby would like to finalize the membership of the task force, with the intent of holding the first meeting by the end of April. The committee structure calls for two members of the Airport Committee to serve in this capacity. It would be appropriate for the Airport Committee to ask for volunteers and then designate two members by motion with that information being conveyed to the Mayor.
- **Presentation and Discussion of “Expressions of Interest” received:** The City received “Expressions of Interest” regarding the operation of the FBO and Airport from three separate forms including AMG from Auburn, Washington, ABS Aviation from Tampa, Florida, and Lloyd’s Aviation Services, Inc. of Bakersfield, California. The request for “Expressions of Interest” along with the responses are included in your packet for your review. Please note that the Airport Committee has a couple of choices as to what to recommend to the City Council. If the committee sees a realistic opportunity to proceed with contractual operations of the Airport, then an RFP could be developed with proposal for operations being formally solicited. If not, the Airport Committee could recommend that we initiate the process to hire an Airport Manager. A hybrid plan for contracting out FBO operations, and managing maintenance in-house, may be another option for the committee to discuss.
- **Summary Report of Committee Priorities and Goal Setting for submission to the Newport City Council:** Attached is a report regarding the priorities that were established at the January 13, 2015, Airport Committee meeting for your review. The top five goals will be submitted to the City Council as part of their goal setting processes. In addition, we have outlined a potential schedule for reviewing these goals at upcoming

Airport Committee meetings for your review and discussion. I appreciate the efforts of the Airport Committee to come to a consensus on the top goals to focus on during the 2015-16 fiscal year. I would ask that the committee formally move adoption of the goals and convey those goals to the City Council for their review.

- **Review of prospective committee member applications:** The City has advertised the vacancy on the Airport Committee. The City has received one application, which is attached for your review. After reviewing the application, the Airport Committee is free to make a recommendation to the Mayor regarding appointment to fill the remaining portion of Thomas Knott's term on the Airport Committee.
- **ONP Operations Report:** Attached is a report from Lance Vanderbeck regarding the operations for the Airport for this past month. Also please note that proposals were received both for Engineer of Record for the Airport, as well as for the Master Plan update. Airport Committee member, Susan Reese, was appointed by the Airport Committee Chair to present the Airport Committee the review panel for the RFP for conducting the Newport Airport Master Plan. Work continues by Melissa to close out the various projects that have been completed with FAA funding over this past year.

Sincerely,

A handwritten signature in black ink, appearing to read 'S. Nebel', written in a cursive style.

Spencer Nebel  
City Manager



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169 SW Coast Hwy.  
Newport, OR 97365  
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541-574-0603*

## **REQUEST FOR EXPRESSION OF INTEREST TO OPERATE THE NEWPORT, OREGON MUNICIPAL AIRPORT**

### **PURPOSE**

The City of Newport, Oregon is seeking Expressions of Interest from potential vendors to evaluate the possible operation of the Newport Municipal Airport through a contractor/concession agreement with the City of Newport. The contractual/concession operations may include all general maintenance activities, fixed based operations, and customer services and development services at the airport. The City of Newport would provide oversight for all construction activities at the air facility.

### **OBJECTIVE**

The City of Newport seeks information and interest in determining whether it would be in the city's interest to consider privatizing the operation of the airport through a contractor/concession arrangement to best meet the city's long term goals including:

1. Reduce the subsidy from the city's General Fund over a three to five year period through a combination of increased revenues and decreased expenses.
2. Continue to maximize reinvestment in the public infrastructure at the airport through the FAA and others.
3. Expand the commercial use of the airport.
4. Continue to emphasize quality customer service to both local and visiting pilots and passengers to the airport.
5. Facilitate local economic development by positioning the airport and surrounding property to be ready for development.

### **INSTRUCTIONS TO RESPONDING PARTIES**

Submit Expressions of Interest to: City of Newport, Attention: City Manager, 169 SW Coast Highway, Newport Oregon 97365. All letters must be received no later than 12:00 P.M. on Wednesday, February 4, 2015. Letters received after this time may be rejected. The city, at its sole discretion, reserves the right to accept or reject any or all Expressions

of Interest. A letter may be withdrawn on written request of the respondent prior to above deadline.

For all information requested, respondents are encouraged to use existing compiled informational materials where appropriate.

The Respondents should submit an Expression of Interest addressing to each of the following needs:

1. Provide qualifications and capabilities of your organization including:
  - a. Organizational information: overview of company, services, and resumes for key individuals.
  - b. Experience working with airports.
  - c. Capabilities: demonstrate organization's capacity to operate airports.
  - d. Financial viability: demonstrate ability to responsibly enter into an agreement of the size and duration required for this project.
2. Explain past experience working with this type of facility.
3. Provide details concerning your interest in this facility.
4. What information would your organization need in order to prepare a specific proposal in response to the anticipated solicitation?
5. Please provide any comments on other creative procurement options, technical considerations, or other information that we should consider in developing the RFP responsibly.
6. Please indicate how a private operator could responsibly address the goals outlined in the request.
7. Please outline the type of contractual arrangement that has been utilized by your organization for operating airports on a contractual basis.
8. Please describe any specific projects in which you/your organization have/has been involved in which financial shortcomings have been addressed and you have been able to overcome an existing economic deficit.
9. What would you proposed to do at this airport? (Provide detail regarding scope of operations - specifically, what areas of airport operations are you interested in providing.)

#### **USE OF RESPONSES BY THE CITY OF NEWPORT**

The responses to this Request for Expressions of Interest will be used for planning purposes and potentially to develop a Request for Proposal (RFP) for Airport Operations Contractor/Concession for the Newport Municipal Airport if there is sufficient interest and potential benefit in privatizing the operations of this facility.

### **DISCLAIMER**

No warranties or representations of any kind are made by the City of Newport. The city does not intend to award a contract on the basis of this Request for Expressions of Interest or to pay for the expressions of interest solicited. The city reserves the right to cancel this Request for Expressions of Interest at any time with or without notice to respondents and without liability for any actual or implied reliance on it.

### **EQUAL OPPORTUNITY**

No person or firm shall be discriminated against because of race, color, national origin, or sex in the award of a City of Newport contract. Further, there shall be no discrimination on the basis of race, color, national origin, or sex in the performance of contracts awarded by the City of Newport.

### **GENERAL AIRPORT INFORMATION**

Construction was initiated on the Newport Municipal Airport by the Civil Aeronautics Administration on March 27, 1943. Following World War II, the airport's ownership was turned over to the City of Newport in 1947. In 2014, the main runway was reconstructed and lighting and navigational aids were replaced.

The airport has been operated by the city of Newport since 1947. The city has had several fixed based operators (FBO) over this time period. In 2006, the city purchased the assets of the FBO, Central Oregon Coast Air Services, which included an FBO building and fueling system for \$250,000. The city has operated the FBO since that time as part of the airport operations with city staffing.

The Newport Municipal Airport currently consists of two runways with 16-34 (N/S) being 5,398 feet long and 100 feet wide and 2-20 being 3001 feet long and 75 feet wide. The airport has ten T-hangars for rental, three hangar spots within the FBO building, eight GA tie-downs (with more tie-down options on the long-term parking apron), plus parking on the jet ramp. The airport also leases land for private hangar development and has a total of 23 box hangars.

The airport is currently not collecting landing fees, fuel flowage fees, and short term rental fees for use of the FBO public spaces. That practice, however, is currently under review by the city's Airport Committee.

The airport has a 2,400 square foot office building that is currently rented to FedEx. In addition, the airport owns a Fixed Bases Operations Building (FBO) which has two offices

on the main floor, a ticket counter, and a pilots lounge with refrigerator and counter space. On the second floor, there are three offices, a larger conference area, and bar with a small kitchen. In addition to the space rented to FedEx, one office space is currently rented in the FBO building, and a lease has been provided for a double-wide trailer to FedEx. Other services currently provided include:

- Fuel, Jet-A, Jet-A with additive, AV-Gas (100LL) truck and self-serve
- Car Rentals
- Courtesy cars 3, plus 1 van
- Oil for turbine and piston aircraft
- Charts
- Current newspaper
- Catering, utilizing local vendors
- ONP branded shirts, sweaters, rain jackets, and hats for sale
- Small selection of concessions - coffee, candy bars, chips, and soda machine
- Free WIFI
- After-hours shelter
- Fax
- Computer
- Pilot lounge area
- Tie-downs
- Overnight hangar space if available
- Tug/ battery cart for aircraft towing and starting
- Taxi arrangements
- Hotel reservations

Additionally, city staff is currently responsible for maintaining the following facilities/operations at ONP:

- Full ILS runway
- Six published instrument approaches (training advantage)
- AWOS
- Lighted wind sock
- Rotating beacon
- ARFF (fire rescue vehicle)
- Wildlife hazing
- Field lighting/sign maintenance
- Field security/public security
- Field maintenance

The airport receives National Plan of Integrated Airport Systems (NPIAS) funding of \$150,000 per year based on qualifying capital improvement projects. Please note that this money is held in an account by the ADO and is spent directly for improvements by the FAA. The city does not receive or spend any of these funds. The funding is held for up to

five years and can be consolidated on qualified improvements to the airport as determined by the FAA and local management of the airport.

The airport is certified under FAA regulations (FAAR) as a Part 139 airport. Part 139 prescribes to rules governing the operation and maintenance of airports that serve scheduled air carriers utilizing aircraft with more than nine seats, or nonscheduled operators with more than 30 seats. The airport undergoes regular inspections and is provided a list of areas to address as part of that inspection for continued certification under Part 139.

The FBO is staffed seven days per week from 8:00 A.M. to 5:00 P.M. except Thanksgiving, Christmas, and New Year's Day. The airfield is normally open 24 hours a day, seven days a week, 362 days per year.

**Logged aircraft operations per month (observed operations only).**

Please note that the fiscal year is July 1 through June 30. Data for Fiscal Year 2014/2015 represents a partial year with the main runway being closed from July through September.

MONTH	LANDINGS				TAKEOFFS			
	FY 11/12	FY 12/13	FY 13/14	FY 14/15	FY 11/12	FY 12/13	FY 13/14	FY 14/15
July	406	284	363	278	408	290	358	264
August	327	321	278	136	323	315	270	122
September	264	364	222	291	279	380	224	280
October	273	236	362	293	269	231	350	279
November	218	202	241	91	216	204	225	85
December	230	179	219		234	180	215	
January	200	235	273		200	233	273	
February	218	188	210		221	185	207	
March	231	252	226		227	255	213	
April	262	217	267		264	216	255	
May	287	297	287		307	295	287	
June	265	310	235		271	337	229	
<b>TOTAL</b>	<b>3181</b>	<b>3085</b>	<b>3183</b>	<b>1089</b>	<b>3219</b>	<b>3121</b>	<b>3106</b>	<b>1030</b>

AV-Gas, (100LL)

AV GAS - Sold from Truck

AV Self-Serve - Sold from Self-Serve pump

Total Gallons of AV Gas Sold in a Fiscal Year (July-June)

AV GAS				SELF SERVE				AV GAS TTL			
FY 11/12	FY 12/13	FY 13/14	FY 14/15	FY 11/12	FY 12/13	FY 13/14	FY 14/15	FY 11/12	FY 12/13	FY 13/14	FY 14/15
769	594	741	805	2984	1546	1179	919	3753	2140	1921	1724
766	950	363	275	2709	1513	1010	599	3475	2462	1373	874
721	476	517	883	2302	1434	1054	1041	3023	1909	1571	1924
402	417	546	316	1166	727	1204	778	1568	1144	1751	1094
30	110	0	131	1035	603	654	156	1065	713	654	286
109	142	63		837	189	339	0	946	331	402	0
213	145	305		650	858	696	0	863	1003	1002	0
340	196	102		915	579	244	0	1255	775	345	0
104	234	71		793	1308	433	0	897	1541	504	0
166	237	386		629	724	562	0	795	961	948	0
233	302	430		795	661	1224	0	1028	963	1654	0
423	632	397		1008	909	497	0	1431	1541	894	0
<b>4275</b>	<b>4433</b>	<b>3923</b>	<b>2409</b>	<b>15823</b>	<b>11049</b>	<b>9096</b>	<b>3493</b>	<b>20098</b>	<b>15482</b>	<b>13019</b>	<b>5902</b>

Total Gallons of Jet Fuel Sold in a Fiscal Year (July-June)

JET FUEL									
FY 11/12	FY 12/13			FY 13/14			FY 14/15		
	Jet A	W/Prist	Total	Jet A	W/Prist	Total	Jet A	W/Prist	Total
8438	1374	1346	2720	2432	1863	4295	947	4585	5532
3053	1572	1546	3118	2682	3010	5692	60	4586	4646
2907	2750	455	3205	619	5756	6375	173	6884	7057
5051	3040	708	3748	1614	6642	8256	1663	4647	6310
2140	883	1750	2633	1749	5861	7610	0	1925	1925
1434	320	1950	2270	1529	8632	10161			0
2835	2023	780	2803	750	6716	7466			0
1085	1133	1710	2843	1246	5017	6263			0
2498	339	1305	1644	3108	5732	8840			0
3559	2859	857	3716	1125	5987	7112			0
1771	3017	717	3734	852	5972	6824			0
3342	1050	510	1560	497	5817	6314			0
<b>38113</b>	<b>20360</b>	<b>13634</b>	<b>33994</b>	<b>18203</b>	<b>67005</b>	<b>85208</b>	<b>2843</b>	<b>22627</b>	<b>25470</b>

Please note that the City of Newport has been selling jet fuel to the U.S. Coast Guard since 2013 due to a failure in the U.S.C.G. fuel system. Repairs have been completed on the fuel system, however the city continues to provide fuel to the Coast Guard at this time.

**Courtesy Cars**

<b>Courtesy Cars Loaned Out</b>			
	<b>2012</b>	<b>2013</b>	<b>2014</b>
<b>JAN</b>	1	13	30
<b>FEB</b>	2	7	16
<b>MAR</b>	2	14	27
<b>APR</b>	2	7	27
<b>MAY</b>	9	19	28
<b>JUN</b>	14	24	18
<b>JUL</b>	10	27	39
<b>AUG</b>	22	27	19
<b>SEP</b>	24	25	25
<b>OCT</b>	7	27	12
<b>NOV</b>	6	21	5
<b>DEC</b>	1	8	
<b>Total</b>	<b>100</b>	<b>219</b>	<b>246</b>

**Rental Cars - Through Toby Murry Motors**

**Toby Motors Rental Cars**

<b>CY</b>	<b>2013</b>	<b>2014</b>
JAN	2	2
FEB	5	4
MAR	9	5
APR	4	5
MAY	14	9
JUN	9	12
JUL	22	16
AUG	24	3
SEP	14	10
OCT	8	5
NOV	14	2
DEC	1	
Total	126	73

The current budget for the Municipal Airport for the fiscal year ending June 30, 2015 is as follows:

Account Number	Account Title	2014-2015 Adopted Budget
<b>AIRPORT FUND - 402</b>		
<b>RESOURCES</b>		
402-4210-4002	BEGINNING FUND BALANCE-Airport OPS	309,151
<b>AIRPORT OPERATIONS</b>		
402-4220-4309	CONCESSIONS	300
402-4220-4319	JET FUEL	115,000
402-4220-4320	AVGAS	69,000
402-4220-4321	OIL	600
402-4220-4322	PILOT SUPPLIES	1,000
402-4220-4323	FOOD CATERING	1,500
402-4210-4325	MISC. SALES & SERVICES	1,500
402-4210-4326	RENTS & LEASES	52,500
402-4210-4327	TIE DOWN	150
402-4210-4415	INTEREST ON INVESTMENTS	1,800
402-4210-4505	SERVICE PROVIDED FOR SEWER FND	<u>30,704</u>
<b>TOTAL AIRPORT OPERATIONS REVENUE</b>		<b>274,054</b>
402-4210-4606	TRANSFER FROM GENERAL FUND- OPS	355,814
402-4210-4616	TRANSFER FR ROOM TAX FUND	<u>25,000</u>
<b>TOTAL AIRPORT OPERATIONS TRANSFERS</b>		<b>380,814</b>
<b>TOTAL AIRPORT FUND RESOURCES</b>		<u><b>964,019</b></u>

**AIRPORT OPERATIONS - 4210 (Combine Airport OPS & FBO in Fiscal Year 2015)**

**Personal Services**

402-4210-5010	WAGES & SALARIES	118,978
402-4210-5020	PART TIME/EXTRA HELP WAGES	
402-4210-5030	OVERTIME	8,000
402-4210-5035	ON-CALL	7,200
402-4210-5210	INSURANCE BENEFITS	36,502
402-4210-5220	FICA EXPENSES	10,265
402-4210-5230	RETIREMENT	20,209
402-4210-5242	WORKER'S COMPENSATION	3,792
402-4210-5250	UNEMPLOYMENT INSURANCE	<u>1,744</u>
	<b>Total Personal Services</b>	<u>206,690</u>

**Material & Services**

402-4210-6004	LEGAL SERVICES	6,000
402-4210-6008	ADVERTISE & MARKETING SERVICE	700
402-4210-6009	TEMPORARY EMPLOYMENT SERVICE	25,000
402-4210-6013	AUTOMOTIVE SERVICES	5,000
402-4210-6014	ELECTRICAL SERVICES	2,500
402-4210-6015	PLUMBING SERVICES	2,000
402-4210-6017	TITLE & REAL ESTATE SERVICES	200
402-4210-6020	BANK & OTHER FINANCE SERVICES	10,000
402-4210-6025	ENGINEERING SERVICES	10,000
402-4210-6027	ENVIRONMENTAL SERVICES	3,500
402-4210-6030	OTHER PROF & TECHNICAL SERV	<u>16,000</u>
	<b>Total Professional &amp; Technical Services</b>	80,900

402-4210-6101	CLEANING EXPENSES	500
402-4210-6102	RENTAL EXPENSES	5,500
402-4210-6103	ELECTRICAL EXPENSES	16,000
402-4210-6106	GARBAGE EXPENSES	5,000

402-4210-6107	DISPOSAL EXPENSES	2,000
402-4210-6111	GENERAL MAINT & REPAIR EXPENSE	13,000
402-4210-6112	VEHICLE MAINTENANCE & REPAIR	12,000
402-4210-6113	BLDG & GROUND MAINT & REPAIR	185,500
402-4210-6114	EQUIPMENT MAINTENANCE & REPAIR	19,500
402-4210-6116	WATER/SEWER REPAIRS	5,000
402-4210-6120	OTHER PROPERTY SERVICES	<u>3,000</u>
	<b>Total Property Expenses</b>	267,000
402-4210-6202	TRAVEL, OUT OF COUNTY	2,500
402-4210-6203	TRAVEL, OUT OF STATE	2,500
402-4210-6204	TELEPHONE EXPENSES	3,850
402-4210-6205	CELL PHONE EXPENSES	1,250
402-4210-6207	ADVERTISING & MARKETING EXP	1,500
402-4210-6208	PRINTING & BINDING EXPENSES	700
402-4210-6209	NON CAPITAL LEASES	9,000
402-4210-6211	MAINTENANCE AGREEMENTS	5,000
402-4210-6212	ALARM MONITORING EXPENSES	1,500
402-4210-6213	MEMBERSHIPS, DUES & FEES	1,000
402-4210-6214	INSPECTIONS	1,000
402-4210-6215	POSTAGE/SHIPPING EXPENSES	400
402-4210-6216	TRAINING (SEMINARS,WORKSHOPS)	2,800
402-4210-6220	JET FUEL EXPENSES	103,500
402-4210-6221	AV GAS EXPENSES	62,000
402-4210-6222	PERMITS,LICENSES,LEGAL NOTICES	11,000
402-4210-6223	AIRCRAFT & PILOT EXPENSES	700
402-4210-6233	SERVICES CONTRACTS	500
402-4210-6234	CABLE EXPENSE	600
402-4210-6235	COMMUNITY INVOLVEMT/PARTICIPAT	1,000

402-4210-6236	CATERING EXPENSE	800
402-4210-6240	OTHER OPERATING EXPENSES	1,500
402-4210-6245	COPIER LEASE AND COPIES	<u>1,400</u>
	<b>Total Operating Expenses</b>	216,000
402-4210-6303	COMPUTER HARDWARE	200
402-4210-6307	DOMAIN RENEWAL	300
402-4210-6309	VOICE OVER INTERNET	<u>925</u>
	<b>Total Hardware &amp; Software Expenses</b>	1,425
402-4210-6401	BLDG/GROUND SUPPLIES & MAT	3,000
402-4210-6402	OFFICE SUPPLIES & MATERIALS	1,500
402-4210-6403	VEHICLE FUEL,OIL,OTHER LIQUIDS	8,000
402-4210-6404	SUBSCRIPTIONS & PERIODICALS	500
402-4210-6405	REFRESHMENTS	500
402-4210-6406	FOOD FOR CONCESSIONS	500
402-4210-6407	CLOTHING & UNIFORMS	500
402-4210-6410	OTHER VEHICLE SUPPLIES & MAT	1,000
402-4210-6411	PURCHASE WATER	7,200
402-4210-6414	GENERAL SUPPLIES	1,000
402-4210-6417	AMMUNITION & RANGE SUPPLIES	700
402-4210-6419	PAINT	2,000
402-4210-6420	ROCK	2,000
402-4210-6430	OTHER CONSUMABLE SUPPLIES	<u>500</u>
	<b>Total Consumable Expenses</b>	28,900
402-4210-6501	BLDG/GROUND SUPPLIES & MAT	2,000
402-4210-6502	OFFICE SUPPLIES & MATERIALS	500
402-4210-6503	VEHICLE SUPPLIES & MATERIALS	2,500

402-4210-6504	CLOTHING & UNIFORMS	500
402-4210-6505	FIREARMS & RELATED EXPENSES	300
402-4210-6506	NON-CAPITAL EQUIP & MACHINERY	10,000
402-4210-6507	FURNITURE & FIXTURES	500
402-4210-6508	SMALL TOOLS & EQUIPMENT	1,500
402-4210-6509	REFERENCE BOOKS	50
402-4210-6530	OTHER NON-CONSUMABLE SUPPLIES	<u>50</u>
	<b>Total Non Consumable Expenses</b>	17,900
402-4210-6601	LIABILITY INSURANCE PREMIUMS	<u>19,910</u>
	<b>Total Insurance &amp; Judgments</b>	19,910
402-4210-6701	SERV PROVIDED BY GENERAL FUND	<u>54,679</u>
	<b>Total Services Provided by</b>	54,679
		<hr/>
	<b>Total Material &amp; Services</b>	<u>686,714</u>
	<b>Capital Outlay</b>	
402-4210-7011	AIRPORT CAPITAL EXPENSES	<u>10,000</u>
	<b>Total Capital Outlay</b>	<u>10,000</u>
	<b>Transfer to other Funds</b>	
402-4210-9115	TRANSFER TO DEBT SERVICE FUND	<u>6,746</u>
	<b>Total Transfer to Other Funds</b>	<u>6,746</u>
		<hr/> <hr/>
	<b>TOTAL AIRPORT OPERATIONS</b>	<u>910,150</u>
402-4210-9901	CONTINGENCY ACCOUNT	53,869
		<hr/>
	<b>TOTAL AIRPORT FUND EXPENDITURES</b>	<u>964,019</u>
402-4210-9905	UNAPPROPRIATED ENDING FUND BAL	

TOTAL AIRPORT FUND REQUIREMENTS

964,019

## Opening of Expressions of Interest

Airport and FBO Services for Newport Municipal Airport

Newport, Oregon

On Thursday February 5, 2015, Expressions of Interest were received and opened by the City of Newport. The opening of the Expressions of Interest were conducted by City Manager Spencer Nebel at 12:30 p.m.

Three proposals were received:

- 1) ABS Aviation, Inc. Tampa, Florida
- 2) AMG, Inc. Auburn, Washington
- 3) Loyds Aviation Services, Inc. Bakersfield, California

# **EXPRESSION OF INTEREST AIRPORT AND FBO SERVICES FOR THE NEWPORT MUNICIPAL AIRPORT (ONP) NEWPORT, OREGON**

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



**Presented to:**

Spencer Nebel  
City Manager  
City of Newport, Oregon  
169 SW Coast Highway  
Newport, Oregon 97635



**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 Expression of Interest:**  
February 1, 2015



# ***ABS Aviation***

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



February 1, 2015

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

RE: Expression of Interest  
Airport and Fixed Base Operation Management Services  
Newport Municipal Airport (ONP)  
Newport, Oregon

Dear Mr. Nebel:

Pursuant to your request, we are pleased to present this Expression of Interest for the Management of the Airport and Fixed Base Operator (FBO) for the Newport Municipal Airport (ONP) in Newport, Oregon. ***ABS Aviation*** proposes to provide a management structure which provides the City with not only a greater level of control over Airport and FBO activities, but likely a significant financial return. The following document represents our interest and provides our recommendations and presentation for the management of the Airport and FBO, with careful consideration to the City's interests and goals to make the Airport as financially self-sufficient as possible while providing a quality transportation facility that supports the community and its businesses.

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 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 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 FBO and airport management, marketing, training and operations, members of the ***ABS Aviation*** team have successfully managed and/or owned FBO and general aviation businesses since the early 1960's. Over the past eight years, ***ABS Aviation*** has managed three FBO operations for public entities in North Carolina, Georgia and Florida, as well as a fourth FBO in Minnesota for a private entity. In addition, we currently manage the entire Minden-Tahoe Airport in Minden, Nevada. All of these operations reflect contract management/labor contract scenarios that are very similar in nature to what we would 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 the airport users, while improving the financial strength of the Airport.

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*"Focusing on the Needs of our Clients and Customers"*

Mr. Spencer Nebel  
February 1, 2015  
Page Two

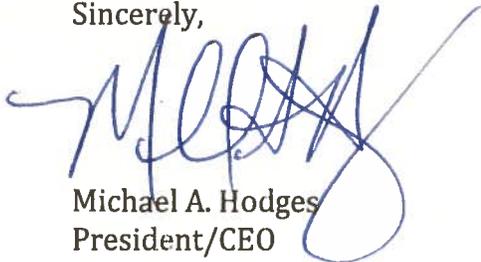
We intend to provide trained personnel to professionally manage the two primary operations, and we are certain that *ABS Aviation* meets, or in most cases, exceeds the requirements of the City. Our proposed management will provide the City with greater control over service levels and financial risk, while providing flexibility during special events that may disrupt normal aviation activity.

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. Our Executive Vice President has more than 35 years of air show and special event management experience to aid the City with its strategic goal of increased special events at the Airport.

Our proposed agreement would be a fixed monthly fee-based management contract whereby *ABS Aviation* would provide the management services, along with the personnel to provide those services. While all operational costs would be passed-through to the City, all revenues generated from fuel sales, ramp/tiedown fees, facilities rents, subcontract rents and fees, and all other service fees and revenues would remain with the City. *ABS Aviation* would only receive a monthly management fee, as well as a quarterly incentive payment predicated upon reaching certain negotiated benchmarks. The City would thereby reap the economic and operational benefits of a full-service professionally managed Airport and FBO, while maintaining an arms-length relationship with the users. Such a relationship will allow the City to better utilize the Airport as an economic engine to attract businesses to the community by retaining the ability to offer various incentives to those entities on a case-by-case, as-needed basis.

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

## **PROPOSAL OVERVIEW**

*ABS Aviation* proposes to provide our professional Airport and FBO Management Services to the City of Newport, Oregon at the Newport Municipal Airport. *ABS Aviation* is in our fifth year of management of the Minden-Tahoe Airport in Minden, Nevada. In addition, over the past eight years, *ABS Aviation* has managed three FBO operations for public entities in Georgia, Florida, and North Carolina, as well as a fourth FBO in Minnesota for a private entity. The following is a brief summary of these operations.

*ABS Aviation* currently manages the entire Minden-Tahoe Airport in Minden, Nevada for Douglas County (population 48,500). Although we do not operate the FBO at this facility, we are responsible for the day-to-day oversight of their activities. We assumed management of this Airport initially 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 being under significant pressures and a funding suspension from the FAA over several safety and compliance issues. As a result of our efforts to assist the County, the interim assignment turned into a long-term agreement whereby *ABS Aviation* is beginning the second year of the current five-year management agreement. During our 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. Private investment and development under our tenure is averaging five new land leases per year. Moreover, we have helped the County obtain over \$5 million in grants over the past three years, and in the most recent fiscal year, had an ending fund balance of almost \$400,000.



The MidCoast Regional Airport FBO was located at the MidCoast Regional Airport in Hinesville/Fort Stewart, Georgia. This was a new joint-use facility with Wright Army Airfield owned by the Liberty County Development Authority. Our responsibilities included the day-to-day management of the FBO and its employees, to include all terminal management and



operational services, customer service, fueling, and quality control. Since this was a joint-use facility with the Army, we were not tasked with management of the Airport, although our responsibilities included several tasks associated with the civilian side of the airfield, to include airfield inspections, special events, and civilian operation coordination. This contract started as an interim agreement when the Airport was unable to secure a full-time FBO, 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 scheduled 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 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 Airport's customers. During our eleven month contract, we were successful at increasing fuel volumes to levels of 67% above previous peaks in Airport history. Moreover, over the eleven months of our management and operation, we generated a net profit to the State of over \$80,000. In addition to general aviation activities, we were responsible for the fueling and handling of various weekly casino charters and numerous military operations.

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, as well as to assist the operation with their relationships with Airport management.



*ABS Aviation* is currently in final negotiations for the management of a new FBO at a small, coastal general aviation airport in North Florida. This fixed base operation is anticipated to begin operations in late 2015.

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 operations at have over 150 years of combined FBO ownership and airport management experience. 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 airport's financials, current FBO services, overall airport activity, and the former airline's departure and market situation. The operational data and fuel volumes provided has assisted in our preliminary analysis and our anticipated initial implementation and management plan for a full service operation of both the Airport and FBO. 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 the firm can be found in the Appendix of this proposal and at [www.absaviation.com](http://www.absaviation.com).

## ***IMPLEMENTATION PLAN***

Immediately upon award of a management contract, *ABS Aviation* will begin a process that will include a number of strategic programs. While interim management will be provided by existing *ABS Aviation* staff, led by Randy Bisgard, immediate hiring and development programs will commence. The strategic transition into the current facilities will be designed to provide the City with goals and objectives to position the Airport and FBO for future growth and development within the regional and national aviation market. *ABS Aviation* has developed and implemented numerous transition plans, and they always include including meeting with various stakeholders such as City Administration, tenants, and other airport users and stakeholders. In this instance, the transition plan will be designed to create a plan that enables the City to have an efficiently managed and financially secure aviation facility. Upon completion of the required preliminary meetings, *ABS*



*Aviation* will begin the recruitment and training of essential management and customer service personnel. Additionally, we will review the existing volunteer program for effectiveness and efficiencies.

*ABS Aviation* will work in partnership with City to determine the short and long term goals and objectives, 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 and FBO activities. The overall operational and development 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 existing strategic plan will be utilized as a baseline measurement and using the established and adopted objectives, we will help the City maintain a focus on desired goals that are consistent and complimentary to City departments and future economic development.

### ***MANAGEMENT STRUCTURE***

Regardless of the final determination of operational roles, it is recommended that the Airport and FBO Manager (Manager) report to senior management at *ABS Aviation*, along with daily coordination with the City. This Manager will be located on-site and will be responsible for all day-to-day operations including full financial responsibility for the day-to-day operations. At least one senior management person with *ABS Aviation* will be on-site weekly during the initial start-up, phasing down to a minimum monthly visit once staff is trained and operations have stabilized. Moreover, *ABS Aviation* will ensure participation in all pertinent City meetings that involve and/or impact the Airport and its operations.

### ***REPORTING PROCEDURES AND CONTROL***

In any service-related business, the only way to know how you are performing is to communicate often and directly with your customer. At Newport Municipal Airport, that is exactly what must be done. A key role of the Manager is to consistently have face-to-face dialogues with customers with the specific intent to inquire as to how the FBO and Airport is performing and what we can do to make the business relationship more valuable to the customer. Whenever possible, the



Manager should be on-hand to resolve customer concerns. However, when management personnel are not available, each employee will have specific written policies and procedures for handling customer problems and resolving the issue to complete satisfaction.

“Back office” operations such as human resources, benefits, payroll, and general administrative issues will be handled by Dona Bilgrad at our corporate offices, with the full and constant support of the on-site Manager. In addition, support will be provided by the senior management of **ABS Aviation** as needed based upon daily reports submitted by the on-site Manager. Monthly reports will be provided to the City, with additional information available on an as-requested basis. The local Manager will attend pertinent scheduled meetings with the City as requested and/or identified by the City Manager.

For issues of quality control, best practices, daily airport inspections, facility quality, and overall safety, the staff will have procedures manual for that covers issues such as fuel quality control, towing safety, aircraft 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 operation. 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 & SECURITY***

In order to establish and maintain a superb and safe track record for business, **ABS Aviation** understands of the importance of risk mitigation plans, and will implement and utilize several programs to provide the safest operating environment for its customers 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 1<sup>st</sup> program, a ten-part proprietary Professional Line Service Training (PLST) program that includes a full range of training issues such as; introduction to aviation, ramp safety, refueling piston aircraft, refueling jet and turbo-prop aircraft, towing aircraft, fuel farm management/fuel quality control, customer service, FAR Part 139 fire safety training and security. (Note: Randy Bisgard and Don Beckman of **ABS Aviation** were the original developers of this program and were involved in its updating and expansion into other sectors of safety, security, and deicing activities.)
- 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.
- Scheduled attendance at factory-sponsored training programs by maintenance department technicians assuring that the maintenance services received by every customer are consistently safe, efficient, and meet manufacturer and industry standards for up-to-the-minute procedures.
- 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. The FBO will utilize a number of resources for the ongoing safe business operations of the service entity. Policies and procedural manuals will be developed for each department which have been formulated by industry professionals to specifically address the best practices and safety standards established by NATA, NBAA, NFPA, EPA and the FAA.
- Any EEOC and MBE/WBE requirements for hiring qualified employees will also be followed.



The FBO will employ the best industry training plans and programs for maintenance, line, and customer service specialists, including both new and recurrent training programs. This system ensures that all the staff is current in the latest service standards for aircraft or customer service procedures. Staff and management continually attend industry conventions and symposiums to address industry issues and learn prevailing trends.



All vehicles and equipment used will have a daily quality control and operational checklist. For all line service, maintenance equipment and vehicles, an ongoing preventative maintenance program is also followed to minimize downtime and/or possible loss of a vehicle during critical service operations.

### ***MARKETING STRATEGY***

*This section of the presentation represents the marketing focus and the successful strategies used by ABS Aviation in the past, as well as those to be continued in the future at Newport.*

One of the keys to maximizing development is marketing. While the direct benefits that an aviation entity contributes to its community are relatively obvious (jobs, transportation, economic vitality, 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. Our 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 Newport, they do benefit economically from the aviation activity there, particularly the itinerant flyers coming in to the area.

### ***COMPETITIVE STRATEGY***

The Airport is a key element of the economic development of the community and region. The most important main street in Newport is not a street at all, but rather the runway at ONP. It is a critical component to business and recreational travelers via both general aviation and commercial air transportation. To better understand aviation users and why they choose one airport over another, the following elements have been identified as common airport attributes normally considered valuable by based and transient customers:



*ABS Aviation* Expression of Interest  
Airport and Fixed Base Operator Management Services  
Newport Municipal Airport (ONP)  
Newport, Oregon

Proximity to Home or Business  
Aircraft Storage Facilities  
Noise Abatement and Restrictions  
Ancillary Airport Services  
Security

Proximity to Final Destination  
Runway Length and Strength  
Approaches  
Runway Options (i.e., Multiple Runways)  
Airspace Mix

## ***TARGET MARKETS***

The FBO's customers at Newport would include all Airport tenants (commercial and non-commercial), transient visitors, and the community. The FBO should desire to preserve a balance between business/corporate and recreational/pleasure aviation operations. The balancing routine should be accomplished while attracting new business and jobs to the airport and surrounding communities. Once we have had the opportunity to gain a better understanding of the historic activities and prospective opportunities of the Airport, we will develop a marketing plan that we focus on select target markets that best allow the Airport to maximize its economic impact on the region.

## ***PROPOSED STAFFING***

Final staffing and the final detailed schedule of personnel will be determined by the local Manager after the initial review of operations has been completed. In addition to the Manager, we will insure that the Airport and FBO offers sufficient staff in the areas of Airport operations, customer service and line operations to adequately handle the customer volume based upon time of day and peak activity periods. Initially, FBO line personnel to be available on-site from a minimum of 7:00 AM to 7:00 PM daily, and if needed, will provide on-site personnel 24 hours per day, seven days a week during peak operations. This policy is utilized for both customer service and security reasons to protect the assets of the Airport and its customers. Hours of operation will be further evaluated after we have had the opportunity to assess operational trends.



## ***PROPOSED PRICING FOR MANAGEMENT SERVICES***

**ABS Aviation** would propose a fixed management fee that would be determined upon the opportunity to review additional information, as well as subsequent to the completion of in-depth discussions with the City. However, it is significant to note that based upon our preliminary assessment of available Airport financial information, we believe that our proposed management fee combined with annual labor costs would be substantially less than current staff expenses. We are also confident that through our professional management and aggressive marketing of the Airport and FBO, we can both increase revenues and reduce numerous operating expense allocations over a relatively short period of time. With regard to agreement term, due to the time and expenses associated with start-up, we typically request a five-year management agreement with renewal options. Alternatively, we may be amenable to a shorter term agreement, but would require a start-up fee in those instances to cover our up-front expenses related to start-up and transition costs.

Upon awarding of the contract, **ABS Aviation** personnel would meet with representatives of the City to develop a staffing plan to maximize the efficiencies of operating the Airport and FBO. In addition to this staffing plan, once we have had the opportunity to review information on historic operations and fuel volumes, 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 milestones relative to revenues, fuel volumes, activity levels, or other benchmarks. This incentive structure will provide the City with the security that **ABS Aviation** is doing everything within its power to increase revenues while maintaining a highly efficient operation relative to expenses.

As previously noted, all revenues generated by the Airport and FBO would be retained by the City. Operating expenses of the FBO would be paid by **ABS Aviation** from monthly operational revenues, with remaining net income remitted to the City. (Monthly shortfalls would be the responsibility of the City.) Alternatively, an annual or monthly budget could be developed to include certain operating expenses (personnel, insurance, etc.), with the monthly management fee inclusive of those amounts.



## ***TEAM EXPERIENCE & COMPANY OVERVIEW***

*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. *ABS Aviation* is an affiliate company to *Airport Business Solutions*, a highly-respected aviation consulting organization assisting airports and aviation businesses worldwide. Due in great part to our staff's extensive experience in FBO ownership and management, as well as airport management and operations, in conjunction with 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. It is our belief that this service provides a needed alternative in the management of the airport and/or retail enterprises. As with the consulting services provided by *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 basic understanding of the situation at Newport Municipal Airport. It is our belief that fuel sales and based aircraft activities, but more importantly the level of transient activity, can be successfully served and marketed, and will grow under our management services for the City. It is with this in mind that *ABS Aviation* offers this Expression of Interest to provide Airport and FBO management services.



## **EXPERIENCE OF PROPOSED PERSONNEL**

### *Michael A. Hodges, MAI - President*

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

### *Roberta "Bobbi" Thompson, C.A.E. – Executive Vice President*

Bobbi's background is comprised of over 40 years of diverse general aviation experience including direct control of chain of FBOs in the Dayton, Ohio area, as well as the contract management of five airports in Los Angeles County, California that included the direct offering of FBO services and additional airport management assignments. Bobbi currently oversees our airport management contract in Minden, Nevada. 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 will serve as the initial Manager of the Newport Municipal Airport operation and will oversee all start-up activities.

### *Donald W. Beckman - Vice President*

Don has over 25 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.



## ***INSURANCE AND FINANCIAL STRENGTH***

**ABS Aviation** currently carries insurance policies for its existing management contracts that generally meet or exceed the requirements of our clients. As such, **ABS Aviation** is able to acquire the required insurance policies and coverage to meet all the needs of any contract.

Our firm is also financially capable of engaging in a management contract with the City of Newport. Copies of financial data are available for review upon request.

## ***REFERENCES***

Steve Mokrohisky  
County Administrator  
Lane County, Oregon  
125 East 8th Avenue  
Eugene, Oregon 97401  
(541) 682-3688  
[smokrohisky@co.lane.or.us](mailto:smokrohisky@co.lane.or.us)  
(Former County Manager with Douglas County, Nevada)

Mr. Rudy Lupton  
Executive Director  
North Carolina Global TransPark/Kinston Regional Jetport  
P.O. Box 1476  
Kinston, North Carolina 28503  
(757) 646-7530  
[srlupton1@ncdot.gov](mailto:srlupton1@ncdot.gov)

Joseph Brown  
Liberty County Administrator  
MidCoast Regional Airport at Wright Army Airfield  
P.O. Box 829  
Hinesville, Georgia 31310  
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[joey.brown@libertycountyga.com](mailto:joey.brown@libertycountyga.com)



**ABS Aviation** Expression of Interest  
Airport and Fixed Base Operator Management Services  
Newport Municipal Airport (ONP)  
Newport, Oregon

Mike Willingham  
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Sebring, Florida 33870  
(863) 655-6444  
[mike@sebring-airport.com](mailto:mike@sebring-airport.com)

Tom Owen  
District Manager  
Avfuel Corporation  
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Ann Arbor, Michigan 48108  
(734) 663-6466  
[towen@avfuel.com](mailto:towen@avfuel.com)

## **APPENDIX**

*Company Overview*  
*Curriculum Vitae*



**ABS Aviation** Expression of Interest  
Airport and Fixed Base Operator Management Services  
Newport Municipal Airport (ONP)  
Newport, Oregon

## ***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 Dayton, Ohio.

*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:** 5601 Rahn de Vue  
Dayton, Ohio 45459  
**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 providing contract management of the Minden-Tahoe Airport in Minden, Nevada.



## *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 Dayton, Ohio. 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 Dayton, Ohio.

## *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 Dayton, Ohio. 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 Dayton, Ohio.

## *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 Dayton, Ohio.

***AFFILIATIONS AND DESIGNATIONS***

National Business Aviation Association  
American Association of Airport Executives  
National Air Transportation Association  
Aircraft Owners & Pilots Association  
National Safety Council  
American Society for Training and Development





# AVIATION

MANAGEMENT GROUP



## Proposal to the City of Newport for the Day-To-Day Management of the Newport Municipal Airport



January 28, 2015





# AVIATION

MANAGEMENT GROUP

January 27, 2014

City of Newport  
Spencer Nebel  
Administrative Offices  
169 SW Coast Hwy.  
Newport, OR 97365

RE: REQUEST FOR EXPRESSION OF INTEREST TO OPERATE THE NEWPORT, OREGON MUNICIPAL AIRPORT

Dear Mr. Nebel:

Aviation Management Group (AMG) is pleased to respond to your Request for Expression of Interest for the day-to-day management of the Newport Municipal Airport.

This proposal permits the City to distance themselves from the day-to-day responsibilities without relinquishing ownership or control. Our experience over the past eleven (11) years have proven the public/private partnership has benefited the citizens of Auburn and the users of the Auburn Airport. Substantial improvements to the airport's infrastructure have been accomplished, superior growth in the airport's working capital enterprise fund has been realized; in less than favorable economic environment.

The vision AMG has for your airport is - A Campaign for Improvement be implemented. The City can position itself to enhance the significance the Newport Airport contributes to the entire transportation system locally, regionally and nationally, while adding value to the local economy. AMG's campaign for the future of the airport is - Open for Business & Welcome to Newport. This proposal summarizes just some of our concepts for implementing this vision.

It takes pilots, airports and aviation businesses to permit our industry to thrive. Missing any single section destroys our entire industry. As a pilot, an airport manager and an aviation business owner with over 35 years of experience bring to the City of Newport strengths not easily duplicated. This experience and the current management team provide value, innovation and quality through people. People are the key to achieving this vision. Our commitment to excellence in people means ensuring talent, dedication and satisfaction while exceeding customer expectations.

As a member of the Washington Pilots Association (WPA), the Executive Director of the Washington Aviation Association (WAA), a board member of the Washington Airport Managers Association (WAMA), a member of the Washington State Department of Transportation Aviation Investment Study and a member of the American Association of Airport Executives, establishes our ability to influence and make a difference in the aviation industry. This combination of associations benefits the City of Newport by our involvement in all aspects of aviation, not just airports.



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January 27, 2015  
City of Newport  
Spencer Nebel

Included with the mailing is our summary for your review. Many details have been excluded, although AMG would welcome the chance to respond to a formal RFP.

The AMG and its staff are committed to the continued success of the airport and are enthusiastic about the growth opportunities. AMG creates value through quality and innovation for the City of Newport.

Sincerely,



Jamelle R. Garcia  
Managing Member



## Executive Summary

A properly structured and implemented comprehensive management plan will generate revenue and increase the Airport's Enterprise Fund while improving its facilities and infrastructure at the Newport Airport. Together we can benefit from a variety of economies of scale, including those in resources, knowledge and experience. We understand it is in everyone's interest to further improve and enhance the airport.

Our current public-private management partnership between the City of Auburn and Aviation Management Group, LLC. (AMG) has achieved the goal of efficiency and accomplished a campaign of improvement which started in 2004. Our vision of creating value through excellence in people, quality and innovation has paid dividends to the City, the airport users and the citizens of Auburn. It would be our goal to implement the strategies used in Auburn to accomplish your goals for the City of Newport.

It has been proven in Auburn and can be duplicated for the City of Newport to distance yourselves from the day-to-day operations without relinquishing ownership or control.

One of the most valuable assets is the perspective and experience AMG brings to this endeavor. AMG draws on over 65 years of combined aviation management experience in a variety of economic markets and disciplines beyond just airport management.

The vision is to create value and consistently deliver strong performance.

The relationship AMG can establish with the City of Newport, Federal Aviation Administration, and Oregon State Department of Transportation/Aviation Division, Oregon Airport Managers Association or other Oregon associations creates a combined effect which provides the Newport Airport a competitive advantage others may not share.

Our affiliations and partnerships within the aviation community bring to the City of Newport resources and a perspective which is broader and more inclusive than other individuals or companies enjoy.

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## Statement of Need

The Newport Airport is an airport of significance. The airport is vital to the entire transportation system of Oregon State and North America.

Mayors and City Council Members across the nation continue to confront unprecedented fiscal constraints as the cost of operating government continues to outpace revenues. Airports are an expensive proposition, are costly to run and require constant investment.

The current partnership has proven to benefit the City of Auburn, its citizens and aviation community. With proper management, services and community support, the Newport Airport can create a dynamic tax base capable of generating both revenue and economic activity both on airport and off airport. Numerous surveys conducted by aviation groups confirm over and over again that each one dollar spent at the airport contributes seven dollars in local economic activity.

## The Future of the Newport Airport

The City of Newport and AMG realize this airport is an asset to the community and beyond. With an infrastructure in place; the Airport is in a remarkable position to enhance the Airport's draw to aviation businesses and aviation business pilots or corporate users.

## Project Description

Airport Management is about execution. Watching every penny, it's about the nuts and bolts of business. If managing were simple, why do so many new companies and products flounder in the marketplace?

AMG understands resources are always scarce and that above all this is not a game for amateurs.

How does the Newport Municipal Airport distinguish itself from other airports with similar offerings and identical goals, and maintain its success as times change? Consumers now instruct suppliers regarding the prices they will pay, the level of quality they require, and even the times at which they will accept delivery. Suppliers who don't meet these expectations become ex-suppliers.

Knowledge, technique, and experience are needed along with energy, gumption and attitude, including the mundane issues like cost, quality and inventory.

Growth has to be created. The market goes down as well as up.

## **Objectives**

AMG provides solutions to the management of the airport. Our objectives are:

Provide for the day-to-day safety, security and operations management of the Newport Municipal Airport.

## **Scope of Services**

AMG is prepared to offer to the City of Newport services to provide for the day-to-day management of the Municipal Airport. Please see Appendix A for Scope of Work for a summary of items which can be included. AMG can provide an a la carte approach or an all-encompassing approach to the project.

## **Compensation**

Compensation is based on the City's desired scope of work.

## Staffing/Administration

AMG has a highly effective staff to administer, coordinate and foster the airport's future. Staff focuses on building an extraordinary customer experience for based and visiting patrons of the Newport Airport.

AMG takes pride in the quality of our people and the job we perform on behalf of the City

The current staff has a high level of aviation experience in diverse areas of the aviation industry; airport management and operations, Fixed Base Operations (FBO), aircraft sales, aircraft maintenance, flight training , aircraft rental and customer service.

The following management team has direct control of all aspects of the day-to-day activities to be performed by this contract management. Please see Appendix B for qualifications and experience.

Jamelle R. Garcia, Managing Member of AMG, LLC

Kasey Maiorca, Airport Operations Manager for AMG, LLC

Linda Eskesen, Office & Accounting Manager for AMG, LLC

## Conclusion

Why choose AMG?

With our extensive experience and knowledge of the aviation industry, AMG is in a unique position to assist the City of Newport to enhance the airport well into the future.

AMG's service and product mix allows us to create relationships within the aviation community at the federal, state and local levels.

Service and satisfaction has always been the focus. Each need is handled with the utmost effectiveness in order to promote on-going goodwill.

Superior management expertise and staff having extensive knowledge, allows AMG to draw on years of experience in a variety of markets and disciplines.

The most valuable asset is the prospective AMG brings to the situation which is broader and more inclusive than any individual or company.

Our primary business is General Aviation (all aviation except the military and commercial airlines). With a strong commitment to the marketplace AMG is confident we have the ability to maintain growth and develop and market the Newport Airport as a highly differentiated product.

The Newport Airport and AMG are in a unique position to capitalize on the opportunities presented for the future of the airport as well as the City of Newport.

With the experience, management staff, dedication and enthusiasm, AMG is ready to assist the City of Newport to implement a plan making the Newport Municipal Airport a magnet for corporate general aviation and recreational flyers alike.

AMG is prepared to:

- Respond to a formal RFP including:
  - expanded details of the objectives and methods,
  - Scope of Services
  - Contract for Services contract
  - Supply a summary of improvements provided to the Auburn Airport
  - References – Tenant and Professional
  - Marketing & Business Plan
  - Startup phase

AMG will need from the City of Newport:

1. Copy of current Master Plan for the airport
2. Copy of the current Airport Layout Plan
3. Three (3) years of financial statements with detailed breakdown of income and expenses
4. Copies of land leases
5. Current rates, fee and charges as it applies to the airport and airport tenants
6. Any airport bond obligations. Amounts, terms and repayment options (summary)

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## EXHIBIT A - SCOPE OF SERVICES

1. CONTRACTOR shall prepare, negotiate, administer, and enforce on behalf of, and in the name of, CITY all of the lease agreements, contracts, documents, and instruments relating to the Newport Municipal Airport (Airport).
2. CITY specifically authorizes CONTRACTOR to request and demand all rent and other such charges, on behalf of, and in the name of CITY.
3. CONTRACTOR may propose capital improvement or property development work as a result of its concept development and planning functions or related work as set forth in this Agreement.
4. CONTRACTOR will manage and operate the Airport for the use and benefit of CITY and the general public.
5. CONTRACTOR shall provide fueling services at the Airport.
6. CONTRACTOR will develop and submit recommended schedules of rates, fees, and charges (exclusive of the retail price for fuel) annually for approval by CITY.
7. CONTRACTOR shall assist CITY, with respect to CITY's dealings with all applicable Federal and State authorities.
8. Security: CONTRACTOR agrees to provide Airport security during non-business office hours 365 days per year. (if desired)
9. Hours of Operation (business hours): CONTRACTOR shall operate the Airport for public access twenty-four (24) hours daily. At least one CONTRACTOR staff person shall be available at the Airport Monday through Friday 8:00a.m. to 5:00p.m. (exclusive of state and federal holidays) to assist the public.
10. Collection of Fees and Rentals: CONTRACTOR shall provide for routine invoicing and collection of all fees, rentals, and property lease charges due the Airport.
11. Emergency Preparedness: CONTRACTOR will have available persons trained in the manner required by applicable FAA regulations to respond to emergencies, such as fires, aircraft incidents, or disasters.
12. Records and Correspondence: CONTRACTOR shall maintain monthly records of all correspondence and financial transactions relating to operation of the Airport.
13. Support of Airport Interest Groups: CONTRACTOR's management shall act as the representative of the CITY through participation in meetings and activities of present and future Airport user or interest groups. Reports on such meetings and events shall be included in routine reports to the CITY.

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#### 14. Maintenance/UTILITIES

##### a. Preventative Maintenance /Minor Repairs

- i. CONTRACTOR agrees to develop and carry out at its sole expense a continuing program of preventative maintenance and minor repair activities providing general upkeep against normal wear and tear such that the Airport facilities are at all times in a serviceable condition for use in the way and manner they were designed to be used.
- ii. Restorative Maintenance - Major Repairs: Subject to expenditures approved, budgeted and authorized by the Mayor of CITY or such representative as the Mayor shall from time to time designate in writing, CONTRACTOR agrees to perform restorative maintenance and major repairs.

15. Temporary Closure: Nothing contained herein shall be construed to require that the Airport be operated for aeronautical use during temporary periods when snow, flood, or other climatic conditions interfere with such operation and maintenance.

16. Federal Facilities: Airport aids operated and maintained by the FAA shall be specifically excluded from any maintenance requirements under this Agreement.

17. Emergency Support Services: CONTRACTOR and the CITY shall each maintain authorized representatives on call at all reasonable times to act on behalf of their respective Parties for unusual, difficult, or emergency maintenance situations at the Airport.

18. Airport Utilities And Other Charges: CONTRACTOR agrees at its sole expense to pay all charges for the airport's electrical, water, sewer (if any), security personnel (if any), fire system monitoring, annual fire extinguisher inspection, fire system annual inspection, and portable sanitation units, that is not attributable to a specific tenant or leased property.

19. Environmental Protection:

- a. With assistance from the CONTRACTOR, CITY shall develop and maintain policies with assistance from CONTRACTOR, to assure that the Airport and Airport tenants maintain compliance with Environmental Protection Agency (EPA) standards for treatment of waste oils, fuel, solvents, etc. which may be used in aircraft, or related to aircraft manufacturing, servicing, or repair.

20. Planning, Development, and Audit:

- a. Planning and Development: CITY shall, with the assistance of CONTRACTOR and with the Airport Advisory Board, provide for planning and development of the Airport and the surrounding Airport lands in cooperation with CITY staff. CONTRACTOR shall encourage development of new facilities and services in accordance with the currently approved Airport Master Plan.
- b. Airport Layout Plan (ALP): CONTRACTOR shall submit periodic input concerning the ALP to CITY. CITY agrees to update the ALP database and provide revised copies of the ALP as required by CONTRACTOR or interested governing agencies.

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- c. Five-year Capital Plan: CONTRACTOR shall assist with the development, and recommend for approval, updates to the currently adopted five-year Airport Capital Improvement Plan. The Plan shall support requests for the continuing development of the Airport with Federal and State funding.
  - d. Proposed Development: In addition to the monthly reports, CONTRACTOR shall provide an annual report summarizing the current status of the Airport which shall include:
    - i. Proposed Development Plans: CONTRACTOR shall submit, as directed by the Mayor or the Mayor's designee, proposed improvements and developments at the Airport. These changes shall be consistent with the Airport Master Plan and five-year Airport Capital Improvement Plan adopted and updated periodically for the Airport.
21. CONTRACTOR shall prepare a biennial operating projection for presentation to the CITY that shall include the following:
- a. Biennial Budget: A detailed projection of revenues and expenses relating to Airport operations for each calendar year shall be developed. The plan shall be submitted by CONTRACTOR on or about August 1 of each year for review and concurrence.
  - b. Capital Projection: A detailed projection of capital and major expense items anticipated for the biennial budget and the midterm corrections.
  - c. Performance Standards: CONTRACTOR must perform reasonably, safely, legally, and in a manner consistent with this Agreement. CONTRACTOR shall also be responsible to provide, in connection with the services contemplated in this Agreement, work product and services of a quality and professional standard acceptable to the CITY.
22. CONTRACTOR shall not conduct operations in or on the Airport in a manner which in the reasonable judgment of CITY: Interferes with the reasonable use by others of the Airport.

## Appendix B - Management Profiles



**JANELLE GARCIA, CFI-I, MEI**

**Managing Member - Aviation Management Group**

Mr. Garcia has over 35 years' of experience in aviation, specializing in general aviation. His thorough knowledge of the aviation industry combined with his innovative approach to problem solving creates positive results.

### WORK EXPERIENCE

#### **Aviation Management Group, Auburn Municipal Airport, Auburn, WA**

Since 2004, Mr. Garcia has served as the Airport Manager for the Auburn Municipal Airport. During this time working with the City of Auburn, major infrastructure improvements have been completed. Concurrently while improving the airports safety, security and convenience to its users, the airport's working capital enterprise fund has increased.

#### **AUBURN FLIGHT SERVICE/NORTHWEST AVIATION COLLEGE AUBURN MUNICIPAL AIRPORT, AUBURN, WA**

Purchased in 1981 from Seattle Flight Service, Mr. Garcia assumed the responsibilities as President and Owner. While at Auburn, Mr. Garcia created Northwest Aviation College (NAC) and gained state authorization and received national accreditation for an associate degree in Aviation Flight Technology. Mr. Garcia purchased Sky Services, a closed maintenance shop located on the south end of the airport. The shop services expanded beyond its own fleet to service all aircraft, eventually obtaining manufacturers approved service centers.

#### **WASHINGTON AVIATION ASSOCIATION**

In 1996, Mr. Garcia became the Executive Director of the Washington Aviation Association, a non-profit aviation organization promoting aviation business.

#### **OTHER AFFILIATIONS AND MEMBERSHIPS**

Board member of the Washington Airport Managers Association (WAMA), a member of the Washington State Department of Transportation Aviation Investment Study and a member of the American Association of Airport Executives; demonstrates a commitment to be involved at the highest level of the aviation industry. This combination of associations benefits the City of Auburn by involvement in all aspects of aviation, not just airports.

**KASEY MAIORCA, CFI-I****OPERATIONS MANAGER- AVIATION MANAGEMENT GROUP**

Mr. Maiorca's combined past work experience and current position coupled with his enthusiasm in aviation, supports the desired future growth of the Auburn Airport.

**WORK EXPERIENCE****AVIATION MANAGEMENT GROUP, AUBURN MUNICIPAL AIRPORT, AUBURN, WA**

Mr. Maiorca is the current Operations Manager for AMG at the Auburn Municipal Airport. Primary tasks are: tenant relations, daily safety inspections of the entire airport including quality control of the fueling operation. He is directly involved with oversight of any construction projects as it affects safety and operations of the airport.

**NORTHWEST AVIATION COLLEGE, AUBURN MUNICIPAL AIRPORT, AUBURN, WA**

Beginning as a primary flight instructor, Mr. Maiorca moved quickly into positions of responsibilities. From Primary Flight Instructor to Advanced Flight Instructor including FAA authorized check instructor and State of Washington certificated Aviation instructor. Additionally Mr. Maiorca's talents moved him into financial management and was included in the decision making progress of the organization.

**WESTERN AIRCRAFT, BOISE AIR TERMINAL, BOISE, ID**

Mr. Maiorca served as a Line Service Technician where due to Mr. Maiorca's extensive customer service skills; he was immediately moved to the General Aviation operations where tasks included: fueling, towing and servicing aircraft such as Cessna 172's, Pilatus PC-12, Lear 35's, and Gulfstream G5's, F /A 18's, AH-64 Apache's and everything in between. He later was cross trained to the commercial airline division of the company and trained on Dash-8's to 767's.

**SUNDANCE CONSTRUCTION MANAGEMENT, BOISE, ID**

Mr. Maiorca served multiple roles at Sundance. Starting as an assistant to the estimator and project managers, he gained experience in project management working alongside the entire company staff. Working from the ground up, he gained the skills to transfer to the Commercial Maintenance division. His last promotion was to office manager/dispatcher where he coordinated between the maintenance crews, marketing manager and general manager.



## LINDA ESKESEN

### OFFICE AND ACCOUNTING MANAGER- AVIATION MANAGEMENT GROUP

Ms. Eskesen's outstanding customer service skills coupled with her passion and devotion gain her the respect of everyone she comes in contact with.

## WORK EXPERIENCE

### AVIATION MANAGEMENT GROUP, AUBURN MUNICIPAL AIRPORT, AUBURN, WA

Ms. Eskesen's focus on tenant and visitor communications and their satisfaction is the most important asset she brings to AMG's management team. Her other duties include daily accounting and office tasks in addition to assisting other staff on special projects.

### NORTHWEST AVIATION COLLEGE, AUBURN MUNICIPAL AIRPORT, AUBURN, WA

As assistant to the president, her responsibilities included corporate correspondence and human resources. With her attention to detail, Ms. Eskesen progressed into full charge bookkeeping as well as processing all financial aid transactions including Veteran's benefits.



# Loyd's

## Aviation

Since 1958

January 27, 2015

City of Newport, OR  
Attention: City Manager  
169 SW Coast Highway  
Newport Oregon 97365

Subject: Expression of Interest to Operate the Newport, Oregon Municipal Airport

Dear Mr. Nebel,

By submission of this letter, Loyd's Aviation wishes to express interest in the proposed operation of the Newport Municipal Airport (KONP).

Established in 1958, Loyd's Aviation is a full-service General Aviation company based in Bakersfield, CA. Founded by Byron Loyd, we began by offering pilot service to local aircraft owners. Today the company is owned by Byron's son Steve Loyd who serves as our President, and is the only Full-Service FBO in Bakersfield.

Occupying more than 30 acres of airport property at Meadows Field (KBFL), Loyd's Aviation currently provides the following services.

- **Hangar and Shadeport Rental** – With more than 100,000 square feet of hangar space, we are home to more than 60 airplanes.
- **Aircraft Sales and Acquisitions** – Aircraft brokerage services are offered as well as aircraft appraisals.
- **Air Charter** – FAA Certified under FAR Part 135, our Air Charter service is Gold Rated by the Aviation Research Group – US Division. (Cert. # LOYA165G)
- **Aircraft Maintenance** – Loyd's Aircraft Maintenance was established in 1986 and is the largest shop in Kern County. Our mechanics work on all sizes of airplanes including small single-engines, corporate jets and turboprops, and airliners.
- **Aircraft Parts Sales** – A division of Loyd's Aircraft Maintenance, our Parts department sells parts both regionally and beyond.
- **FBO Services** – Bakersfield Jet Center is operated by Loyd's Aviation, and is an AvFuel branded FBO. All of the fueling operations meet or exceed ATA 103 standards, and all Line Service Technicians are NATA Safety 1<sup>st</sup> Trained.
- **Aircraft Management** – Utilizing the complete package of services, this department provides a turn-key operation to corporate aircraft owners. Loyd's Aviation provides the Pilots, Maintenance, Hangar, Fuel, Scheduling, Accounting, and Detailing of the airplanes.



# Loyd's

## Aviation

Since 1958

In addition, Loyd's Aviation is connected on a national level to General Aviation. We are part of an exclusive FBO 20 Group that is comprised of the top 20 independently owned FBOs in the U.S. Steve Loyd is on the board of directors for the National Air Transportation Association (NATA). Mr. Loyd also helps to recruit members of the U.S. Congress to the General Aviation Caucus and educate them on the value of General Aviation.

As a company, and as individuals, we strive for three things: 1) To maintain the highest level of safety, 2) Provide excellent customer service, and 3) Conduct ourselves with integrity. It is our vision to take these priorities and grow.

Our interest for growth and our half-century of experience with General Aviation is the reason for the interest in Newport. Having successfully worked with the Kern County Board of Supervisors and local airport administration for so many decades gives us a unique experience base. We also have the advantage of working with our FBO 20 Group which gives us access to the operation of 20 other airports and FBOs around the country.

We are a conservatively run company which means that we favor controlled and steady growth with minimal debt and diversified income streams. This philosophy enabled us to survive the economic downturn of 2008-2009 while many others faded away. It also positioned us to be able to grow when the economy recovered. In early 2014 we completed a 2 year project to add 2,500 sq. ft. addition of office space to accommodate a growing flight department that added 20,000 gallons of fuel sales per month to our volume.

Having reviewed the City of Newport's Request for Expressions of Interest, I know that we could assist in furthering the City's goals. We bring with us expert experience in the operation of airport services and a long track record of financial health and success. As a privately held, independent company, we don't have parent companies to back us or provide money in lean times. This means that we have to be efficient and wise with every dollar. We've done that while still providing excellent customer service and 57 years of accident free flying.

As you consider your options for the future of Newport Municipal, consider us as your partner and advisor for the future.

Sincerely,



Ryan Crowl  
VP of Flight Operations  
Loyd's Aviation

Attached: Brief Resumes



# Loyd's

## Aviation

Since 1958

### Steve Loyd – President

#### **Education:**

B.S. in Agricultural Business Administration – Cal Poly San Luis Obispo

#### **Experience:**

Airline Transport Pilot with Type Ratings in Learjets, King Air 350, and Citation XLS

16,000+ hours of flight time

President of Loyd's Aviation since 1986

Board of Directors – National Air Transportation Association

Board of Directors – Bakersfield Memorial Hospital

Member – National Business Aircraft Association

### Ryan Crowl – V.P. of Flight Operations

#### **Education:**

B.S. in Aeronautical Science – Embry-Riddle Aeronautical University (ERAU)

#### **Experience:**

Flight Instructor, Flight Supervisor, and Assistant Training Manager at ERAU (2001-2005)

Chief Flight Instructor & Chief Pilot – Loyd's Aviation (2005-Current)

Airline Transport Pilot with Type Ratings in King Air 350, Citation 525 and Citation XLS

Flight Instructor Ratings – CFI, CFII, MEI

5,000+ hours of flight time



## — Loyd's Aviation - Bakersfield Jet Center —

While Loyd's Aviation has grown substantially since its establishment in 1958, the company has held on to the values and practices put forth by founder Byron Loyd and remained a true family business.

The early days of "Loyd's Flying Service" involved Byron flying as a contract pilot for corporations and selling aircraft parts when he wasn't in the skies. Today, the company, now Bakersfield Jet Center by Loyd's Aviation, is the only full-service Fixed Base Operation at Meadows Field, offering charter services, aircraft sales and management, maintenance on everything from single engine piston aircraft to corporate jets, aircraft storage, full ground services 24 hours a day, 365 days a year, and many other services.

In 1973 Byron's oldest son, Steven Loyd, joined the company and has functioned as its president since 1986. Since taking over as president, Steven has helped usher the company into new avenues of aviation, including charter service and the building of corporate hangars. But the construction of the Bakersfield Jet Center, a 3.5 acre aircraft parking

Bakersfield Jet Center is the only full-service Fixed Base Operation at Meadows Field.

It has grown from a small mom-and-pop style business to a family-oriented company with more than 35 employees.

1601 Skyway Drive  
Bakersfield, CA 93308  
661-393-1334  
[www.LoydsAviation.com](http://www.LoydsAviation.com)

ramp as well as state-of-the-art customer facilities, in 2009, is what took Loyd's Aviation to new heights in the industry.

The company remains committed to providing comprehensive aviation services—and they do it as an ever-expanding "family." Steven's wife, Patricia, also joined the Loyd's team while she raised the couple's children, and when Byron married Nadine Mansfield in 1981, her nephew, Ryan Crowl, would come to love the industry just as much. Crowl joined the company in 2005 after graduating from Embry-Riddle Aeronautical University and today serves as Chief Pilot and Vice President of Operations.

Crowl, along with two other longtime employees including Chris Clements, General Manager, and Bill Long, Vice President of Maintenance, are helping this community-oriented company continue to grow with the times while also celebrating its roots. Bakersfield Jet Center by Loyd's Aviation may have started on a wing and a prayer over 56 years ago, but today it's running on two wings and a full tank of fuel.



OFFICE OF THE CITY MANAGER  
City of Newport, Oregon  
169 S.W. Coast Hwy.  
Newport, OR 97365  
541-574-0603  
s.nebel@newportoregon.gov

## MEMO

DATE: February 6, 2015  
TO: Airport Committee  
FROM: Spencer Nebel, City Manager  
SUBJECT: Approval of Airport Goals

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On Tuesday, January 13, 2015, the Airport Committee met to review various priorities and goals for the Newport Municipal Airport to help guide the committee's efforts during the course of the next fiscal year. In addition, the priorities will be forwarded to advise the City Council as to the Airport Committee's priorities for the coming year. Airport Committee members, Mark Watkins, Susan Reese, Ken Brown and Ralph Grutzmacher provided written goals for consideration of the entire committee. Additional goals were added as part of the discussion on January 13<sup>th</sup>. After the various ideas were discussed, committee members were asked to indicate their individual priorities. Please note that the numbers, within the parentheses following the listed priorities, indicates the number of Airport Committee members who indicated that particular item as a priority of consideration by the Airport Committee. As a result, the top five priorities to focus on for the 2015-16 fiscal year, were as follows:

- (1) Explore the expansion of water and sewer services to the Airport and surrounding properties. (5)**
- (2) Pursue commercial and/or private-for-hire airline service to facilitate regional travel to the Central Coast utilizing the Newport Municipal Airport for such organizations as NOAA, the expanded Marine Science Initiative, OMSI, and the general community. (5)**
- (3) Review opportunities to increase revenue to lessen the financial burden for operating the Airport on the City, including reviewing the various fees and lease rates charged by the Airport and increasing utilization of the Airport to assure an appropriate return to the Airport. (4)**
- (4) Complete the review of the overall organization and management of the Airport operations to implement a permanent, sustainable management system to meet the overall goals of the City of Newport, and to include the regionalization of the Airport operations. (4)**
- (5) Explore the possibility of constructing additional T-Hangars at the Municipal Airport.**

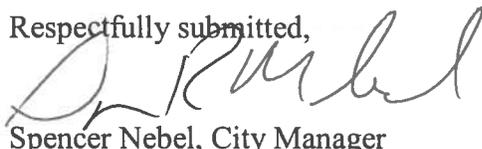
This completes the list of top priorities for the Airport Committee for the 2015-16 fiscal year.

In addition to the five priorities identified by the Airport Committee, other ideas were discussed during the goal session, and are indicated in this report for informational purposes, and future reference. These other ideas include the following:

- (A) Support the possibility of securing a scenic tour service out of the Airport (2).
- (B) Develop a trail from the Airport to South Beach (2).
- (C) Simplify utilities (2).
- (D) Evaluate the fuel farm and self-serve fuel services (2).
- (E) Support the possibility of recruiting a sky-diving operator to utilize the Municipal Airport for this endeavor (1).
- (F) Develop an aggressive fuel purchase and sales program to increase fuel sales by 10 to 15% by examining sales volume versus profit margin (0).
- (G) Explore possible relocation of two NOAA fleet support operations that would be handling otters to be based at Newport (0).
- (H) Develop an aggressive marketing campaign to utilize all areas of the Airport property to generate a revenue stream (0).
- (I) Provide a shared maintenance facility with appropriate equipment for non-resident maintenance personnel to perform various aircraft maintenance activities within an hourly rate for usage of said facility (0).

It is my recommendation that the Airport Committee formally adopt the top five recommendations and submit those to the City Council for goals for the 2015-16 fiscal year. Furthermore, I would recommend the Airport Committee develop an action plan for discussing these various goals over the next year. I would suggest that a schedule be developed in which each of these goals are the focus at separate Airport Committee meetings going forward. At the February meeting, we will be discussing the long term management of the Airport. Due to the timeliness of the budget and the City considering the establishment of a fee schedule effective July 1<sup>st</sup>, I would suggest the Airport Committee focus on revenue enhancement, which will have a direct impact on the upcoming budget as part of the budget review at the March and April meetings. The issues of the water sewer infrastructure and hangar construction are appropriately part of the Airport Master planning process in 2015. It would be appropriate as part of this process to have a presentation on the water and sewer system, and the issues of expanding that system from Public Works Director, Tim Gross, in July or August. Time could be scheduled to review the possibility of expanding T-hangars in September, with discussions on providing commercial and private-for-hire services occurring in the following months of 2015. This schedule can certainly be adjusted based on the Airport Committees desires; however, from a very practical standpoint, we need to focus on individual issues at a time, particularly until we have a permanent management system in place for the Airport. I do believe by parceling out these discussions over the course of the next 8 to 10 months, there is a better opportunity to effectively make significant progress on these goals. By structuring these discussions throughout the course of this next year, significant productive progress could be made by the Airport Committee in tackling these priorities, and moving the Airport in a positive direction.

Respectfully submitted,



Spencer Nebel, City Manager

Date: 1-26-15

Application  
For  
City of Newport  
Committee Appointment

Which committee are you interested in serving on (list in priority order if you are interested in multiple committees): AIRPORT Committee

Name: GARY E. BAKER

Address: 11871 S.E. ACACIA ST., South BEACH, OR

Telephone Numbers: Cell: (541) 921-0069 Home: (541) 867-6505

E-Mail Address: gbaker6505@charter.net

Occupation: OWNER/Principal of ENGINEERING, PROJECT Mngmnt. Co.

Employer: Electric Solutions LLC

(1) Why would you like to serve on a City of Newport committee?

To contribute to the betterment of the KONP  
FOB.

(2) What is your educational and professional background?

BSEE Cal Poly, San Luis Obispo, 1991.  
Twenty-three years in electrical engineering profession.  
Ten years as business owner of consulting company.

(3) Have you ever served on a community committee? If so, what kind?

No.

Continued on reverse...

(4) Do you agree with consensus decision making?

YES, My profession mandates working on design teams  
collaborating on solutions.

(5) Are you willing to attend regularly scheduled meetings for the term of appointment?

YES

(6) Would you make decisions based on the facts and standards even though you may not agree with the ultimate decision?

YES, facts and standards are important in  
the decision making process.

(7) Do you anticipate having any conflicts of interest, due to personal and/or business relationships, that may disqualify you from making decisions?

NO

(8) List all other pertinent information/background for this position.

Recently took up flying & my son (16 yrs. old) and I  
are actively taking flying lessons.

Recently purchased a box hangar and airplane @ the KOMP  
Member of the newly formed Newport Flying Club. Airport.

Thank you in advance for your community spirit in offering to serve! Please  
return to

City of Newport  
City Manager's Office  
169 SW Coast Highway  
Newport, Oregon 97365  
541.574.0613

Received confirmation that Newport Municipal was selected for the OPA annual conference in June. I put Neal White the OPA Regional Director; in contact with Lorna at the Chamber to set up weekend visit packages. I also gave Neal the contact information with two local bus companies; that may be able to help with shuttling visitors to and from the Bay front, Aquarium, and other tourist attractions.

FBO interior has been painted, cleaned, and reorganized for a more professional feeling atmosphere. The upstairs will be the next focus. We have removed all the loose floor tiles in the kitchen area and will need to clean and reorganize this area as well.

I have a call into Joseph Teye-Kofi with the DLA about military contract fueling. Also gathering information about Phillips 66 wings points program, and into plane program (contract fueling to corporate aircraft.)

Visalia conducted the first quarter inspection of AWOS, and it passed with flying colors. Tech commented he is not seeing the transmission failed report like he was before the AWOS brain move.

No issues with Self-serve tank this month. I did get a protective wing mat for fueling and have it out and ready for pilot use.

Purchased full load of 100LL and Jet-A before the price started to go back up.

AV-truck has an anti-freeze leak I am trying to chase down. No other issues this month with the truck.

I rebuilt the Jet truck pist injection unit. Re-calibrated it, and it is now working 100%. I changed out the single point nozzle do to a leak on the connecting point. I have the kit to rebuild the leaking nozzle and get it back into usable equipment.

All crew cars inspections by ASE Certified mechanic for road worthiness. Crew Cars are fixed ready for public use. The Chevy Astro van is at shop waiting for final parts. Mechanic commented a lot of the parts we need have been discontinued do to the 20 year age of the van.

Inspected operation truck after it was stuck off of Taxiway Echo. Took it to Ford for a transmission, 4x4, rear end and motor servicing. Fluid was replaced in transmission and engine checked out fine.

Mowed area between Taxiway Alpha, Bravo, Charlie, and Delta with the Zero turn. Gave a training class to Dave on operation of the Zero turn. Mowed area out front.

Dave and Matthew are NATA Safety first fuel trained and signed off to fuel. They are a big help to the FBO operations and we are now back to regular operating hours. I have talked with Spencer and came up with a possible schedule to extended hours in the summer.

Trained Dave on how to program in gate clickers in to the operators. Then we lubed and inspected all 5 auto gate operators. Made minor chain adjustments and gear checks. Have not found any manual gates blown or left open.

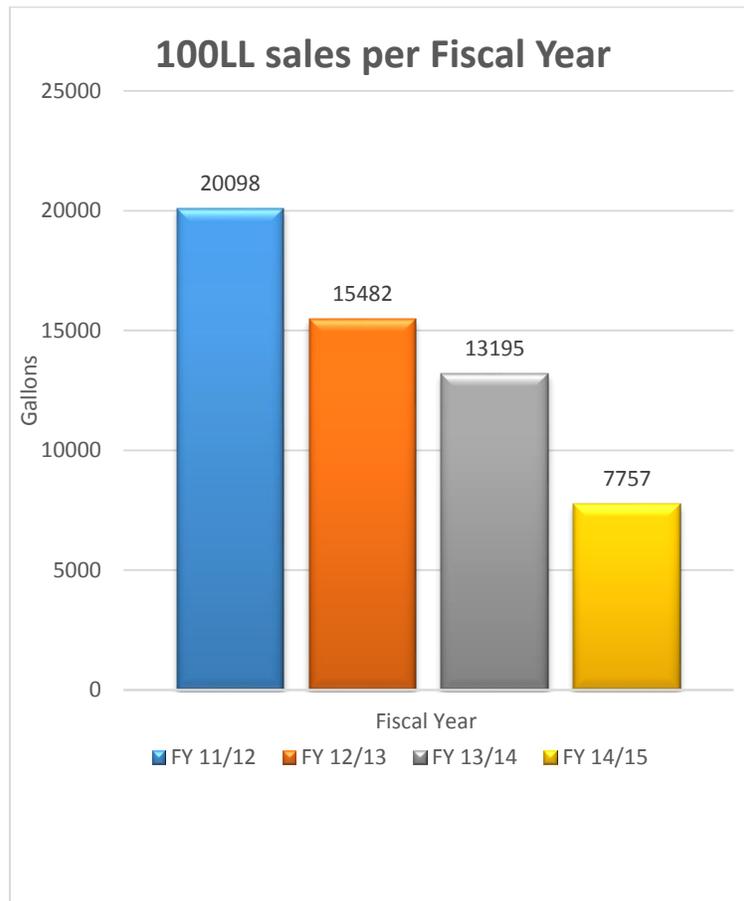
1200z permit water tests came back with no issues found in either creek. Ordered next round of test kits. I need two samples to be taken from now till June 30 to stay in compliance with DEQ regulation.

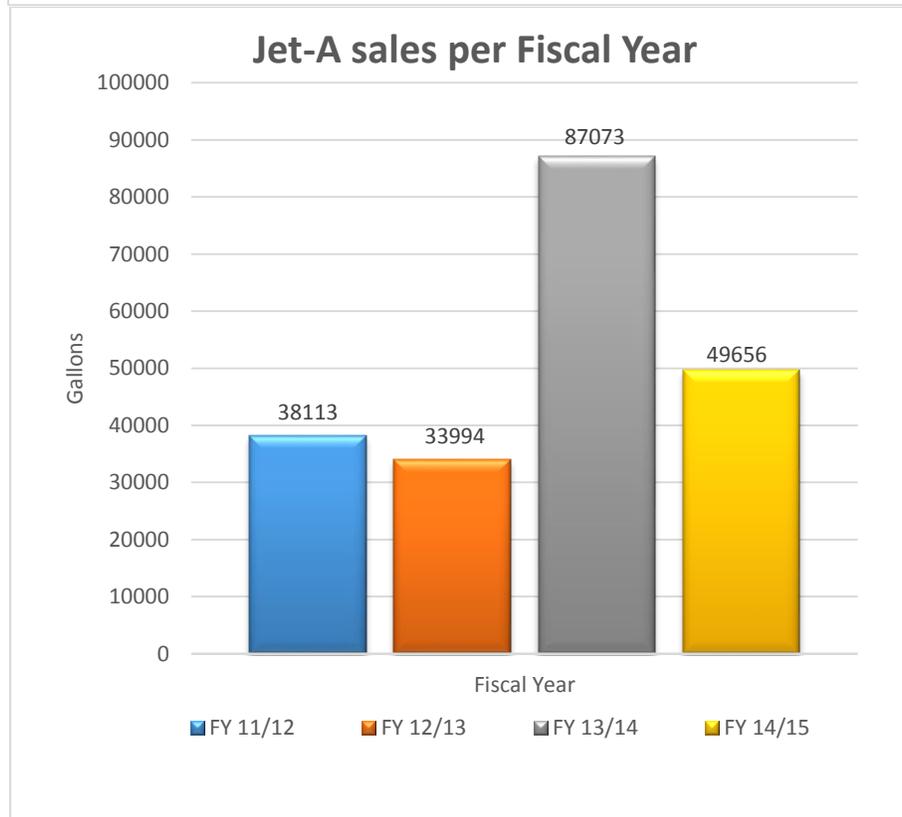
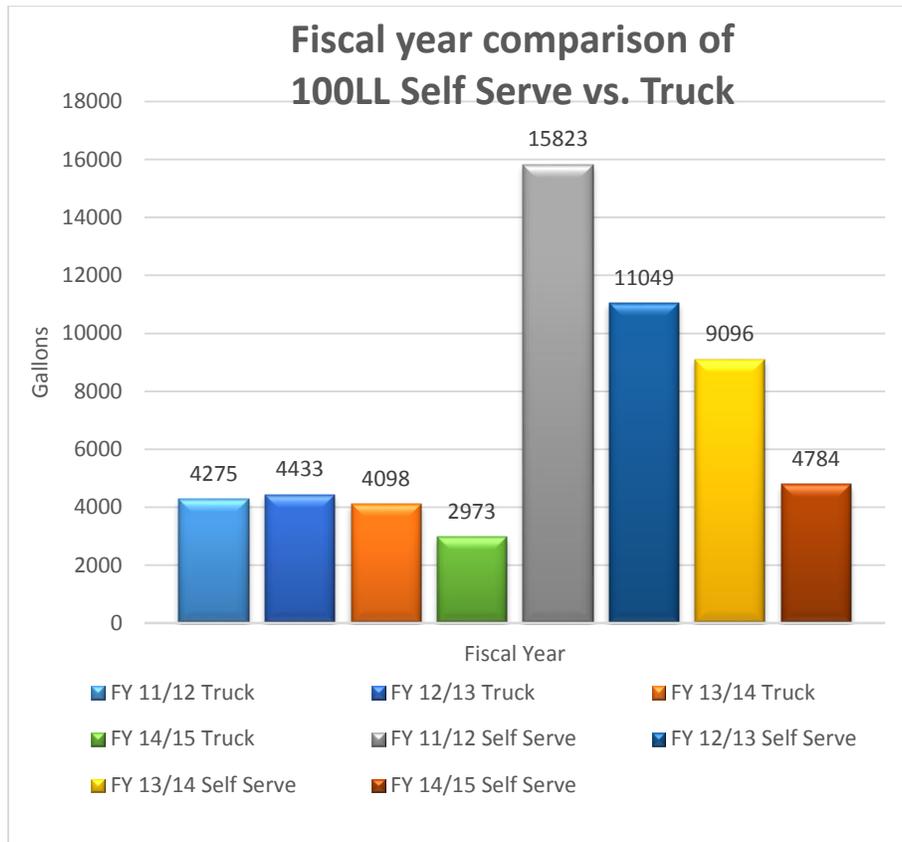
Cleaned out main airport drain inlets of debris.

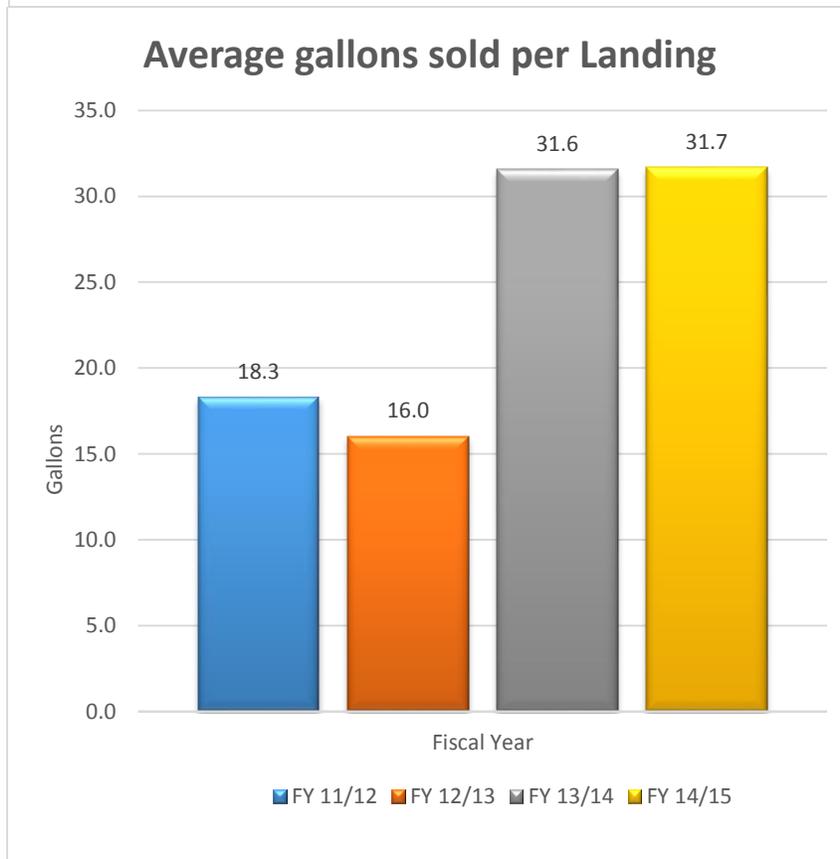
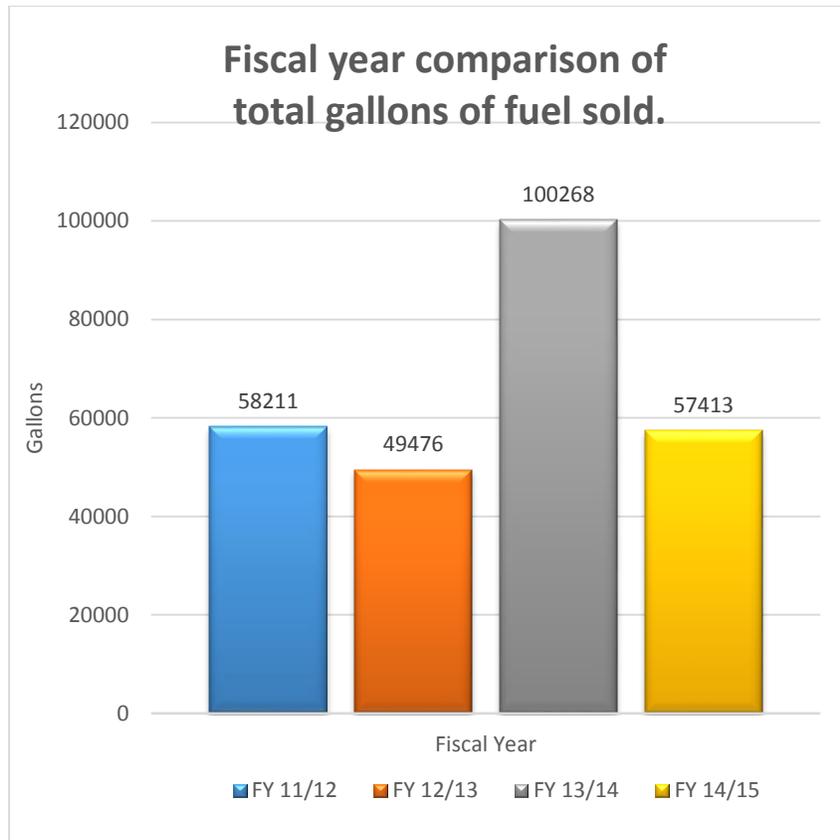
Wild life hazing is continually busy with flocks of smaller birds. Found 4 different coyote digs along Northern and Eastern Fence. Filled in digs and did field inspections. Found a few scats on field at that time; but no further signs of coyote at present date. Spotted Bob Cat by ARFF station, and unidentified larger animal by MALSR power shed.

Night inspections have found no new issues to be reported. Next are the month end numbers.

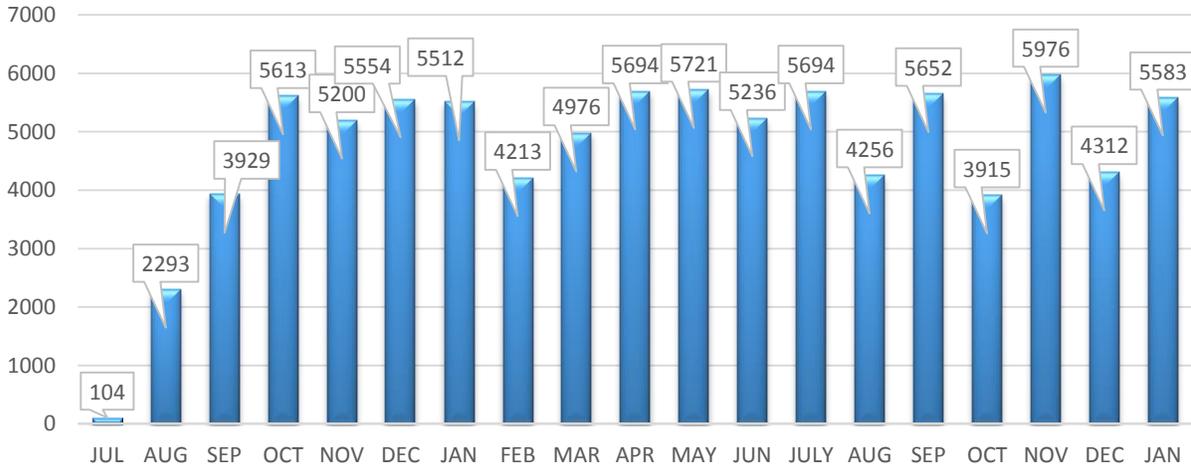
<b>Aircraft Quantity</b>				<b>Fuel Consumption</b>			
Month	IN	OUT	Tot.A.O	Jet A	Av Gas	Self-Serve	Total
July	278	264	542	5532	805	919	7256
Aug	136	122	258	4646	275	599	5520
Sept	291	280	571	7057	883	1041	8981
Oct	301	287	588	6470	316	778	7564
Nov	245	233	478	9465	267	488	10220
Dec	224	208	432	8160	106	408	8674
Jan	337	325	662	8326	321	552	9198
Cur. FY	1812	1719	3531	49656	2973	4784	57413
FY 13/14	3174	2894	6068	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	2870	2792	5662	56501	3979	10607	71087







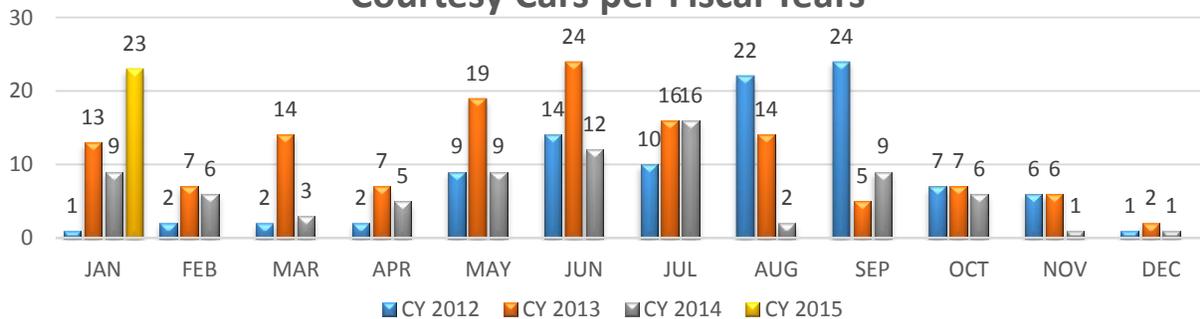
### USCG Jet-A in gallons FY 13/14 - Present



### Rental Cars CY 13-14-15



### Courtesy Cars per Fiscal Years



Thank you for your time,  
Lance Vanderbeck  
Newport Municipal Airport  
Operations Manager

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

Airport / FBO		Jet A			
		\$3.18—\$5.10			
		average \$4.21			
<a href="#">KONP</a>	<i>Newport Municipal Airport</i> Newport, OR, USA				
7 SSW	<a href="#">Newport Municipal Airport</a>	Phillips 66	<a href="#">FS</a>	\$4.28	21-Jan <a href="#">update</a>
<a href="#">KCOV</a>	<i>Corvallis Municipal Airport</i> Corvallis, OR, USA				
33 ESE	<a href="#">Corvallis Aero Service</a>	EPIC	<a href="#">FS</a>	\$4.55	20-Jan <a href="#">update</a>
<a href="#">6S2</a>	<i>Florence Municipal Airport</i> Florence, OR, USA				
43 S	Florence Airport Volunteer Group		<a href="#">SS</a>	\$4.43	19-Jan <a href="#">update</a>
<a href="#">KTMK</a>	<i>Tillamook Airport</i> Tillamook, OR, USA				
45 N	<a href="#">Tillamook Airport</a>	Phillips 66	<a href="#">PS</a>	\$4.15	30-Jan <a href="#">update</a>
<a href="#">KSLE</a>	<i>McNary Field Airport</i> Salem, OR, USA				
45 ENE	 <a href="#">Salem Aviation Fueling @ Salem Air Center</a>		<a href="#">FS</a>	\$4.51	<b>GUARANTEED</b>
<a href="#">KMMV</a>	<i>Mc Minnville Municipal Airport</i> Mc Minnville, OR, USA				
48 NE	 <a href="#">Cirrus Aviation</a>		<a href="#">FS</a>	\$3.60	19-Jan <a href="#">update</a>
<a href="#">KEUG</a>	<i>Mahlon Sweet Field Airport</i> Eugene, OR, USA				
48 SE	 <a href="#">Atlantic Aviation</a>		<a href="#">FS</a>	\$4.99	03-Feb <a href="#">update</a>
<a href="#">17S</a>	<i>Chehalem Airpark</i> Newberg, OR, USA				
56 NE	Precision Helicopters		<a href="#">PS</a>	\$5.10	19-Jan <a href="#">update</a>
<a href="#">2S6</a>	<i>Sportsman Airpark</i> Newberg, OR, USA				

<a href="#">Sportsman Airpark</a>	independent	<a href="#">FS</a>	\$3.90	16-Jan <a href="#">update</a>
<a href="#">KUAO</a> Aurora State Airport Aurora, OR, USA 62 ENE		<a href="#">FS</a>	\$3.18	<b>GUARANTEED</b>  AIRBOSS
		<a href="#">FS</a>	\$3.19	<b>GUARANTEED</b>  AIRBOSS
<a href="#">77S</a> Hobby Field Airport Creswell, OR, USA 63 SE	<a href="#">Creswell Airport</a>	Phillips 66	<a href="#">SS</a>	\$4.66 23-Dec-2014 <a href="#">update</a>

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

Airport / FBO				100LL \$4.79—\$5.99 average \$5.15	
<a href="#">KONP</a> Newport Municipal Airport Newport, OR, USA 7 SSW	<a href="#">Newport Municipal Airport</a>	Phillips 66	<a href="#">SS</a>	\$5.16	21-Jan <a href="#">update</a>
			<a href="#">FS</a>	\$5.26	<a href="#">update</a>
<a href="#">KCVO</a> Corvallis Municipal Airport Corvallis, OR, USA 33 ESE	<a href="#">Corvallis Aero Service</a>	EPIC	<a href="#">SS</a>	\$4.99	20-Jan <a href="#">update</a>
			<a href="#">FS</a>	\$5.50	<a href="#">update</a>
<a href="#">7S5</a> Independence State Airport Independence, OR, USA 36 ENE	<a href="#">Nutsch Aviation</a>		<a href="#">SS</a>	\$4.99	14-Jan <a href="#">update</a>
	Independence Aviation LLC		<a href="#">SS</a>	\$5.16	30-Dec-2014 <a href="#">update</a>
<a href="#">S12</a> Albany Municipal Airport Albany, OR, USA 41 E	<a href="#">City of Albany</a>	EPIC	<a href="#">SS</a>	\$4.89	21-Jan <a href="#">update</a>
	 <a href="#">Infinite Air Center, LLC</a>		<a href="#">SS</a>	\$4.89	19-Jan <a href="#">update</a>

<u>6S2</u>	<i>Florence Municipal Airport</i> Florence, OR, USA						
43 S	Florence Airport Volunteer Group			<u>SS</u>	\$5.40		19-Jan <a href="#">update</a>
<u>KTMK</u>	<i>Tillamook Airport</i> Tillamook, OR, USA						
45 N	<a href="#">Tillamook Airport</a>	Phillips 66		<u>SS</u>	\$4.79		30-Jan <a href="#">update</a>
<u>KSLE</u>	<i>McNary Field Airport</i> Salem, OR, USA						
45 ENE	 <a href="#">Salem Aviation Fueling @ Salem Air Center</a>			<u>SS</u>	\$4.99	<b>GUARANTEED</b>	
				<u>FS</u>	\$5.50		
<u>S30</u>	<i>Lebanon State Airport</i> Lebanon, OR, USA						
47 E	<a href="#">LebanAir Aviation</a>	independent		<u>SS</u>	\$4.95		09-Jan <a href="#">update</a>
<u>KMMV</u>	<i>Mc Minnville Municipal Airport</i> Mc Minnville, OR, USA						
48 NE	 <a href="#">Cirrus Aviation</a>			<u>SS</u>	\$4.83		29-Jan <a href="#">update</a>
				<u>FS</u>	\$4.98		
<u>KEUG</u>	<i>Mahlon Sweet Field Airport</i> Eugene, OR, USA						
48 SE	 <a href="#">Atlantic Aviation</a>			<u>SS</u>	\$5.25		14-Jan <a href="#">update</a>
				<u>FS</u>	\$5.99		