

STATEMENT OF INTEREST

Information Package

Public Private Participation Project

Gulf Shores Airport Authority



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## Abstract

The Airport Authority of the City of Gulf Shores is preparing to construct a new Air Service Terminal at Jack Edwards National Airport as the final phase of the airports' transition from general aviation to commercial service airport (FAR Part 139). Over \$12.2 million in improvements have been completed over the past four years, including a new commercial apron, Terminal Drive, utilities, and numerous airfield projects designed to meet Part 139 criteria. Also, currently underway is a new Air Traffic Control Tower to be commissioned in November 2021.



Letters of Intent to provide commercial service to the airport have been received with a targeted start date for service in April 2022. As this is a new phase of the airports transition to commercial service, the Authority is interested in exploring opportunities in the

construction and management of the terminal on a private versus public basis. This is an informational package, and the Authority has provided this information to allow for an initial evaluation of the opportunity. Additional information will be made available on request. This statement of interest (SOI) process is to allow the Authority to obtain feedback from potential bidders on operational, commercial, and financial issues, and to assist the Authority in the development of an anticipated request for proposals (RFP).

The Authority plans to issue the RFP as soon as the SOI responses are reviewed and evaluated. The Authority then anticipates making a selection of a preferred proposer by the end of 2021 with construction to commence in 2022.

At this time, the only required response from this SOI process is in regard to Section VI (A) Qualifications, and a statement of interest in receiving the RFP. All other Sections are submitted for review and comment only and may or may not be included in the final RFP. The Authority

also seeks any comments on these other sections along with the project in general, and planned transaction structure.

Responses are due by close of business August 20, 2021.

## SECTION I

### Current Airport Environment

#### **PART A: HISTORY AND BACKGROUND**

Jack Edwards National Airport (JKA), IATA (GUF), originally named Canal Field, became operational in 1942 and was first used as an outlying field (OLF) for the Naval Air Station in Pensacola, Florida. The primary purpose of the airfield at that time was training for Naval Aviators. Due to transitions in training exercises, the airfield began to see a decrease in military operations and the facility was transferred to the State of Alabama in 1977. After the transfer, the name of the Airport was changed to Jack Edwards Airport in honor of the Congressman who was instrumental in transferring the property from the federal government to the State of Alabama.

In 1983, the Airport was purchased from the state by the City of Gulf Shores and has since become an asset in the growth and economic development of the surrounding communities. In 1988, the City of Gulf Shores established an Airport Authority to operate and manage the entire facility. A new general aviation terminal building was constructed in 1998 to accommodate passengers and serve as the Airport's welcome center for travelers. In 2003, Runway 9/27 was extended to 6,962 feet and an Instrument Landing System (I.L.S.) with an Approach & Alignment Light System (MALSR) also constructed. 2008 saw the completion of the general aviation terminal expansion and adjoining 18,000 sf aircraft hangar capable of housing the largest corporate aircraft.

Jack Edwards National Airport is at the center of city limits and located approximately 2 miles north of the central business district of Gulf Shores, Alabama. The airport is situated on approximately 1100 acres of land bordered to the north by County Road 4 (Cotton Creek Drive), to the west by Alabama Highway 59 (Gulf Shores Parkway), and to the south by Waterway East Drive. Under construction on the airport's eastern boundary is a new spur road from the Baldwin Beach Expressway which will tie into the new Waterway East extension and provide additional access to the new Terminal. The field elevation is 16 feet MSL and the existing airport reference point (ARP) is latitude 30° 17' 25.65" N, longitude 87° 40' 18.40" W. The Airport is currently served by two paved runways designated 9/27 and 17/35. Runway 9/27, the primary runway, is 6,962' x 100' with a 462 displaced threshold to Runway 9. Runway 17/35, the crosswind or secondary runway, is 3,599' x 70'. Yearly operations averaging 90,000.

Jack Edwards National Airport consistently ranks among the top three airports in aircraft operations per day in the State of Alabama along with Birmingham-Shuttlesworth International and Mobile Regional.

Due to the high transient nature of the resort, and significant population of second homes in the area, based aircraft at JKA fluctuate from 150 in winter to 250 spring through fall seasons.

Secure fencing with electronic gates, accessible only by security card clearance, are monitored by security cameras. These access areas are monitored and operated on site and remotely.

### **Significant Dates**

1941: Department of the Navy began the purchase of 25 parcels of land to construct an aircraft training field.

- 1942: United States Naval Air Station Pensacola began aircraft training operations and designated the airfield OLF (Outlying Filed) Canal.
- 1977: Department of the Navy transferred the airfield to the State of Alabama.
- 1981: Alabama Aeronautics Commission constructed the original “tiki style” terminal building and extended runway 9/27 and renamed the facility “Jack Edwards Airport”.
- 1983: The City of Gulf Shores purchased the airport from the State of Alabama.
- 1988: City of Gulf Shores created the Airport Authority and leased the facility to the Authority. The lease was amended in 2008 to a 99-year term.
- 1995: Created the Business and Industrial Park at Jack Edwards Airport later renamed the Business and Aviation Park.
- 1998: A new general aviation terminal building was constructed.
- 2001-2002: Acquired a total of 200 acres of land and increased the runway safety areas and extended runway 9/27 (east-west) to 6,962’.
- 2003: Installed a complete Instrument Landing System with approach lighting array. Constructed Taxiway “E” now home to Resicum/AeroPro, Coastal Aviation, M&B Holdings and Skywarrior (Navy IFS Program). Acquired land for egress to airport north from County Road 4 original proposed location for the airline terminal. Constructed new 18,600 sf hangar and airport administration building, ramp rehabilitation, constructed taxiway “C”, and installed security fencing and completed “secure access” to the air ops area.
- 2010-2011: Constructed infrastructure for additional hangar area – S/W Corporate Hangar Area



**Business and Aviation Park:** The commercial terminal and new apron were relocated to the Business and Aviation Park. A new 5-acre commercial apron designed to accommodate B-737 aircraft design was completed in 2016. JKA is currently offering multiple parcels, in various sizes, for lease and/or sale. These parcels may be combined and/or subdivided. These parcels are located on the southeast side of the airfield with some parcels for lease only, with airfield access available from taxiway alpha, at \$.28 per square foot per year.

Projects pending:

Terminal	40,432 sf
Auto parking Facility	250 spaces
MRO spec facility	2 ea. @ 50,000 sf
MRO/Flight School	17,000 sf

**Southwest Corporate Hanger Complex:**

Infrastructure for the Southwest Hanger was completed in 2012 which includes power, water, sewer and phone, is now seeing for the construction of new T-hangar and corporate hangars.

These ground leases are at \$.28 per square foot.

The following additions have been completed recently:

2015	11,736 sf	T-hangar facility – 11 units – Gulf Air
2017	17,000 sf	Conventional Hangar – subleased Resicum/AeroPro MRO/Flight Instruction
2018	10,000 sf	Corporate Hangar – Jetwinds
2018	8,100 sf	Corporate Hangar – Gulf Shores Power Sports

Underway:

2020	11,200 sf	Corporate Hangar Facility – Allen Air
2020	25,558 sf	Multi unit T's and corporate – D. Blackett

Total completed or underway in S/W Corp Complex 83,594 sf

### **Services Offered at JKA**

1ea. Full-Service F B O's

2ea. Aircraft Maintenance and Mechanics

4ea. Flight Schools

Charter Services Available

Aircraft Management

Hangars Space for sale or lease

AvGas 100LL and Jet A Fuel

Long Term Vehicle Parking

Aircraft Rentals

Rental Cars On-Site

Crew & Courtesy Cars

Conference Center

Concierge Services

Catering Available

### **JKA FUTURE**

Jack Edwards National Airport is completing the process of converting the airport from general aviation to FAR Part 139 commercial service. Some of the recent improvements made toward this effort are itemized below. In addition, the airport has developed an airport certification manual, a Part 139 compatible emergency/contingency plan, a wildlife hazard assessment and is

working with TSA to finalize its airport security plan. JKA has conducted a number of marketing and transportation studies and analysis over previous years. A summary of the latest market analysis performed is included in Appendix 2.

The Authority has funds budgeted for the terminal and has performed preliminary engineering analysis on needed terminal size, which is included in Appendix 1. This is for information purposes only and not a requirement to be met in the proposal.

Additionally, the Authority currently has a terminal feasibility study underway which will include a forecast of future passengers, proformas, which is designed to lead the Authority in a final design and engineering process. The exact role of the private party and the Authority will be determined through the final negotiation process once a successful proposer has been selected.

### **JKA RECENT ADDITIONS**

- New JKA ATCT Facility
- Replacement of Taxiways “C”, “D”, and “E” lighting systems.
- Remarkered all Runways and Taxiways to be 139 compliant
- Replaced Runway 9-27 Runway lighting system and PCL.
- Safety area improvements to RWY 9
- Purchase of new Index “A” ARFF apparatus. Additional equipment available to meet all indexes.
- Purchase of additional airport maintenance and inspections equipment.

**PART B: CURRENT AND FUTURE CAPITAL IMPROVEMENT PROJECTS**

July 30, 2019							
CAPITAL IMPROVEMENT PLAN							
Jack Edwards National Airport							
YEAR	DESCRIPTION	Total	Federal	State	Sponsors Share		
					Restricted Funds	Gen Fund Local	Financing/PFC
2020	Commerce Drive Extension - City Match					\$ 75,000	
	Construct Commercial Terminal Building (Post 139)	\$ 3,500,000	\$ 1,750,000	\$ 300,000			\$ 1,450,000
	Air Traffic Control Tower (Design Only)	\$ 475,200	\$ 427,680	\$ 23,760	\$ 23,760		
	Air Traffic Control Tower (ATCT)	\$ 4,143,465	\$ 3,729,119	\$ 207,173	\$ 207,173		
	Construct Terminal Parking Lot	\$ 1,117,215	\$ 1,005,494	\$ 55,861			\$ 55,861
	<b>Total</b>	<b>\$ 8,118,665</b>	<b>\$ 5,906,799</b>	<b>\$ 530,933</b>	<b>\$ 230,933</b>	<b>\$ 75,000</b>	<b>\$ 1,505,861</b>
2022	Aircraft Rescue and Firefighting (ARFF) (Post 139)	\$ 1,500,000	\$ 1,350,000	\$ 75,000		\$ 75,000	
	<b>Total</b>	<b>\$ 1,500,000</b>	<b>\$ 1,350,000</b>	<b>\$ 75,000</b>	<b>\$ -</b>	<b>\$ 75,000</b>	<b>\$ -</b>
2023	ARFF Vehicle	\$ 1,000,000	\$ 900,000	\$ 50,000		\$ 50,000	
	<b>Total</b>	<b>\$ 1,000,000</b>	<b>\$ 900,000</b>	<b>\$ 50,000</b>	<b>\$ -</b>	<b>\$ 50,000</b>	<b>\$ -</b>
2024	West Apron Expansion (255'x325')	\$ 773,095	\$ 695,786	\$ 38,655		\$ 38,655	
	<b>Total</b>	<b>\$ 773,095</b>	<b>\$ 695,786</b>	<b>\$ 38,655</b>	<b>\$ -</b>	<b>\$ 38,655</b>	<b>\$ -</b>
2025	Taxiway "A" Electrical Improvements	\$ 647,750	\$ 582,975	\$ 32,388		\$ 32,388	
	<b>Total</b>	<b>\$ 647,750</b>	<b>\$ 582,975</b>	<b>\$ 32,388</b>	<b>\$ -</b>	<b>\$ 32,388</b>	<b>\$ -</b>
<b>TOTAL PLANNED PROJECTS</b>		<b>\$ 12,039,510</b>	<b>\$ 9,435,559</b>	<b>\$ 726,976</b>	<b>\$ 230,933</b>	<b>\$ 271,042</b>	<b>\$ 1,505,861</b>
Widening of Taxiway "A" and Runway 9-27 (Mid-Range Project, 5-10 Years)							
*Post 139 Projects anticipate PFC participation as part of FAA share and Pax level of over 10000/yr							

**PART C: CURRENT AIRPORT ORGANIZATIONAL STRUCTURE**

**Airport Authority Manager:**

Acts as liaison with FAA and State agencies in the acquisition of airport grants and assures the airport's compliance with FAA and other agency regulations concerning the operation of the airport. In addition, the Director also acts as liaison with the user community, airport tenants, Safety Committee, and any others having an interest in the airport's operation. This position also establishes policies, rules and regulations, designing administrative systems and oversees all airport operations, staff, security, economic development, security, and maintenance.



**Finance & Administrative Asst.:**

Provides administrative support to the Airport Authority Manager and oversees the day-to-day operation of the airport, airport contractors, tenants, city departments and users. Relieves the Airport Authority Manager of administrative details of the office by performing all accounting duties, property management compliance, billings, marketing assistance, insurance certificates and airport licensees, security badging and monitoring, vehicle safety training and compliance. Takes minutes at Airport Authority meetings, generates and disseminates meeting agendas.

**Security:**

Contracted to Security Engineering, Inc. of Pensacola.

Responds to issues and maintains state of the art airport security system, gate operators, cameras, and software.

**Airfield Electrical:**

Contracted to Moody's Lighting, Inc. of Bay Minette, Al.

Responds to app 139 work orders on lighting inspections, maintains airfield lighting and guidance signs.

**Airfield grounds and maintenance:**

Contracted to City of Gulf Shores Public Works Dept.

Mows airfield, maintains drainage, fencing, buildings under reimbursable agreement.

## SECTION II SERVICE COMPONENTS

### PART A: SCOPE OF SERVICES AND ROLES FOR AIR TERMINAL

It is the Authority's goal to provide facilities and services to the air service providers at the least cost per passenger possible to enhance the airports ability to attract carriers and provide the best possible service to the community. There therefore needs to be some sort of shared role in the development of certain fees and charges, selection of carriers, and functions associated with the provision of ancillary services. The suggested roles follow with the party having the larger input listed first:

- **Security** - Airport Authority/Provider
  - Provision made for required TSA, LEO (GS Police), and ARFF space
- **Terminal Space Rentals** – Provider
  - Counters, offices, concessions, advertising subject to licenses and operating permits issued by Authority
- **Terminal Concessions** – Provider/Airport Authority
- **Terminal Maintenance Janitorial** – Provider
- **Landing fees** – Airport Authority
- **Gate Charges** – Provider
- **Holding area charges** – Provider
- **Ground Handling operations** – TBD
- **Ground service equipment charges** – TBD
- **Ramp Charges** – Authority/Provider

- **Ground Transportation** – RAC, TNC, Taxi,
  - Permits, Licenses, Rules & Regulations – Authority
  - Space Rentals – Provider
- **Parking** - TBD

## **PART B: MAINTENANCE AND REPAIR SERVICES**

The Proposer will have full responsibility for all maintenance and repair of Terminal facilities, not otherwise maintained by sub tenants. The Proposer will accomplish the maintenance and repair mission in the most cost-effective manner. The Proposer will maintain and repair (structurally and otherwise) in a good, workmanlike manner and/or enforce the obligations of any tenant to maintain or repair in such manner:

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**SECTION III      ADMINSTRATIVE COMPONENTS****PART A:      TERM OF THE AGREEMENT**

The term of the agreement will be negotiable up to 40 years. The Authority may want to the Provider to include an acceptable buyout provision after a set number of years as part of the Agreement.

**PART B:      PLANNING, RULES AND REGULATIONS**

The Proposer will be a party and responsible for complying with the Airport Emergency Contingency Plan. This plan sets forth effective procedures, in conformity with applicable federal, state and local laws, rules and regulations, to be implemented at the Airport in the event of: aircraft crashes, incidents and/or accidents, both at the Airport and in the immediate vicinity, fires, hijacking, bombings, personal accidents, sudden illness, natural disasters or any other emergency which might affect or imperil the health, safety or security of persons or property or orderly and efficient airport operation. Any proposed revisions shall be submitted to the Authority as appropriate.

Any revisions which may become necessary will be reviewed and submitted to the Authority in a timely manner. The Proposer will review such rules and regulations on an annual basis thereafter and submit proposed revisions as required to the Authority.



**PART C: AIRPORT AUTHORITY CONTRACTS WITH THIRD PARTIES**

In the management of Terminal facility, the Proposer will perform, all obligations pursuant to existing and future concessionaires at the Airport. All Authority obligations pursuant to agreements with governmental entities, including the Federal Aviation Administration, and local municipalities, will be performed on the Authority's behalf. In addition, the Proposer will negotiate all new leases and agreements or renegotiate existing leases and agreements as necessary, if any.

The Proposer will assist the Authority in developing and preparing written documents in accordance with applicable federal, state and local laws, rules and regulations, for the procurement of such aviation and related services, equipment, materials and supplies as may be necessary or desirable for proper operation of the Terminal, for which the Authority provides a financial investment.

In connection with the solicitation of proposals and negotiation of such leases, concessions and other agreements as may be necessary or desirable for the proper operation of the Terminal in accordance with federal, state and local laws, rules and regulations, the Proposer shall advise and recommend specific programs and courses of action to the Authority and shall on behalf of the Authority, implement such programs and courses of action in conformity with applicable law and Authority procedures.

The Proposer will administer all agreements with Terminal concessionaires, tenants and contractors, to: ensure full and complete compliance with the terms and conditions contained in such agreements; ensure that such agreements are carried out in manner which is consistent with the proper operation of the Airport; provide coordination to avoid or minimize disruption of airport operations and services; perform or cause to be performed all obligations imposed on the Authority pursuant to such agreements; prepare lease abstracts; monitor the current status of agreements; and issue timely billing change notifications.

The Proposer will notify the Authority at least four months in advance of the forthcoming expiration, change or other deadline relative to leases, contracts and agreements at or concerning the Terminal and will procure such aviation and related services, equipment, materials and supplies as may be necessary for the proper operation of the Airport.

#### **PART D: REPORTS AND DOCUMENTS**

The Proposer will prepare and submit such reports and statistical data as may from time to time reasonably be requested by the Authority and such reports as are required by the Authority and will assist in the preparation of all applications and requisite supporting documentation for all Federal and State grants for financial assistance in support of airport development, planning, management and operation.

**PART E: ACCOUNTING AND FINANCIAL SERVICES**

In accordance with generally accepted accounting principles, consistency applied, the Proposer will process Terminal receipts and documents, prepare monthly income statements, and prepare quarterly income statements on both a cash and a modified-accrual basis.

In addition, the Proposer will bill, on behalf of the Authority, all monies due to the Authority in connection with the Terminal, including, but not limited to, monies due pursuant to leases, contracts, concession agreements, and arrangements with other persons conducting operations at the Terminal. The Proposer will collect all monies billed and will collect all airport fees.

The Proposer shall use good business practices consistent with Authority policy to collect all aforesaid monies but shall in no event be liable for bad debts.

**PART F: ATTENDANCE AT CONFERENCES AND MEETINGS**

The Proposer will attend meetings of the Airport Authority and assist the Authority as requested in conducting airport business. The Proposer will confer with the Authority and attend meetings with officials and other persons as reasonably requested by the Authority to discuss matters relating to the Terminal.

**PART G: PERSONNEL**

The Proposer shall employ a staff composed of qualified persons who shall perform their duties at the Terminal. Sufficient staff shall be scheduled to provide necessary daily operational coverage contemplated hereby. The Proposer may employ staff on a full-time, part-time or seasonal basis, as may be necessary to fulfill its obligations hereunder.

**PART I: MISCELLANEOUS SERVICES**

The Proposer will cooperate with and assist the Authority in dealing with the FAA, and all federal, state and local agencies in all matters relating to the operation of the Terminal. The Proposer will use its best efforts to ensure that those utilizing the Terminal as pilots or aircraft operators do so in the most noise conscious manner possible so as to minimize any adverse impact to the extent possible, consistent with safety and prudent aviation practices and procedures. As appropriate, actively encourage the investment of private capital at the Airport and the economic development of the area in and around the Airport.

The Proposer will use its best efforts to attract such prospective tenants, concessionaires and users as may be desirable for the Airport. The property and equipment records will be maintained as prescribed by the Authority and assist the Authority in the preparation and maintenance of capital control inventories of all equipment, vehicles, machinery, tools and personal property situated at the Terminal owned by the Authority and made available for the Proposers use, if any..

In the performance of all activities related to the operation of the Terminal, the Proposer will comply with all applicable federal and state requirements regarding affirmative action and the utilization of minority-owned, women-owned and disadvantaged business enterprises.

## **SECTION IV**

### **FUNCTIONS TO BE RETAINED BY GULF SHORES AIRPORT AUTHORITY**

The Airport Authority Board intends to retain direct control of certain critical functions, including those relating to regulatory and federal grant assurance compliance, and long-term planning.

#### **PART A: PERMISSIBLE OPTIONS**

Proposer may submit any of the following options:

1. Initial build out of the full Terminal Facility identified in Exhibit A
2. Phased build out of Terminal as shown in Exhibit B
3. Alternative design and build out of its own design, subject to review and approval of the Authority.

**PART B: ADDITIONAL FUNCTIONS RETAINED BY THE AUTHORITY**

The Authority intends to retain under its direct control the strategic and control functions listed below. The Authority may provide support services for any of these functions by either contracting with one or more of the selected proposers or by using the Authority's own staff.

The retained functions include, but are not necessarily limited to, the following:

- < Final Assurance of FAA/AIP Regulatory and Grant Assurance Compliance.
- < Policy for Issuance of Debt in the Authority's Name or Which Would Encumber the Authority's Assets.
- < Aviation Rates and Charges Regulation.
- < Long-Range Planning.
- < Environmental Mitigation Policy.

**SECTION V****BUSINESS ARRANGEMENTS SOUGHT BY THE AUTHORITY**

This section discusses the prospective business and legal relationships between the Authority and the Proposer. The business and legal relationships will be based on both the specific arrangements defined in this Statement of Interest and the contractual agreement negotiated between the Authority and the Proposer.

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**PART A: MANAGEMENT, OPERATION, DEVELOPMENT AND LEASE AGREEMENTS**

The Authority is interested in performance improvement with the realization that this may require investment, as well as cost reduction in various areas. To provide opportunities for that investment, the Authority is interested in lease management arrangements, where the opportunity to provide and develop leasehold improvements is available to the Authority. Most of these investments are unlikely to require the approval of the Authority; however, the Authority will retain the right to veto major redevelopment that might significantly affect airport user charges or quality of service or impact the Airport beyond the term of the lease.

The Authority is seeking foremost the Proposer's intention to abide by FAA requirements and grant assurances, as well as the Proposer's intention not to interfere with major economic development at the Airport. The Authority prefers a lease-management contract in which the Proposer would collect the fees and make an appropriate lease payment to the Authority; however. Note that the Authority will retain the right to veto major redevelopment that might significantly affect airport user charges or quality of services or impact the Airport beyond the term of the lease.

**PART B: ROLE IN GENERATING COMMUNITY ECONOMIC DEVELOPMENT BENEFITS**

The Authority is also interested in plans that respective Proposers may have in generating community economic development benefits from the Airport. Therefore, the Proposer must

include in its Business Plan a description of its role in generating community economic development benefits. In describing its roles, the Proposer is encouraged to define the nature, timing and impact of the community economic benefits.

### **PART C: MANAGEMENT OF LIABILITY AND REGULATORY ISSUES**

Proposer must include in its Proposal its plan for management of liability and regulatory issues. The plan shall be action-oriented, describing how the Proposer plans to manage any liability or regulatory issues that may result from both daily and development activities. This plan shall also include examples of the Proposer's prior experience in dealing with liability and regulatory issues. The Proposer shall also identify in the plan its method for holding the Authority harmless from any liability resulting from the Proposer's actions.



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**SECTION VI DOCUMENTATION TO BE INCLUDED WITH STATEMENTS****PART A: STATEMENT OF QUALIFICATIONS**Respondent Details

Provide the respondent's name and address, and the email and phone number for the respondent's primary point of contact for this project.

Experience

Provide a summary of a project or projects that contain similar attributes to the terminal project anticipate by the Authority. Include details such as terminal size, cost, construction duration, and the nature of the relationship with the airport sponsor or procurement method, e.g., contractor, lessee, DBB, DBFOM, etc.

Client Citations and Contacts

Respondents must include client name, address, email, phone number and contact person for all prior projects that the respondent lists in its qualifications.

Resumes of Proposed Key Staff

Responses must include resumes of at least two proposed key staff. The resumes should describe previous projects relevant to the component or components that the key staff-person has participated in and the corporate qualifications.

### Optional Appendices

Proposers have the option of including in appendices the following:

- < Standard Corporate Marketing Materials.
- < Selected News Articles on Previous Airport Work.
- < Selected Papers or Speeches by Corporate Staff on Airport.
- < Other Corporate Policies or Materials related to Airport Client Service.

### **PART B: TECHNICAL APPROACH PLANS (included for comment purposes)**

#### Performance Goals and Progress Tracking

Proposer must include a set of specific actions designed to achieve performance improvements are to be including a Management and Operations Plan, Development and Investment Strategies Plan, Business Plan and Transition Plan of the Proposal.

In addition to identifying specific actions that will be taken by the Proposer, the Proposal must include in the appropriate Plans a set of specific performance goals, and a timetable for achieving these goals.

**PART C: MANAGEMENT AND OPERATIONS PLAN (included for comment purposes)**

Proposer must include in their Proposal a Management and Operations Plan that describes the approach they will use to manage and operate the Terminal. The scope of the Management and Operations Plan will include, but not be limited to, the following:

- < a proposed management and operations organization structure, including roles and responsibilities of management and supervisory positions and their relationships with the Authority, a reporting plan, a staffing plan, subcontractor roles, subcontractor management plan and procedures for coordinating the Proposer's activities with the Authority and other Airport stakeholders;
- < a plan to preserve Airport safety and security.
- < a plan to ensure that all existing equipment and facilities transferred to the Proposer or otherwise placed under the Proposer's care is properly maintained or replaced and returned to the Authority in appropriate condition at the expiration or renewal of any agreement.
- < a commitment to ensure the fairness, reasonableness, and non-discrimination with regard to access, terms and conditions of Terminal use, rates and charges and dispute resolution; and
- < a commitment to comply with all legislative, regulatory and other requirements, guidelines and procedures with respect to Airport operations, safety and protection of the environment.

**PART D: DEVELOPMENT AND INVESTMENT STRATEGIES PLAN (included for comment purposes)**

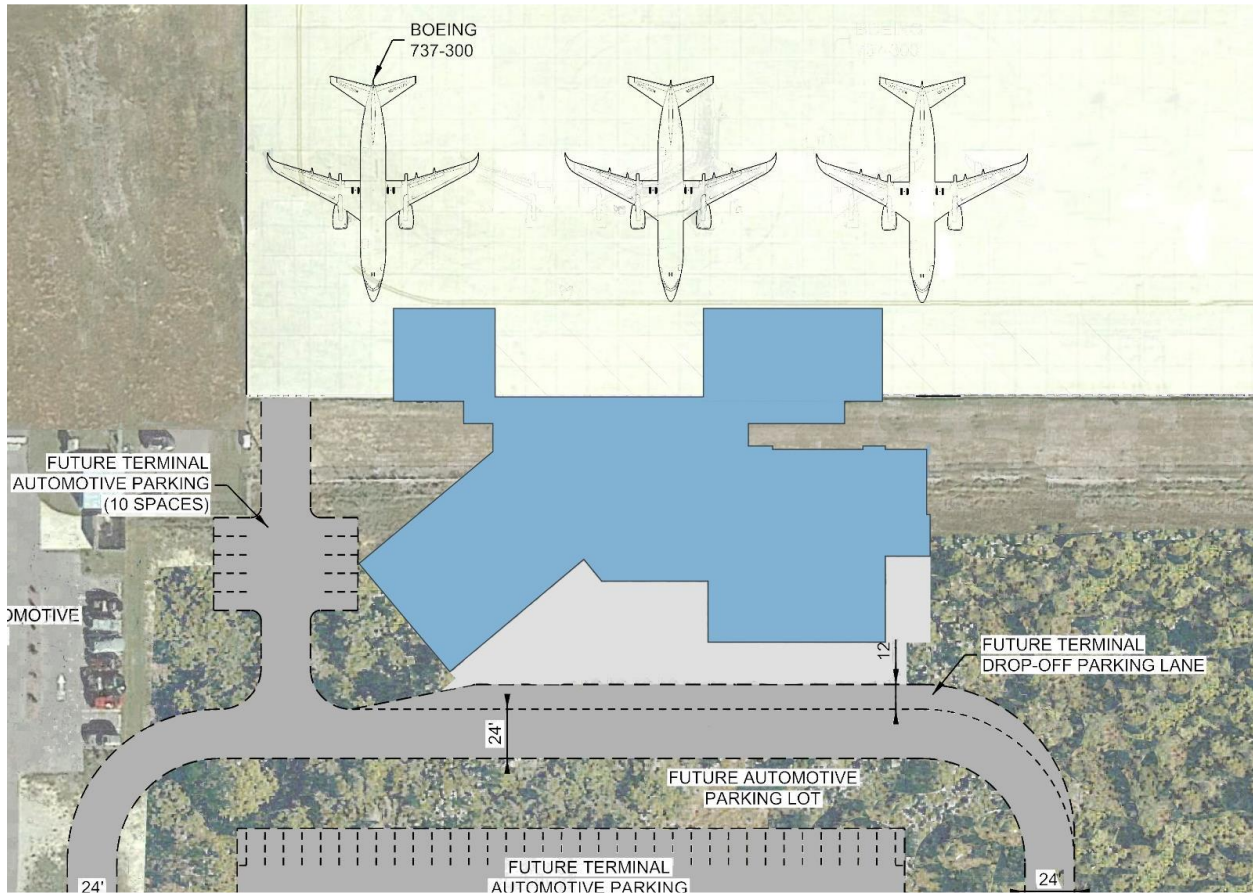
Proposer must include in their proposals a Development and Investment Strategy that describes what they believe to be the opportunities for capital investment and improvements for which they are submitting a Proposal, how they might make those improvements and the value the improvements would provide to the Airport and its customers. The Development and Investment Strategies Plan will include, but not be limited to, the following:

- < a list of potential capital improvements that the Proposer believes would improve the performance of the Airport and meet future demands; the Proposer should identify how its proposed improvements differ from those included in the current Airport Master Plan with regard to (1) project identity; (2) scope; (3) cost; (4) source of capital; (5) management arrangements; (6) timing; and (7) impact on airport users;
- < a discussion of the rationale for proposed development and investment strategies, including their relationship to projected demand, capacity, revenue generation and the cost-quality relationship.
- < approach to minimizing any potential disruption of Airport operation during any proposed capital improvement projects.
- < likely approach to improvements in project financing; and
- < commitment to comply with applicable laws and regulations.

**EXHIBIT A**  
**FULL TERMINAL DESIGN**



**EXHIBIT A**  
**FULL TERMINAL DESIGN**



# EXHIBIT A

## FULL TERMINAL DESIGN



# EXHIBIT B

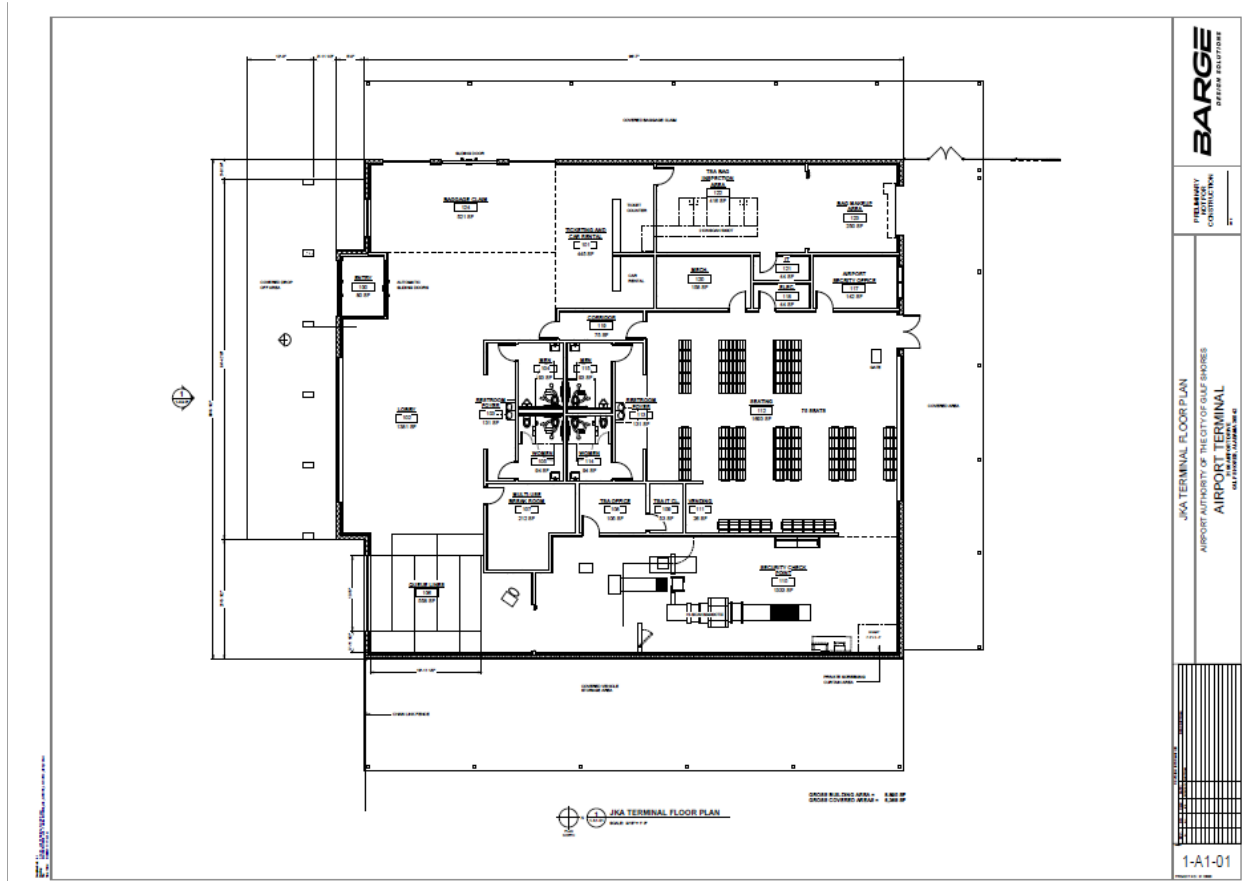
## PHASED TERMINAL DESIGN





# EXHIBIT B

## PHASED TERMINAL DESIGN



**APPENDIX 1**  
**TRUE MARKET STUDY**

**Executive summary**