

DRAFT

MINUTES

Monday, June 9, 2014
10:00 A.M.

Manistee County Blacker Airport
Conference Room

Members Present: Paul Schulert, Chairperson; Ross Spencer, Vice-Chairperson; Mark Bergstrom; Alan Marshall; Brook Shafer; and Thom Smith

Members Absent: Dale Picardat

Others Present: Barry Lind, Airport Manager; George Saylor, Airport Legal Counsel; Justine McGuire, Manistee News Advocate; and Rachel Nelson, Airport Authority Secretary

Paul Schulert, Chairperson, called the meeting to order at 10:00 A.M. Roll was taken by the Secretary.

There was a motion by Mr. Spencer, supported by Mr. Shafer, to approve the meeting agenda as presented. Motion carried by unanimous vote.

There was no public comment.

The Chairman confirmed that each member had received a copy and had an opportunity to review the minutes from the regular meeting of the Airport Authority held on Monday, May 12, 2014.

There was a motion by Mr. Bergstrom, supported by Mr. Spencer, to approve the Airport Authority regular meeting minutes of Monday, May 12, 2014, as presented. Motion carried by unanimous vote.

The Budget Committee met on June 2, 2014, and created a tentative FY 2014/15 budget (APPENDIX A), and capital improvement plan for non-FAA funded projects (APPENDIX B).

The Promotion Committee did not meet.

The Rules and Regulations Committee did not meet.

The Executive Committee did not meet, but is working on objectives for the Airport Director.

The Legal Representation Search Committee is working on an RFP for the Airport Authority's legal services.

The Bylaws Committee did not meet, but Mr. Bergstrom stated that the proposed bylaws amendments had been prepared and mailed as required in the current bylaws.

There was a motion by Mr. Bergstrom, supported by Mr. Shafer, to defer taking action on the proposed amendments to the bylaws until all Airport Authority members are in attendance. Motion carried by unanimous vote.

Mr. Lind reported that there were no airport incidents. Mr. Lind presented a report on airfares which compares flights from Manistee, Traverse City, Grand Rapids, and Muskegon for travel in July 2014 (APPENDIX C). Mr. Lind presented information on airplane passenger numbers for 2014 as well as the previous five years (APPENDIX D).

Mr. Lind stated that the Clean State Underground Fuel System inspection was completed two weeks ago.

Last week, Mr. Lind and Mr. Schulert met with Representative Benishek and a staff person from his Traverse City office. Rep. Benishek wanted to find out more about the EAS/AEAS situation. Rep. Benishek has more EAS/AEAS airports (8) in his district than any other representative in the country, and is also a pilot.

The runway markings which were completed last fall have now been updated to bring them up to FAA standards. The SRE building expansion has been delayed, but the steel was delivered on May 19, 2014, so the clock is ticking as there are 94 days remaining to complete the project. Mr. Lind spoke to the engineer last week who indicated that there has been behind-the-scenes work going on. The sand storage is also part of this project.

Mr. Lind reminded the Authority that a \$20,000 grant has been received to improve the entrance signage at the airport. 3 bids were received, and a design/bidder will be chosen this week. This project needs to move forward or the grant money will be lost.

The necessary tree removal can't be done until after the leaves fall from the trees. Mr. Lind will followup with the Tribe in a month or so.

Mr. Lind is waiting for a proposal with various options for the hangar expansion/door repair.

Saturday service with the airline started this past weekend. Beginning June 26, 2014, through Labor Day, there will be two flights per day on peak days (Thursday, Friday, Sunday, and Monday). Service for the summer will be with a combination of 19 seat and 30 seat aircraft. The schedule is available for booking through September, and Mr. Lind anticipates that in about 10 days, the schedule will be extended to November or December. Overall, service continues to be reliable. Demand for the new Saturday flights is light, but in line with expectations. Demand for June is up over June last year as to be expected with more flights. Demand for summer continues to look strong. Advanced bookings are currently up over 100% compared to this time last year.

Mr. Lind explained that Public Charters contracts with CFM for the air service and Quick Flight for the counter staff, baggage handling, etc. Quick Flight recently decided to force their employees to sign a non-compete agreement for 2 years within 100 miles. Due to this and other concerns, Public Charters has given Quick Flight their 60 day notice to terminate services. It is possible that Orchard Beach Aviation will begin providing this service.

The AEAS grant extension to July 25, 2014, was completed on May 2, 2014. The Airport Authority was not informed of this until a letter was sent to the DOT (APPENDIX E). Mr. Schlemmer, who is the new Chief of the Essential Air Service Division, has indicated that he believes the new contract will be in place prior to July 25, 2014, and so far it looks like everything requested will be received. Mr. Schlemmer also acknowledged that there has been a lack of communication.

There continues to be good feedback from customer surveys. The surveys have shown that word-of-mouth referrals tend to be the best, followed by the web presence, and then the newspaper. There has been an active online marketing campaign. The branding changes to Public Charters is on hold. There continue to be radio ads during Tigers games on WLDN, and work has continued with area Chambers, CVBs, and resorts.

The Authority next reviewed the May 2014 Accounts Payable Report (APPENDIX F). It was noted that the ARFF Specialists payment is for the annual firefighter training. Mr. Lind added that there is a \$2,000 State grant that may cover this cost, but since the training was required in May, he needs to find out if the costs are reimbursable. The payment to Manistee Ford was to repair a pickup truck.

There was a motion by Mr. Bergstrom, supported by Mr. Shafer, to approve the May 2014 Accounts Payable Reports and authorize payment of the outstanding invoices totaling \$30,930.56.

A roll call vote was taken:

Yeas: 6 (Schulert; Spencer; Bergstrom; Marshall; Shafer; Smith)

Nays: 0

Absent: 1 (Picardat)

Motion carried.

The Authority also reviewed the May 2014 Financial Statement (APPENDIX G), which includes a Balance Sheet, a Statement of Revenue and Expenses, and a running account of the Passenger Facility Charges collected. Mr. Lind noted that Public Charters is significantly behind on their payments, and Jim Gallagher was not sure why. Mr. Lind reminded the Authority that the DOT payment can be withheld from Public Charters if this becomes an issue. The federal advertising grant of \$50,000 is the other significant outstanding accounts receivable.

There was a motion by Mr. Bergstrom, supported by Mr. Marshall, to approve the May 2014 Financial Statement. Motion carried by unanimous vote.

The Orchard Beach Aviation rent information was also provided, as well as fuel sales (APPENDIX H).

Mr. Lind stated that the current owner of Coho Bend started around the same time that Mr. Lind became the Airport Director. It doesn't appear that there has ever been a billboard agreement. Mr. Lind found an agreement, but it had never been executed. It is unclear who owns the billboard. Mr. Lind will continue to work on this issue.

The leaking hangar will be addressed when the new structure is being built.

A mission statement for the Airport Authority could tie into the strategic plan. Mr. Lind had anticipated that someone from the Alliance for Economic Success would be at the meeting to make a presentation, but no one came. He handed out the outline from the Alliance for Economic Success (APPENDIX I). There was concern about the aggressive time line. Further discussion on this issue was postponed until someone from the Alliance for Economic Success would be available to make a presentation.

There are no significant changes in the FY 2014/15 tentative budget when compared to the current budget. There is an overall increase of approximately \$20,000. It was noted that Mr. Lind's salary review should have happened last October, but didn't. The Executive Committee will work on this. After discussion,

There was a motion by Mr. Bergstrom, supported by Mr. Schulert, to adopt the tentative FY 2014/15 budget in the amount of \$2,756,418.

A roll call vote was taken:

Yeas: 6 (Smith; Shafer; Marshall; Bergstrom; Spencer; Schulert)

Nays: 0

Absent: 1 (Picardat)

Motion carried.

The Authority discussed the non-FAA funded 5 year Capital Improvement Plan. Mr. Lind explained that he has had a hard time getting a quote for the fuel farm cleaning, but it is a safety issue and important that it gets done. It is long overdue for the old t-hangar roofs to be painted. The airline hangar expansion will not be completed unless the new AEAS contract with Public Charters is approved. There was also discussion on possibly changing the order of some of the other projects.

There was a motion by Mr. Bergstrom, supported by Mr. Smith, to approve moving forward with the three 2014 non-FAA funded Capital Improvement

projects, which are the fuel farm cleaning, painting the old t-hangar roofs, and the airline hangar expansion, contingent upon all funding sources being in place for the airline hangar expansion.

A roll call vote was taken:

Yeas: 6 (Bergstrom; Marshall; Shafer; Smith; Schulert; Spencer)

Nays: 0

Absent: 1 (Picardat)

Motion carried.

With there being no further business to come before the Authority, the meeting was adjourned at approximately 11:45 A.M.

Respectfully submitted,

Rachel Nelson, Airport Authority Secretary

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APPENDIX A

PROPOSED FY 2014/15 BUDGET INCOME

PROPOSED FY 2014/15 BUDGET EXPENDITURES

Federal Grant - AEAS	\$2,300,000
Federal Grant - Advertising	\$0
State Reimbursements	\$25,000
Interest Earned	\$0
Office Rent	\$12,780
Landing Fees General Aviation	\$1,000
Rent & Landing Fees - Public Charters	\$221,138
Hangar Rent	\$31,000
Car Rental Fees	\$6,500
Sign Lease	\$4,000
Passenger Facility Charges (Capital Imp.)	\$24,000
Contributions - Marketing	\$0
Misc. Revenue (Inc. Firefighter Reimb.)	\$6,000
Fuel Sales	\$10,000
Transfer In - General Fund	\$115,000
Transfer In - General Fund Marketing	\$0
TOTAL REVENUES	\$2,756,418

Office Supplies	\$0
Misc. Supplies	\$2,000
Equipment	\$6,218
Gas and Oil	\$9,000
Contracted Services	\$1,200
Contracted Services - Audit	\$3,000
Contractual - Accounting	\$3,000
Contractual - Public Charters	\$2,300,000
Contracted Services - Management	\$42,000
Contracted Services - Maintenance	\$240,000
Attorney Fees	\$6,000
Dues and Fees	\$1,000
Telephone	\$500
Travel	\$500
Training - Firefighter	\$5,000
Advertising	\$45,000
Liability Insurance	\$22,000
Utilities	\$28,000
Misc. Repairs	\$0
Repairs & Maintenance	\$17,000
Misc. Expense	\$1,000
Misc. Expense - PFC	\$24,000
Transfer Out - General Fund	\$0
TOTAL EXPENDITURES	\$2,756,418

**MBL 5 Year Capital Improvement Plan
Non-FAA Projects**

<input checked="" type="checkbox"/>	PRIORITY LIST	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
1)	10 Year Fuel Farm Cleaning	5K				
2)	Paint Roof - Old T-Hangars	10K				
3)	Airline Hangar Expansion	125K				
4)	Upgrade Electric - Old T-Hangars		10K			
5)	Paint Walls - Old T-Hangars		10K			
6)	Upgrade Floors - Old T-Hangars			10K	5K	
7)	Upgrade Doors - Old T-Hangars			10K	15K	
<input checked="" type="checkbox"/>	OTHER	<input checked="" type="checkbox"/>				
	Fuel Farm Update			32K	20K	

APPENDIX B

July Travel as of 6/9/14**Best Fares**

	MBL	TVC	GRR	MKG
Atlanta (ATL)	434 WN	565 AA	361 FL	498 UA
Boston (BOS)	411 WN	620 UA	428 DL	492 UA
Chicago (MDW or ORD)	120 P1	423 AA	380 UA	176 UA
Dallas (DFW)	476 WN	525 AA	433 DL	503 UA
Denver (DEN)	358 F9	676 UA	560 UA	543 UA
Houston (HOU)	449 WN	586 AA	465 AA	512 UA
Kansas City (MCI)	447 WN	606 AA	487 DL	435 UA
Las Vegas (LAS)	528 WN	666 UA	551 DL	607 UA
Los Angeles (LAX)	608 WN	728 UA	614 DL	605 UA
Minneapolis (MSP)	363 WN	544 UA	470 DL	370 UA
New York Area (NYC)	391 WN	460 DL	399 DL	487 UA
Orlando (MCO)	404 WN	577 DL	444 UA	460 UA
Philadelphia (PHL)	448 WN	545 DL	486 DL	504 UA
Phoenix (PHX)	544 WN	604 AA	437 DL	568 UA
Portland (PDX)	627 WN	721 UA	626 UA	615 UA
San Diego (SAN)	609 WN	581 UA	565 AA	586 UA
San Francisco (SFO)	599 WN	729 UA	574 UA	564 UA
Seattle (SEA)	733 WN	732 AA	644 AA	623 UA
St Louis (STL)	353 WN	511 UA	310 UA	384 UA
Washington DC Area (WAS)	434 WN	514 DL	383 DL	490 UA

Average Fare	\$466.80	\$595.65	\$480.85	\$501.10
Change from last month	\$20.70	\$171.70	\$118.25	\$63.15
Change from two months ago	\$67.50	\$201.70	\$140.05	\$111.25
Fares Pulled 06/09/14 for travel 07/17/14 - 07/24/14				

Best Fares +7 days parking

	MBL	TVC	GRR	MKG
Atlanta (ATL)	434 WN	605 AA	415 FL	533 UA
Boston (BOS)	411 WN	660 UA	482 DL	527 UA
Chicago (MDW or ORD)	120 P1	463 AA	434 UA	211 UA
Dallas (DFW)	476 WN	565 AA	487 DL	538 UA
Denver (DEN)	358 F9	716 UA	614 UA	578 UA
Houston (HOU)	449 WN	626 AA	519 AA	547 UA
Kansas City (MCI)	447 WN	646 AA	541 DL	470 UA
Las Vegas (LAS)	528 WN	706 UA	605 DL	642 UA
Los Angeles (LAX)	608 WN	768 UA	668 DL	640 UA
Minneapolis (MSP)	363 WN	584 UA	524 DL	405 UA
New York Area (NYC)	391 WN	500 DL	453 DL	522 UA
Orlando (MCO)	404 WN	617 DL	498 UA	495 UA
Philadelphia (PHL)	448 WN	585 DL	540 DL	539 UA
Phoenix (PHX)	544 WN	644 AA	491 DL	603 UA
Portland (PDX)	627 WN	761 UA	680 UA	650 UA
San Diego (SAN)	609 WN	621 UA	619 AA	621 UA
San Francisco (SFO)	599 WN	769 UA	628 UA	599 UA
Seattle (SEA)	733 WN	772 AA	698 AA	658 UA
St Louis (STL)	353 WN	551 UA	364 UA	419 UA
Washington DC Area (WAS)	434 WN	554 DL	437 DL	525 UA

Average Fare	\$466.80	\$635.65	\$534.85	\$536.10
Change from last month	\$20.70	\$171.70	\$118.25	\$63.15
Change from two months ago	\$67.50	\$201.70	\$140.05	\$111.25

Parking Fees for one week are \$0 at Manistee, \$40 at Traverse City, \$54 at Grand Rapids, \$35 at Muskegon

Manistee County Blacker Airport

	Enplaned/Deplaned															
	2009			2010			2011			2012			2013		2014	
	GL	Out/In	Total	GL	Out/In	Total	GL	Out/In	Total	F9	Out/In	Total	Out/In	Total	Out/In	Total
Jan	138/106	244		212/145	357	201/169	370	523/366	889		134/126	260	161/107	268		
Feb	112/93	205		196/150	346	202/194	396	462/431	893		128/120	248	136/124	260		
Mar	149/139	288		216/231	447	225/215	440	112/176	288		162/173	335	191/175	366		
Apr	119/140	259		272/255	527	47/171 F9 486/389	1193	0/0	0		158/158	316	198/227	425		
May	184/180	364		263/302	565	1454/1525	2979	P1 71/58	129		189/189	378	262/264	526		
Jun	166/213	379		311/366	677	1206/1342	2548	234/250	484		239/288	527				
Jul	388/439	827		521/551	1072	1595/1568	3163	465/467	932		421/409	830				
Aug	429/359	788		482/395	877	1833/1567	3400	497/500	997		391/413	804				
Sep	285/293	578		240/233	473	1332/1234	2566	362/297	659		248/237	485				
Oct	282/275	557		270/246	516	1024/1004	2028	150/149	299		229/215	444				
Nov	257/269	526		236/242	478	722/715	1437	36/33	69		168/198	366				
Dec	228/279	507		194/235	429	674/798	1472	131/138	269		197/200	397				
Total		5522			6764		21992		5908			5390		1845		

	On-time Performance											
	2009		2010		2011		2012		2013		2014	
	Cancel/Delay	On-time	Cancel/Delay	On-time	Cancel/Delay	On-time	Cancel/Delay	On-time	Cancel/Delay	On-time	Cancel/Delay	On-time
Jan	13%/25%	62%	23%/22%	55%	15%/38%	48%	12%/8%	80%	0%/15%	85%	0%/14%	86%
Feb	18%/16%	66%	13%/32%	55%	15%/28%	58%	6%/11%	83%	6%/16%	78%	9%/3%	88%
Mar	8%/11%	79%	11%/19%	70%	21%/19%	60%	14%/8%	78%	0%/0%	100%	0%/7%	93%
Apr	10%/16%	74%	13%/17%	70%	***	***	***	***	0%/3%	97%	0%/4%	96%
May	2%/10%	88%	12%/10%	78%	3%/25%	72%	0%/10%	90%	0%/6%	94%	0%/4%	96%
Jun	7%/18%	75%	6%/26%	68%	6%/20%	74%	0%/6%	94%	0%/3%	97%	0%/4%	96%
Jul	4%/16%	80%	5%/19%	76%	0%/37%	63%	0%/7%	93%	0%/19%	81%		
Aug	2%/12%	86%	4%/5%	91%	0%/36%	64%	0%/8%	92%	2%/16%	82%		
Sep	0%/9%	91%	18%/16%	66%	0%/23%	77%	0%/5%	95%	0%/0%	100%		
Oct	10%/8%	81%	15%/13%	72%	1%/5%	94%	0%/22%	78%	0%/9%	91%		
Nov	3%/10%	87%	16%/16%	68%	2%/11%	87%	0%/5%	95%	6%/6%	88%		
Dec	25%/39%	36%	32%/25%	43%	2%/15%	83%	0%/11%	89%	3%/19%	78%		

APPENDIX D



Manistee County Blacker Airport Authority

2323 Airport Road • Manistee, Michigan 49660 • (231) 723-4351

May 16th, 2014

Kevin Schlemmer
Chief, Essential Air Service Division, X-53
Office of Aviation Analysis
Department of Transportation
1200 New Jersey Avenue SE
Washington, D.C. 20590

Dear Mr. Schlemmer,

On behalf of the Manistee Blacker Airport Authority I as Chairman, am inquiring as to the status of Grant Agreements between the Airport Authority and the US Department of Transportation. These Grant Agreements provide for the essential air service at Manistee through the Alternate Essential Air Service Program.

I am requesting information on the status of Addendum #3 to the Grant Agreement entered into by the Parties on May 3, 2012. This agreement provides for the current air service at Manistee under the Alternate Essential Air Service Program. The addendum extends the end date of the current Grant Agreement to July 25th, 2014. In addition the Airport Authority submitted a proposal for a new four year Grant Agreement to DOT on April 10, 2014. Our expectation is that a new four year agreement will be in place by July 25th in order to avoid an interruption in air service at Manistee.

Timely action on our requests is necessary to prevent harm to the community that a lapse in service would cause. Under the standard Essential Air Service program, the importance of uninterrupted service is a priority, to the point that air carriers are held-in until replacement service is obtained. Although we are operating under the Alternate Essential Air Service Program, the importance of uninterrupted air service is equally essential.

We are available for any request you may have to help expedite completion of the new contract. In the mean time we look forward to a fully executed copy of Addendum #3 (extension). If there is anything you need please let our Airport Director Barry Lind know. Thank you for your consideration in this matter.

Sincerely,



Paul D. Schulert
Chairman Manistee Blacker Airport Authority

Cc: Sen. Carl Levin
Sen. Debbie Stabenow
Rep. Dan Benishek M.D.
Gov. Rick Snyder

APPENDIX F

MANISTEE COUNTY BLACKER AIRPORT**MAY 2014 ACCOUNTS PAYABLE**

CHECK #	VENDOR NAME	AMOUNT
	BARRY LIND	\$ 3,400.00
	CONSUMERS ENERGY	\$ 1,581.57
	A T & T	\$ 47.19
	MICHCON (DTE ENERGY)	\$ 291.23
	MIKA MEYERS BECKETT & JONES	\$ 508.00
	NAPA AUTO PARTS	\$ 251.61
	ACE HARDWARE	\$ 254.53
	FASTENAL	\$ -
	ARFF SPECIALISTS, LLC	\$ 1,330.00
	DIRECT TV	\$ 48.99
	WAHR HARDWARE	\$ -
	MANISTEE FORD	\$ 1,495.98
	MANISTEE TIRE	\$ 15.00
	PIPER MCCREDIE AGENCY	\$ -
	BLARNEY CASTLE	\$ 1,293.79
	GRAND RENTAL STATION	\$ 103.37
	PRIMARY AIRPORT SERVICES	\$ -
	ORCHARD BEACH AVIATION	\$ 360.64
	TOTAL	\$ 10,959.90
	ADVERTISING INVOICES	
	MANISTEE CHAMBER OF COMMERCE	\$ -
	BENZIE COUNTY CHAMBER OF COMMERCE	\$ -
	RIGHTSIDE DESIGN, LLC	\$ -
	WKLA RADIO	\$ 99.00
	LUDINGTON AREA CONVENTION & VISITORS BUREAU	\$ -
	ORCHARD BEACH AVIATION	\$ 136.91
	TOTAL	\$ 235.91
	ORCHARD BEACH AVIATION	\$ 19,734.75
	REGULAR HOURS 341 @ 16.50	5,626.50
	MAINTENANCE HOURS 112.5 @ 16.50	1,856.25
	PART 139 LABOR	12,200.00
	INTERNET	52.00
	GRAND TOTAL	\$ 30,930.56

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MANISTEE COUNTY BLACKER AIRPORT

MAY 2014 BALANCE SHEET

ASSETS	5/31/2014	4/30/2014
CASH	\$ (228,535.40)	\$ (80,779.00)
CASH - PFC ACCOUNT	\$ 64,134.39	\$ 64,134.39
ACCOUNTS RECEIVABLE		
PUBLIC CHARTERS	\$ 140,759.12	\$ 123,164.23
ADVERTISING GRANT	\$ 50,000.00	\$ 50,000.00
MISC.	\$ 1,497.06	\$ 986.65
TOTAL ASSETS	\$ 27,855.17	\$ 157,506.27
LIABILITIES	5/31/2014	4/30/2014
ACCOUNTS PAYABLE - TRADE	\$ 30,930.56	\$ 163,794.48
ACCOUNTS PAYABLE - COUNTY	\$ -	\$ -
PREPAID HANGER RENT	\$ -	\$ -
TOTAL LIABILITIES	\$ 30,930.56	\$ 163,794.48
FUND BALANCE	\$ (3,075.39)	\$ (6,288.21)
TOTAL LIABILITIES AND FUND BALANCE	\$ 27,855.17	\$ 157,506.27

PASSENGER FACILITY CHARGES COLLECTED THROUGH 05/31/2014	\$ 103,396.71
STATE OF MICHIGAN (PARKING LOT & T-HANGERS)	\$ (7,625.00)
CONSUMERS ENERGY	\$ (313.50)
STATE OF MICHIGAN (PARKING LOT & T-HANGERS)	\$ 313.50
TRANSFER OF PUBLIC IMPROVEMENT FUNDS	\$ 683.39
MANISTEE COUNTY ROAD COMMISSION	\$ (817.71)
STATE OF MICHIGAN (RAMP AREAS)	\$ (4,363.00)
J RANCK ELECTRIC	\$ (4,400.00)
STATE OF MICHIGAN	\$ (22,740.00)
PFC FUNDS AVAILABLE	\$ 64,134.39

AUTO RENTAL REVENUE BY COMPANY THROUGH 05/31/2014

ENTERPRISE CAR RENTALS	\$ -
MOWERY LEASING & RENTAL	\$ 1,712.89
GWK AGENCY	\$ -
TOTAL	\$ 1,712.89

APPENDIX H

ORCHARD BEACH AVIATION**May 2014****RENT**

OFFICE	\$340.00	
HANGER	\$200.00	
FUEL	\$879.06	
DIESEL FUEL	\$0.00	
T-SHIRT SALES	\$24.00	(2 @ \$12)
LANDING FEES		
TWIN	\$0.00	(0 @ \$9)
JET	\$54.00	(3 @ \$18)
TOTAL	\$1497.06	

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FUEL SALES MAY 2014**100LL** **1479.8 Gal****JET** **5155.9 Gal****TOTAL** **6635.7 Gal****General** **3035.9 Gal @ .15 = 455.39****PublicCharters** **1000.0 Gal @ .15 = 150.00****PublicCharters** **1661.4 Gal @ .08 = 132.91****PublicCharters** **0.0 Gal @ .02 = 0.00****Orchard Beach** **938.4 Gal @ .15 = 140.76****DIESEL** **0.0 Gal**



**ALLIANCE FOR
ECONOMIC SUCCESS**
Manistee Blacker Airport Authority
Strategic Plan

APPENDIX I

The following proposes steps and outcomes for a strategic planning process, facilitated by Tim Ervin and Tamara Buswinka, Alliance for Economic Success.

Step 1: Due Diligence: all relevant plans, documents, agreements and other related material provided by Airport authority to AES.

Step 2: Meeting 1: Setting the Stage

- What are the assets?
- Who are the stakeholders?
- What are the most significant strengths/weaknesses/ opportunities/challenges and/or issues?
- What are the values, vision and mission?

Step 3: Independent Stakeholders Meetings (conducted by Tim/Tamara)

Common questions asked of all stakeholders:

- Tell us what you know about the airport? About the Airport Authority?
- How does or could the airport benefit you and/or your organization?
- How does or could the airport benefit the county and the region?
- Do you have concerns about the airport?
- If the airport property could house additional facilities or businesses, do you have ideas on what might be a good fit?
- Are you interested in receiving the strategic plan for the Airport Authority?

Step 4: Meeting: Defining the Priorities (based on Authority/Stakeholder Input)

Step 5: Meeting: Defining the Strategies – Implementation Plan

Step 6: Review of Draft Strategic Plan (will be drafted by AES using input/content provided by Airport Authority members and stakeholders)

Step 7: Ratification/Announcement/Dissemination of Strategic Plan and Implementation!

Proposed Completion: No later than July 31, 2014