

DRAFT

## MINUTES

Monday, August 11, 2014  
10:00 A.M.

Manistee County Blacker Airport  
Conference Room

**Members Present:** Paul Schulert, Chairperson; Ross Spencer, Vice-Chairperson; Mark Bergstrom (arrived 10:10 A.M.); Alan Marshall; Dale Picardat; Brook Shafer; and Thom Smith

**Members Absent:** None

**Others Present:** Barry Lind, Airport Manager; Tim Ervin, Alliance for Economic Success; Tamara Buswinka, Alliance for Economic Success; 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. The updated 5 Year Plan and the Treasurer's resignation were added to the agenda under New Business.

**There was a motion by Mr. Marshall, supported by Mr. Smith, to approve the meeting agenda with the two additions noted. Motion carried by majority vote (Bergstrom absent).**

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, July 14, 2014.

**There was a motion by Mr. Marshall, supported by Mr. Shafer, to approve the Airport Authority regular meeting minutes of Monday, July 14, 2014, as presented. Motion carried by majority vote (Bergstrom absent).**

The Chairman confirmed that each member had received a copy and had an opportunity to review the minutes from the special meeting of the Airport Authority held on Thursday, July 24, 2014.

**There was a motion by Mr. Picardat, supported by Mr. Schulert, to approve the Airport Authority special meeting minutes of Thursday, July 24, 2014, as presented. Motion carried by majority vote (Bergstrom absent).**

Mr. Ervin and Ms. Buswinka discussed the strategic planning process (APPENDIX A). After discussion,

**There was a motion by Mr. Spencer, supported by Mr. Smith, to engage the Alliance for Economic Success to do a strategic plan for the airport.**

**A roll call vote was taken:**

**Yeas: 7 (Smith; Shafer; Picardat; Marshall; Bergstrom; Spencer; Schulert)**

**Nays: 0**

**Absent: 0**

**Motion carried.**

The first meeting regarding the strategic plan was scheduled for Friday, September 19, 2014, at 11:00 A.M. in the conference room at the airport.

The Authority next reviewed the July 2014 Accounts Payable Report (APPENDIX B). The Johnson Diversified Services payment is for demolition of the old building as approved last month. Mr. Lind noted that they ended up removing the concrete at no additional charge. The payment to Blue Globes is for replacement bulbs for the runway and taxi. The payment to West Coast Farm Service is for parts and maintenance on the mower deck and old tractor. The payment to State Chemical Solutions is for weed killer.

**There was a motion by Mr. Smith, supported by Mr. Picardat, to approve the July 2014 Accounts Payable Reports and authorize payment of the outstanding invoices totaling \$35,199.68.**

**A roll call vote was taken:**

**Yeas: 7 (Schulert; Spencer; Bergstrom; Marshall; Picardat; Shafer; Smith)**

**Nays: 0**

**Absent: 0**

**Motion carried.**

The Authority also reviewed the July 2014 Financial Statement (APPENDIX C), which includes a Balance Sheet, a Statement of Revenue and Expenses, and a running account of the Passenger Facility Charges collected. It was noted that utilities have been going up, and Mr. Lind stated that he will investigate this. It was also noted that several lines are over budget. The percentage of the budget remaining for PFC expenses should be a negative number, not 100%.

**There was a motion by Mr. Shafer, supported by Mr. Spencer, to approve the July 2014 Financial Statement. Motion carried by majority vote, with Mr. Spencer voting nay.**

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

The Budget Committee met on August 4, 2014, and updated the 5 year Capital Improvement Plan, which will be discussed under New Business.

The Promotion Committee did not meet.

The Rules and Regulations Committee did not meet. This Committee has served it's purpose.

**There was a motion by Mr. Spencer, supported by Mr. Shafer, to disband the Airport Authority Rules and Regulations Committee. Motion carried by unanimous vote.**

The Executive Committee did not meet.

The Legal Representation Search Committee met on July 28, 2014, and received 5 RFQ's for the airport's legal service. Two have been selected to be interviewed on August 13, 2014. The current legal expense line item is \$4,000, and this is being increased in the next fiscal year to \$6,000. Both proposals are within this range.

The Bylaws Committee did not meet.

Mr. Lind informed the Authority that there was one airport incident. A Cessna 177 crashed while attempting to take off on August 5, 2014. The aircraft is a total loss, but no one was injured. The FAA has completed an on-site investigation. Mr. Spencer stated that Orchard Beach Aviation did a good job with their response to the accident. The plane was in an area that was difficult to reach, and it was noted

that neither the airport nor the supporting agencies have good equipment for reaching some of the areas surrounding the airport.

Mr. Lind presented a report on airfares which compares flights from Manistee, Traverse City, Grand Rapids, and Muskegon for travel in September 2014 (APPENDIX E). Mr. Lind noted that 40% of passengers are connecting to other flights according to recent survey results. Mr. Lind presented information on airplane passenger numbers for 2014 as well as the previous five years (APPENDIX F).

Mr. Lind stated that all the items in the Letter of Correction from the annual FAA inspection have been addressed.

Mr. Lind stated that all the issues from the construction projects have been addressed, so they are slowly moving forward. The footings have been poured, and progress should resume this week. The sand storage pad has also been poured. The updates to the airport sign should begin this week. The sign will be rotated so it's parallel to the road, moved closer to the road, and signage will be added to the second side.

The tree removal project is on hold until this fall, but Mr. Lind will begin working on this project this month.

Mr. Lind is awaiting further proposals regarding the hangar expansion/door repair.

The air service schedule is now available for booking through November 12, 2014, and Mr. Lind anticipates that it will be available through January 6, 2015, by the end of the week pending DOT approval. Fares have risen due to new higher taxes on tickets for TSA. The tax was previously \$5.00, but is now \$11.20 per round trip ticket. Overall, service continues to be reliable. Demand for August is up over the previous year as to be expected with more flights and recent trends. Demand for fall continues to look strong with advanced bookings up 100% compared to this time last year. The contracts with DOT and Public Charters for AEAS have been fully executed.

There continues to be good feedback from the customer surveys, although the recent delays have been reflected in the feedback. There is an active online marketing campaign. New radio spots have been produced, and are airing. The fully executed MDOT marketing grant has been received, so TV ads began running today for two weeks on TV 7&4. The air service is also being mentioned on TV 9&10 as part of a giveaway to Navy Pier.

**There was a motion by Mr. Shafer, supported by Mr. Marshall, to accept the Airport Director's report. Motion carried by unanimous vote.**

Mr. Lind continues to work on the Coho Bend sign. He is researching who owns the sign, and trying to figure out a reasonable value for the leasing terms.

The leaking hangar will be addressed with the construction projects.

The Authority next discussed the updated 5 Year Capital Improvement Plan (APPENDIX G). Johnson Diversified Services is able to update the old t-hangars (paint roof/walls, upgrade electric, pave floors, and upgrade doors) for \$36,400. This total was estimated at \$75,000, but has been reduced since Johnson Diversified Services is already onsite. There are funds available in the PFC/Capital Improvement Fund, although it would dip into the \$50,000 reserve. Mr. Shafer noted that he didn't feel the old tractor would be sold for as much as anticipated on the plan. After discussion,

**There was a motion by Mr. Picardat, supported by Mr. Bergstrom, to have Johnson Diversified Services update the old t-hangars (paint roof/walls, upgrade electric, pave floors, and upgrade doors) at a cost not to exceed \$36,400.**

**A roll call vote was taken:**

**Yeas: 7 (Spencer; Schulert; Smith; Shafer; Picardat: Marshall; Bergstrom)**

**Nays: 0**

**Absent: 0**

**Motion carried.**

The Authority discussed the Airport Treasurer's recent resignation. Mr. Schulert stated that he feels the connection between the County and the airport is important. It was suggested that Mr. Schulert meet with Mr. Pomeroy to discuss options. Mr. Lind noted that there have been issues with timeliness on several items.

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

Respectfully submitted,

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Rachel Nelson, Airport Authority Secretary

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**Manistee Blacker Airport Authority  
Strategic Plan**

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!**

# MANISTEE COUNTY BLACKER AIRPORT

## JULY 2014 ACCOUNTS PAYABLE

| CHECK # | VENDOR NAME                         | AMOUNT               |
|---------|-------------------------------------|----------------------|
|         | BARRY LIND                          | \$ 3,400.00          |
|         | CONSUMERS ENERGY                    | \$ 1,770.05          |
|         | A T & T                             | \$ 46.42             |
|         | MICHCON (DTE ENERGY)                | \$ 66.02             |
|         | MIKA MEYERS BECKETT & JONES         | \$ 207.00            |
|         | NAPA AUTO PARTS                     | \$ 69.99             |
|         | ACE HARDWARE                        | \$ 182.02            |
|         | FASTENAL                            | \$ 224.43            |
|         | JOHNSON DIVERSIFIED SERVICES, INC.  | \$ 4,000.00          |
|         | DIRECT TV                           | \$ 48.99             |
|         | BLUE GLOBES, LLC                    | \$ 422.12            |
|         | PIPER MCCREDIE AGENCY               | \$ -                 |
|         | AMOR SIGN STUDIO                    | \$ 94.37             |
|         | CUSTOM SHEET METAL & HEATING        | \$ 1,015.92          |
|         | WEST COAST FARM SERVICE             | \$ 447.43            |
|         | STATE CHEMICAL SOLUTIONS            | \$ 244.74            |
|         | BLARNEY CASTLE                      | \$ -                 |
|         | PRIMARY AIRPORT SERVICES            | \$ 201.15            |
|         | COFESSCO FIRE PROTECTION            | \$ 545.16            |
|         | <b>TOTAL</b>                        | <b>\$ 12,985.81</b>  |
|         | <b>ADVERTISING INVOICES</b>         |                      |
|         | BENZIE COUNTY CHAMBER OF COMMERCE   | \$ 215.00            |
|         | LUDINGTON & SCOTTVILLE AREA CHAMBER | \$ 250.00            |
|         | TRAVERSE MAGAZINE                   | \$ 300.00            |
|         | RIGHTSIDE DESIGN, LLC               | \$ -                 |
|         | WKLA RADIO                          | \$ -                 |
|         | ORCHARD BEACH AVIATION              | \$ 1,177.87          |
|         | <b>TOTAL</b>                        | <b>\$ 1,942.87</b>   |
|         | <b>ORCHARD BEACH AVIATION</b>       | <b>\$ 20,271.00</b>  |
|         | REGULAR HOURS                       | 372 @ 16.50 6,138.00 |
|         | MAINTENANCE HOURS                   | 114 @ 16.50 1,881.00 |
|         | PART 139 LABOR                      | 12,200.00            |
|         | INTERNET                            | 52.00                |
|         | <b>GRAND TOTAL</b>                  | <b>\$ 35,199.68</b>  |

## MANISTEE COUNTY BLACKER AIRPORT

|   | JULY 2014 REVENUE & EXPENSES |                      |                        | BUDGET REMAINING       |                        | 17%        |
|---|------------------------------|----------------------|------------------------|------------------------|------------------------|------------|
|   | PREVIOUS<br>MONTH            | CURRENT<br>MONTH     | YEAR-TO<br>DATE        | ANNUAL<br>BUDGET       | BALANCE<br>\$          | %          |
| <b>INCOME:</b>                                  |                              |                      |                        |                        |                        |            |
| FEDERAL GRANT - AEAS                            | \$ 141,067.00                | \$ 151,918.00        | \$ 1,069,138.00        | \$ 2,000,000.00        | \$ 930,862.00          | 47%        |
| HANGER RENTAL                                   | \$ 2,100.00                  | \$ 2,100.00          | \$ 22,320.00           | \$ 31,000.00           | \$ 8,680.00            | 28%        |
| LANDING FEES - PUBLIC CHARTERS                  | \$ 17,594.89                 | \$ 17,594.89         | \$ 175,956.85          | \$ 211,138.00          | \$ 35,181.15           | 17%        |
| LANDING FEES - GENERAL AVIATION                 | \$ 126.00                    | \$ 180.00            | \$ 441.00              | \$ 1,000.00            | \$ 559.00              | 56%        |
| AUTO RENTAL SPACE                               | \$ 1,679.82                  | \$ -                 | \$ 3,392.71            | \$ 5,000.00            | \$ 1,607.29            | 32%        |
| OFFICE RENT                                     | \$ 1,065.00                  | \$ 1,065.00          | \$ 10,650.00           | \$ 12,780.00           | \$ 2,130.00            | 17%        |
| COUNTY OF MANISTEE                              | \$ 9,583.00                  | \$ 9,583.00          | \$ 95,830.00           | \$ 115,000.00          | \$ 19,170.00           | 17%        |
| STATE REIMB-MARKETING                           | \$ 730.00                    | \$ -                 | \$ 18,472.73           | \$ 27,000.00           | \$ 8,527.27            | 32%        |
| PASSENGER FACILITY CHARGES                      | \$ 2,268.00                  | \$ -                 | \$ 12,554.89           | \$ 19,000.00           | \$ 6,445.11            | 34%        |
| FUEL SALES                                      | \$ 1,175.60                  | \$ 2,087.62          | \$ 7,782.55            | \$ 7,500.00            | \$ (282.55)            | -4%        |
| SIGN LEASE                                      | \$ -                         | \$ -                 | \$ 2,800.00            | \$ 3,800.00            | \$ 1,000.00            | 26%        |
| MISCELLANEOUS                                   | \$ 12.00                     | \$ 24.00             | \$ 402.78              | \$ 1,000.00            | \$ 597.22              | 100%       |
| <b>TOTAL INCOME</b>                             | <b>\$ 177,401.31</b>         | <b>\$ 184,552.51</b> | <b>\$ 1,419,741.51</b> | <b>\$ 2,434,218.00</b> | <b>\$ 1,014,476.49</b> | <b>42%</b> |
| <b>EXPENSES:</b>                                |                              |                      |                        |                        |                        |            |
| AEAS CONTRACT-PUBLIC CHARTER                    | \$ 141,067.00                | \$ 151,918.00        | \$ 1,069,138.00        | \$ 2,000,000.00        | \$ 930,862.00          | 47%        |
| PERSONNEL - MANAGEMENT                          | \$ 3,400.00                  | \$ 3,400.00          | \$ 34,000.00           | \$ 40,800.00           | \$ 6,800.00            | 17%        |
| PERSONNEL - OP & MAINT                          | \$ 20,012.75                 | \$ 20,219.00         | \$ 193,593.50          | \$ 240,000.00          | \$ 46,406.50           | 19%        |
| DUES & FEES                                     | \$ -                         | \$ -                 | \$ 675.00              | \$ 800.00              | \$ 125.00              | 16%        |
| SUPPLIES  | \$ 414.96                    | \$ 224.43            | \$ 1,123.66            | \$ 2,000.00            | \$ 876.34              | 44%        |
| UTILITIES                                       | \$ 1,652.98                  | \$ 1,937.06          | \$ 25,697.41           | \$ 30,000.00           | \$ 4,302.59            | 14%        |
| FUEL  | \$ -                         | \$ -                 | \$ 12,591.84           | \$ 9,000.00            | \$ (3,591.84)          | -40%       |
| REPAIRS & MAINTENANCE                           | \$ 2,393.66                  | \$ 3,021.75          | \$ 25,127.51           | \$ 15,000.00           | \$ (10,127.51)         | -68%       |
| CONTRACTED SERVICES                             | \$ -                         | \$ 201.15            | \$ 853.65              | \$ 1,200.00            | \$ 346.35              | 29%        |
| LEGAL   | \$ -                         | \$ 207.00            | \$ 3,760.50            | \$ 4,000.00            | \$ 239.50              | 6%         |
| AUDIT   | \$ -                         | \$ -                 | \$ 3,050.00            | \$ 2,000.00            | \$ (1,050.00)          | -53%       |
| ADVERTISING                                     | \$ 5,521.04                  | \$ 1,942.87          | \$ 38,214.35           | \$ 43,000.00           | \$ 4,785.65            | 0%         |
| TELEPHONE                                       | \$ 41.07                     | \$ 46.42             | \$ 433.73              | \$ 500.00              | \$ 66.27               | 13%        |
| INSURANCE                                       | \$ -                         | \$ -                 | \$ 21,831.93           | \$ 21,000.00           | \$ (831.93)            | -4%        |
| TRAINING (FIRE FIGHTER)                         | \$ -                         | \$ -                 | \$ 1,690.64            | \$ 2,000.00            | \$ 309.36              | 0%         |
| EQUIPMENT                                       | \$ -                         | \$ -                 | \$ -                   | \$ -                   | \$ -                   | 0%         |
| BOOKKEEPING                                     | \$ -                         | \$ -                 | \$ -                   | \$ 3,000.00            | \$ 3,000.00            | 100%       |
| PFC EXPENSES                                    | \$ -                         | \$ 4,000.00          | \$ 31,140.00           | \$ 19,000.00           | \$ (12,140.00)         | 100%       |
| MISCELLANEOUS                                   | \$ -                         | \$ -                 | \$ 1,040.63            | \$ 918.00              | \$ (122.63)            | -13%       |
|   | <b>\$ 174,503.46</b>         | <b>\$ 187,117.68</b> | <b>\$ 1,463,962.35</b> | <b>\$ 2,434,218.00</b> | <b>\$ 970,255.65</b>   | <b>40%</b> |
| <b>EXCESS REVENUE OVER/(UNDER) EXPENDITURES</b> | <b>\$ (2,565.17)</b>         |                      | <b>\$ (44,220.84)</b>  |                        |                        |            |
| <b>BALANCE ON HAND - AIRPORT FUND</b>           |                              |                      |                        |                        |                        |            |
| BEGINNING BALANCE 07/01/2014                    | \$ (14,628.51)               |                      |                        |                        |                        |            |
| JULY RECEIPTS                                   | \$ 170,960.27                |                      |                        |                        |                        |            |
| JUNE DISBURSEMENTS                              | \$ (174,503.46)              |                      |                        |                        |                        |            |
|   | <b>\$ (18,171.70)</b>        |                      |                        |                        |                        |            |

# MANISTEE COUNTY BLACKER AIRPORT

## JULY 2014 BALANCE SHEET

| ASSETS              | 7/31/2014            | 6/30/2014            |
|---------------------|----------------------|----------------------|
| CASH                | \$ (18,171.70)       | \$ (14,628.51)       |
| CASH - PFC ACCOUNT  | \$ 66,721.17         | \$ 66,721.17         |
| ACCOUNTS RECEIVABLE |                      |                      |
| PUBLIC CHARTERS     | \$ 70,379.56         | \$ 70,379.56         |
| ADVERTISING GRANT   | \$ 50,000.00         | \$ 50,000.00         |
| MISC.               | \$ 2,831.62          | \$ 1,853.60          |
| <b>TOTAL ASSETS</b> | <b>\$ 171,760.65</b> | <b>\$ 174,325.82</b> |

| LIABILITIES               | 7/31/2014     | 6/30/2014     |
|---------------------------|---------------|---------------|
| ACCOUNTS PAYABLE - TRADE  | \$ 174,503.46 | \$ 174,503.46 |
| ACCOUNTS PAYABLE - COUNTY | \$ -          | \$ -          |
| PREPAID HANGER RENT       | \$ -          | \$ -          |

|                          |                      |                      |
|--------------------------|----------------------|----------------------|
| <b>TOTAL LIABILITIES</b> | <b>\$ 174,503.46</b> | <b>\$ 174,503.46</b> |
|--------------------------|----------------------|----------------------|

|                     |                      |                    |
|---------------------|----------------------|--------------------|
| <b>FUND BALANCE</b> | <b>\$ (2,742.81)</b> | <b>\$ (177.64)</b> |
|---------------------|----------------------|--------------------|

|   |                      |                      |
|---|----------------------|----------------------|
| <b>TOTAL LIABILITIES AND FUND BALANCE</b> | <b>\$ 171,760.65</b> | <b>\$ 174,325.82</b> |
|---|----------------------|----------------------|

|  |                      |
|--|----------------------|
| <b>PASSENGER FACILITY CHARGES COLLECTED THROUGH 07/31/2014</b> | <b>\$ 105,664.71</b> |
| 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)       |
| STATE OF MICHIGAN (TAXIWAY)                                    | \$ 38.92             |
| STATE OF MICHIGAN (T-HANGAR ETC.)                              | \$ 279.86            |
| <b>PFC FUNDS AVAILABLE</b>                                     | <b>\$ 66,721.17</b>  |

**AUTO RENTAL REVENUE BY COMPANY THROUGH 07/31/2014**

|                         |                    |
|-------------------------|--------------------|
| ENTERPRISE CAR RENTALS  | \$ -               |
| MOWERY LEASING & RENTAL | \$ 3,392.71        |
| GWK AGENCY              | \$ -               |
| <b>TOTAL</b>            | <b>\$ 3,392.71</b> |

**ORCHARD BEACH AVIATION****July 2014****RENT**

|               |           |             |
|---------------|-----------|-------------|
| OFFICE        | \$340.00  |             |
| HANGER        | \$200.00  |             |
| FUEL          | \$2087.62 |             |
| DIESEL FUEL   | \$0.00    |             |
| T-SHIRT SALES | \$24.00   | (2 @ \$12)  |
| LANDING FEES  |           |             |
| TWIN          | \$0.00    | (0 @ \$9)   |
| JET           | \$180.00  | (10 @ \$18) |
| TOTAL         | \$2831.62 |             |

## FUEL SALES JULY 2014

100LL                    3772.0 Gal

JET                        11757.1 Gal

TOTAL                    15529.1 Gal

General                10075.5 Gal @ .15 = 1511.33

PublicCharters       1000.0 Gal @ .15 = 150.00

PublicCharters       2405.1 Gal @ .08 = 192.41

PublicCharters       0.0 Gal @ .02 = 0.00

Orchard Beach        1000.0 Gal @ .15 = 150.00

Orchard Beach        1048.5 Gal @ .08 = 83.88

DIESEL                    0.0 Gal

**September Travel as of 8/9/14****Best Fares**

|  | MBL           | TVC       | GRR           | MKG           |
|--|---------------|-----------|---------------|---------------|
| Atlanta (ATL)  | 330 WN        | 394 UA    | <b>322</b> FL | 356 UA        |
| Boston (BOS)   | 337 WN        | 317 AA    | <b>184</b> DL | 379 UA        |
| Chicago (MDW or ORD)                                 | <b>126</b> P1 | 354 DL    | 277 UA        | 159 UA        |
| Dallas (DFW)   | <b>328</b> DL | 396 DL    | 365 WN        | 352 UA        |
| Denver (DEN)   | <b>301</b> F9 | 486 AA    | 319 UA        | 329 UA        |
| Houston (HOU)  | 404 WN        | 406 UA    | <b>378</b> UA | 420 UA        |
| Kansas City (MCI)                                    | <b>262</b> WN | 356 UA    | 268 AA        | 293 UA        |
| Las Vegas (LAS)                                      | 464 WN        | 456 AA    | <b>318</b> DL | 429 UA        |
| Los Angeles (LAX)                                    | 450 WN        | 426 UA    | <b>376</b> DL | 421 UA        |
| Minneapolis (MSP)                                    | <b>284</b> WN | 392 UA    | 344 AA        | 310 UA        |
| New York Area (NYC)                                  | 362 WN        | 333 DL    | <b>261</b> DL | 446 UA        |
| Orlando (MCO)  | 392 WN        | 347 DL    | <b>281</b> AA | 329 UA        |
| Philadelphia (PHL)                                   | 432 WN        | 472 AA    | <b>305</b> AA | 447 UA        |
| Phoenix (PHX)  | 450 DL        | 386 DL    | <b>318</b> DL | 500 UA        |
| Portland (PDX)                                       | 464 WN        | 426 UA    | <b>384</b> DL | 429 UA        |
| San Diego (SAN)                                      | 525 WN        | 414 DL    | <b>360</b> UA | 453 UA        |
| San Francisco (SFO)                                  | 396 WN        | 476 AA    | 420 WN        | <b>385</b> UA |
| Seattle (SEA)  | 452 WN        | 432 UA    | <b>350</b> AA | 435 UA        |
| St Louis (STL)                                       | 268 WN        | 346 UA    | <b>176</b> WN | 294 UA        |
| Washington DC Area (WA)                              | 372 WN        | 288 DL    | <b>246</b> WN | 392 UA        |
| Average Fare   | \$369.95      | \$395.15  | \$312.60      | \$377.90      |
| Change from last month                               | -\$29.00      | -\$70.65  | -\$73.55      | -\$60.65      |
| Change from two months                               | -\$96.85      | -\$200.50 | -\$168.25     | -\$123.20     |
| Fares Pulled 08/09/14 for travel 09/10/14 - 09/17/14 |               |           |               |               |

**Best Fares +7 days parking**

|                         | MBL           | TVC       | GRR           | MKG       |
|-------------------------|---------------|-----------|---------------|-----------|
| Atlanta (ATL)           | <b>330</b> WN | 434 UA    | 376 FL        | 391 UA    |
| Boston (BOS)            | 337 WN        | 357 AA    | <b>238</b> DL | 414 UA    |
| Chicago (MDW or ORD)    | <b>126</b> P1 | 394 DL    | 331 UA        | 194 UA    |
| Dallas (DFW)            | <b>328</b> DL | 436 DL    | 419 WN        | 387 UA    |
| Denver (DEN)            | <b>301</b> F9 | 526 AA    | 373 UA        | 364 UA    |
| Houston (HOU)           | <b>404</b> WN | 446 UA    | 432 UA        | 455 UA    |
| Kansas City (MCI)       | <b>262</b> WN | 396 UA    | 322 AA        | 328 UA    |
| Las Vegas (LAS)         | 464 WN        | 496 AA    | <b>372</b> DL | 464 UA    |
| Los Angeles (LAX)       | 450 WN        | 466 UA    | <b>430</b> DL | 456 UA    |
| Minneapolis (MSP)       | <b>284</b> WN | 432 UA    | 398 AA        | 345 UA    |
| New York Area (NYC)     | 362 WN        | 373 DL    | <b>315</b> DL | 481 UA    |
| Orlando (MCO)           | 392 WN        | 387 DL    | <b>335</b> AA | 364 UA    |
| Philadelphia (PHL)      | 432 WN        | 512 AA    | <b>359</b> AA | 482 UA    |
| Phoenix (PHX)           | 450 DL        | 426 DL    | <b>372</b> DL | 535 UA    |
| Portland (PDX)          | 464 WN        | 466 UA    | <b>438</b> DL | 464 UA    |
| San Diego (SAN)         | 525 WN        | 454 DL    | <b>414</b> UA | 488 UA    |
| San Francisco (SFO)     | <b>396</b> WN | 516 AA    | 474 WN        | 420 UA    |
| Seattle (SEA)           | 452 WN        | 472 UA    | <b>404</b> AA | 470 UA    |
| St Louis (STL)          | 268 WN        | 386 UA    | <b>230</b> WN | 329 UA    |
| Washington DC Area (WA) | 372 WN        | 328 DL    | <b>300</b> WN | 427 UA    |
| Average Fare            | \$369.95      | \$435.15  | \$366.60      | \$412.90  |
| Change from last month  | -\$29.00      | -\$70.65  | -\$73.55      | -\$60.65  |
| Change from two months  | -\$96.85      | -\$200.50 | -\$168.25     | -\$123.20 |

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

APPENDIX F.

Manistee County Blacker Airport

Enplaned/Deplaned

|       | 2009       |       | 2010       |       | 2011                 |       | 2012       |       | 2013    |       | 2014    |       |
|-------|------------|-------|------------|-------|----------------------|-------|------------|-------|---------|-------|---------|-------|
|       | Out/In     | Total | Out/In     | Total | Out/In               | Total | Out/In     | Total | Out/In  | Total | Out/In  | Total |
| Jan   | GL 138/106 | 244   | GL 212/145 | 357   | GL 201/169           | 370   | F9 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   | L 147/171 F9 488/389 | 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   | 353/423 | 776   |
| Jul   | 388/439    | 827   | 521/551    | 1072  | 1595/1568            | 3163  | 465/467    | 932   | 421/409 | 830   | 653/659 | 1312  |
| 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  |         | 3933  |

On-time Performance

|     | 2009         |         | 2010         |         | 2011         |         | 2012         |         | 2013         |         | 2014         |         |
|-----|--------------|---------|--------------|---------|--------------|---------|--------------|---------|--------------|---------|--------------|---------|
|     | 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%/15%       | 85%     |
| Jul | 4%/16%       | 80%     | 5%/19%       | 76%     | 0%/37%       | 63%     | 0%/7%        | 93%     | 0%/19%       | 81%     | 1%/20%       | 79%     |
| 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 G

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

| <input checked="" type="checkbox"/> | <b>PRIORITY LIST</b>                          | <b>FY 2014</b>                      | <b>FY 2015</b>                      | <b>FY 2016</b>                      | <b>FY 2017</b>                      | <b>FY 2018</b>                      |
|-------------------------------------|---|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|
| 1)                                  | <b>10 Year Fuel Farm Cleaning</b>             | <b>8K</b>                           |                                     |                                     |                                     |                                     |
| 2)                                  | <b>Paint Roof &amp; Walls - Old T-Hangars</b> | <b>12.4K</b>                        |                                     |                                     |                                     |                                     |
| 3)                                  | <b>Airline Hangar Expansion</b>               | <b>125K</b>                         |                                     |                                     |                                     |                                     |
| 4)                                  | <b>Upgrade Electric - Old T-Hangars</b>       | <b>6.8K</b>                         |                                     |                                     |                                     |                                     |
| 5)                                  | <b>Upgrade Floors - Old T-Hangars</b>         | <b>15K</b>                          |                                     |                                     |                                     |                                     |
| 6)                                  | <b>Upgrade Doors - Old T-Hangars</b>          | <b>2K</b>                           |                                     |                                     |                                     |                                     |
| 7)                                  | <b>Demolish CAP Building</b>                  | <b>4K</b>                           |                                     |                                     |                                     |                                     |
| 8)                                  | <b>Demolish/Improve T-Hangar</b>              |                                     |                                     |                                     |                                     |                                     |
| 9)                                  | <b>Entrance Sign Improvements</b>             | <b>2K</b>                           |                                     |                                     |                                     |                                     |
| 10)                                 | <b>Tree Removal</b>                           |                                     | <b>7K</b>                           |                                     |                                     |                                     |
| 11)                                 | <b>Sale of Old Tractor</b>                    |                                     | <b>(10K)</b>                        |                                     |                                     |                                     |
| <input checked="" type="checkbox"/> | <b>OTHER</b>                                  | <input checked="" type="checkbox"/> |
|                                     | <b>Fuel Farm Update</b>                       |                                     |                                     | <b>32K</b>                          | <b>20K</b>                          |                                     |