



Airport Business Solutions

"Valuation and Consulting Services to the Aviation Industry"

90 Fort Wade Road, Suite 100, Ponte Vedra, Florida 32081-5114

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

April 12, 2023

Mr. Paul Dyal
City Manager
City of Lake City, Florida
205 N. Marion Avenue
Lake City, Florida 32055

RE: ***Airport Business Solutions (ABS) Response***
Request for Proposal - RFP-007-2023
Airport Appraisal Services Rebid
Lake City Gateway Airport (LCQ)
Lake City, Florida

Dear Mr. Dyal:

Per the above referenced Request for Proposal, ***Airport Business Solutions (ABS)*** appreciates the opportunity to submit a response to the Airport Appraisal Services Rebid for the City of Lake City regarding the Haeco Airframes Services leasehold at the Lake City Gateway Airport. Based upon your request, the City requires an estimate of the Fair Market Rent of the Haeco development in conjunction with lease negotiations.

The following statement reflects our interest and experience in all aspects of the project scope. ***Airport Business Solutions*** is the industry leader in providing aviation appraisals and fair market rental value analysis services having provided similar analyses across the nation, to include multiple assignments throughout the State of Florida and the Southeast region. With our history and knowledge of airport real estate, airport management and aviation business operations, we are confident that ***ABS*** is the most qualified entity to provide the necessary appraisal services for the City. In addition to being the most experienced company in the United States relative to aviation real estate valuation and analysis, we have provided various management consulting services to over 1,600 airports worldwide over the past 30+ years. Our senior staff offers over 160 cumulative years of airport and aviation business management services, as well as extensive real estate-related services.

ABS is headquartered in Ponte Vedra, Florida with Michael A. Hodges, MAI, its President and CEO, serving as Project Manager for this assignment. The following reflects the company legal name, address, and contact information:

Michael A. Hodges, MAI, President/CEO
ABS Aviation Consultancy, Inc. dba Airport Business Solutions
90 Fort Wade Road, Suite 100
Ponte Vedra, Florida 32081- 5114
(813) 855-3600 – Phone
(813) 317-3170 – Cell
mhodges@absaviation.com

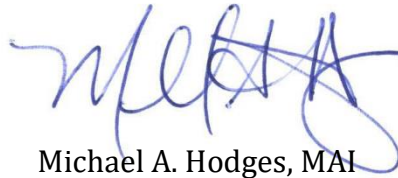
Solutions as Unique as the Problems . . .

Mr. Paul Dyal
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Airport Business Solutions has completed well over 100 aeronautical property appraisals or market rent studies at comparable airports in the past five years, to include several projects at airports within the immediate region and multiple MRO projects throughout the United States. Michael A. Hodges, MAI is the President and CEO of the company, and is the lead appraiser/consultant on all valuation projects. Mr. Hodges is an MAI and licensed in eight states. **Airport Business Solutions** meets or exceeds the commercial general, automobile, and professional liability insurance requirements of the City for this project. Certificates of insurance with the City named as additional insured/certificate holder will be provided if a contract is awarded. However, **Airport Business Solutions** is not required by law to maintain workers' compensation or employer's liability insurance due to not achieving the threshold requirement regarding the minimum number of employees by the State of Florida. As such, we would respectfully request a waiver from the City on this specific insurance requirement.

We appreciate the opportunity to submit our response to the request for interest to the City of Lake City. If you should have questions regarding this proposal, please do not hesitate to contact me.

Respectfully Submitted,



Michael A. Hodges, MAI
President/CE

Statement of Qualifications

Airport Business Solutions meets or exceeds the minimum qualifications noted in the City's RFP. Michael A. Hodges, MAI is the President/CEO and founder of ***Airport Business Solutions*** and is the only MAI in the United States whose sole business is analysis of aviation-related real estate and businesses. The company is comprised of three primary individuals experienced in real estate development, appraisals, airport operations, FBO operations, and FAA regulatory requirements. In addition, on an as-needed basis, we maintain relationships with multiple subject matter experts and location-specific subcontractors.

Airport Business Solutions was created to provide valuation and consulting services to the aviation industry. Upon discovering that most real estate professionals lacked an understanding of the unique characteristics of airport-based properties as compared with standard real estate projects, ***Airport Business Solutions*** was formed to offer their extensive experience in the valuation of airports and aviation-related properties such as fixed base operations, corporate hangar developments, air cargo facilities, control towers, and terminal facilities, to airports and their tenants throughout the United States. Through the addition of several diversely experienced staff members with extensive backgrounds in airport management and operations, air cargo development and operations, as well as FBO management and operations, ***Airport Business Solutions*** expanded to offer such services as leasehold, business/going-concern, and equipment valuation, financial self-sufficiency analysis, revenue enhancement, RFP development and evaluation, interim airport and FBO management, market and operational assessments, and various site selection services. In addition, we also provide such services as buyer and seller representation services, personnel recruitment, fuel farm development, and environmental compliance and assessment issues. ***Airport Business Solutions*** is also highly skilled and experienced in the analysis of aircraft maintenance facilities, both airline and third-party maintenance providers. Previous projects related to MRO developments include the following:

Airport Business Solutions Response

Request for Proposal - RFP-0076-2023

Airport Appraisal Services Rebid

Lake City Gateway Airport (LCQ)

April 12, 2023



- Commercial Jet – Miami, FL
- Flightstar – Jacksonville, FL
- Eclipse Aviation – Gainesville, FL
- Delta TechOps (Main Facility) – Atlanta, GA
- Comair – Cincinnati, OH
- Eagle Aviation Services – Abilene, TX
- ComAv – Victorville, CA
- L3 Communications – Greenville, TX
- L3Harris – Waco, TX
- Former AAR Facility – Duluth, MN
- Bombardier – Fort Lauderdale, FL
- Qwest Facility – Crestview, FL
- Associated Painters – Spokane, WA
- North State Aviation – Winston-Salem, NC
- Stevens Aerospace & Defense – Greenville, SC
- Cessna Service Center & Completions – Wichita, KS
- Bombardier Completions and Delivery Center – Wichita, KS
- Airnet – Columbus, OH
- American Airlines Maintenance – Philadelphia, PA
- Leonardo Helicopters – Philadelphia, PA
- DRS Technologies – Elizabeth City, NC

The President and Founder of ***Airport Business Solutions***, Michael A. Hodges, MAI, has been an MAI since 1987, active in the aviation industry since 1988, and has dedicated his focus to aviation since 1995. Mr. Hodges has been published and quoted on numerous occasions in various trade publications on issues such as the valuation of aviation facilities and businesses, percentage leases, lease adjustment mechanisms, various issues impacting the aviation industry with regard to lease negotiation and lease structure, and the impact of the FAA's final rates and charges policy on general aviation. Mr. Hodges has been a speaker at various conventions/seminars sponsored by aviation

organizations such as the National Air Transportation Association (NATA), American Association of Airport Executives (AAAE), and several State aeronautical associations.

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

List of Airports that respondent has or is currently providing real estate services.

The company has completed a variety of valuation and market rent assignments at airports throughout the United States. The following is a partial list of similar or relevant scope projects by ***Airport Business Solutions***.

Current Appraisal Projects

- ***Sarasota-Bradenton International Airport (SRQ)*** - Appraisals of multiple properties on and adjacent to SRQ both related to property swaps and prospective leasehold estate acquisitions by the Authority. Project includes a large private hangar development that the Airport is seeking to acquire to accommodate a prospective MRO.
- ***Hartsfield-Jackson Atlanta International Airport (ATL)*** - Appraisal of the Delta TechOps 4 Facility at ATL to assist the City/Airport with lease rate negotiations with Delta for the former Northwest Airlines maintenance facility.

Relevant Appraisal Projects within the Past 5 Years

- ***Abilene Regional Airport (ABI)*** - Appraisal of the Eagle Aviation Services (EASI) MRO development and corporate hangar facility for the Development Corporation of Abilene in conjunction with a potential lease extension at the Abilene Regional Airport.
- ***Hartsfield-Jackson Atlanta International Airport (ATL)*** - Appraisal of all non-terminal land and facilities of Delta Airlines in conjunction with pending lease negotiations between the City of

Atlanta and Delta Airlines. This included Delta's maintenance facilities, flight kitchens, engine test cells, and cargo facilities.

- **Philadelphia International and Northeast Philadelphia Airports (PHL & PNE)** – Appraisals and market rent studies of multiple parcels at both airports as part of lease negotiations and rent adjustments, to include general aviation, corporate, rental cars, cargo, fuel systems, and terminal. Projects include the American Airlines maintenance facility and the Leonardo Helicopters manufacturing/ maintenance/completions facility.
- **Cecil Field Airport (VQQ)** – Market rent analysis on the Flightstar MRO to assist with lease negotiations and project expansion.
- **Smith Reynolds Airport (INT)** – Assisted with lease negotiations for the existing North State Aviation leasehold and prospective lease expansion areas.
- **Dwight D. Eisenhower Wichita International Airport (ICT)** – Appraisals and market rent studies of the Bombardier completions and delivery center and Cessna Service Center developments to assist the Airport with lease negotiations.
- **Majors Field (GVT)** – Market rent analysis of the L3 Communications development to assist with lease negotiations. This facility serves to provide maintenance and avionics for U.S. Government and Heads of State aircraft.
- **TSTC Waco Airport (CNW)** - Market rent analysis of the L3 Harris development to assist with lease negotiations. This facility serves to provide maintenance for U.S. military aircraft.

Client Reference Contacts

The following are offered as references for the subject project. In addition, the City is welcome to contact any of our prior clients as listed anywhere herein.

- Mr. David A. Cloutier
Assistant Vice President - Business Development & Commercial Programs
Rhode Island Airport Corporation
2000 Post Road
Warwick, Rhode Island 02886-1553
(401) 691-2246
dcloutier@pvdairport.com
- Mr. James M. Tyrrell
Chief Revenue Officer
City of Philadelphia Division of Aviation
Philadelphia International Airport, Terminal D
Philadelphia, Pennsylvania 19153
(215) 937-5420
james.tyrrell@phl.org

Airport Business Solutions Response

Request for Proposal - RFP-0076-2023

Airport Appraisal Services Rebid

Lake City Gateway Airport (LCQ)

April 12, 2023



- Ms. Dawn Blair
Real Estate Manager
Dallas Airport System
3448 W. Mockingbird Lane
Dallas, Texas 75235
(214) 670-6153
dawn.blair@dallascityhall.com
- Mr. Joel Nelson
Airport Property and Real Estate Manager
Salt Lake City Department of Airports
P.O. Box 145550
Salt Lake City, Utah 84114
(801) 575-3433
joel.nelson@slcgov.com
- Mr. Allan J. Penksa, A.A.E.
Chief Executive Officer
Gainesville Regional Airport
3880 NE 39th Ave., Suite A
Gainesville, Florida 32609
(352) 374-8368
Allan.penksa@flygainesville.com

Company's Understanding and Ability to Perform the Requested Services

Our primary understanding of the project stems from the completion of similar tasks for many government entities nationwide. We are familiar with the analysis of MRO facilities nationwide and the needs and objectives of the City in this project. In addition, our firm is known nationally for its unique and extensive knowledge of the complex real estate issues surrounding airports. The appraisal conclusions derived from our studies are in effect at hundreds of airports. In addition, we have often been called in to review appraisals done by others, particularly non-aviation appraisers, because of the lack of understanding they have regarding the unusual circumstances of aeronautical land and facilities.

With the proposed project for the City of Lake City, ***Airports Business Solutions*** will utilize the same project approach that has been successful at hundreds of airports and individual projects

throughout the U.S. Data from surveys of other airports offering similar MRO projects should provide fair, reasonable and equitable rent conclusions applicable to the subject Haeco development.

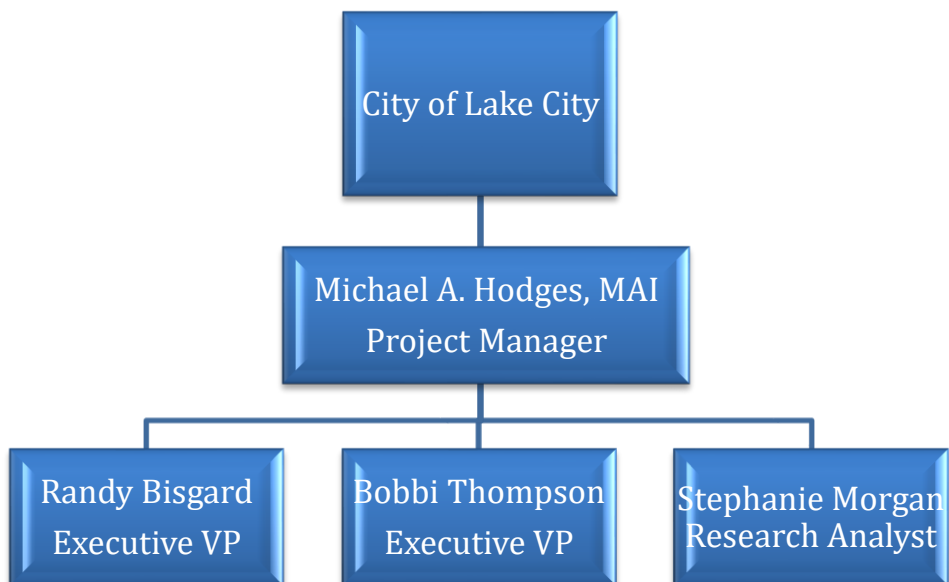
Projects completed by **ABS** commence with a thorough inspection of the subject property by Michael A. Hodges, MAI and typically at least one associate. Subsequent to the inspection, the research and due diligence on the project focused on similar and competing airports in conjunction with the specific property use and will include an exhaustive survey of airports with an emphasis on recent and actual negotiated agreements to focus on current market conditions. As such, older leases whereby current rates are the reflection of periodic adjustments over the years will be discounted where appropriate. Given our expansive network throughout the U.S. in terms of relationships with various airports as former clients or through various aviation trade associations, we have been very successful at gathering both current and relevant information to complete a variety of property types. Michael A. Hodges, MAI has been active nationally in the appraisal industry since 1982 and in the aviation industry since 1988. Moreover, he has been providing seminars and workshops for AAAE and various state aviation organizations for over 30 years. This provides for an expansive network of aviation management professionals to facilitate market research and analysis.

A significant portion of the appraisal and consulting work performed by our firm has been done for public entities such as municipalities, counties, and State organizations. This includes airport boards, airport commissions, public utilities, city councils, and other governmental agencies. We recognize that all airports are political in nature and our experience with these situations is extensive. We also understand the sensitive nature of airport situations and work on these types of projects with this in mind. We are well-versed on how to present our findings and have done so at many public and private meetings in this realm. As a side note, we have also performed appraisal services for private funding entities, banks, and legal entities, which makes us a well-rounded organization and sensitive to the needs of all types of users of the reports we prepare.

Airport Business Solutions is committed to completing this project on time and within budget constraints. We have successfully met all client commitments in terms of turnaround time. It is our intention to provide the vast majority of work on this project from the company headquarters in Ponte Vedra, Florida. Michael A. Hodges, MAI is based in this office.

Project Manager and Other Team Members

Airport Business Solutions management and staff offer a unique blend of valuation, management, and operational backgrounds, as well as extensive hands-on experience in the aviation field. This ultimately provides a more thorough and accurate analysis of airports and aviation-related projects involved in appraisals, lease negotiation, acquisition, leasehold and business valuation, financial analysis, litigation, site evaluation and selection, and bankruptcy. Our diverse staff and resources, years of experience, exposure to a variety of facilities through our database of over 1,600 airports, and understanding of the viability of various revenue generation systems, provides **Airport Business Solutions** with the ability and expertise to analyze complex aviation projects which demand extensive research, analysis, and the conveyance of conclusions either through in-depth personal presentations, or well-documented and fully-supported, comprehensive reports. Furthermore, our experience and knowledge of aviation real estate issues provides the exclusive background necessary to provide appraisal/consulting services for the City. Staff members who have been involved in all prior **ABS** projects and will be involved in the project include Randy D. Bisgard and Ms. Bobbi Thompson, C.A.E. Each of these individuals offer over 50 years in the aviation industry, as set forth in their Curriculum Vitae included herein. The following is a brief organizational chart for the project.



Michael A. Hodges, MAI – President/CEO

Specializing in airport and aviation business valuation and management issues for over three decades, Michael will ensure that all of the project tasks and documents meet the quality and operational demands of the City. His expertise includes real estate development and valuation, airport leases, FBO and airport management, financial oversight, personnel issues, and strategic business planning of both airports and airport related businesses. Michael is the only MAI in the United States whose sole focus is on aviation and will be the principal in charge for the assignment. Michael A. Hodges, MAI is a member of the Appraisal Institute in good standing, with certifications in 9 states.



Randy D. Bisgard

Randy D. Bisgard is based in our Denver office and has worked within the aviation industry for over 50 years, including direct employment with the major FBO chain Combs Gates (now part of Signature Flight Support), Jet Aviation of America, and Integrated Airline Services. He has been involved in FBO management, operations, marketing, facility design/development and employee training. Much of Randy's time involved in FBO operations was at a Part 139 air carrier airport where he had direct responsibility for personnel who handled airline and air cargo ground handling. Randy has also been involved in extensive airport market studies, business planning, risk analysis, and other strategic airport and airport business related forecasting. Randy will serve as the lead research coordinator and assist with report development.



Roberta “Bobbi” Thompson, C.A.E.

Bobbi Thompson’s background is comprised of nearly 50 years of diverse general aviation experience, including direct control of a family-owned chain of FBOs in the Dayton, Ohio area, as well as the contract management of five airports in Los Angeles County, California, that included the direct offering of FBO services and additional airport management assignments. Bobbi is currently based in Minden, Nevada, and is also responsible for overseeing *ABS Aviation’s* management of the Minden Tahoe Airport in Minden, Nevada. (*ABS Aviation* is a sister company and reflects common ownership with **ABS**.) Bobbi’s diverse aviation background also includes flight operations, air taxi/charter, air show development and management, FAA contracting, and multiple other regulatory issues, personnel management, and budgeting.



Stephanie Morgan, MBA, FRAeS, IAP, C.M., ACE

Stephanie Morgan’s background is diverse and includes over 30 years in the industry in a variety of roles, including multiple stints and an Airport Manager at general aviation airports throughout the U.S. Stephanie is based in the Jacksonville, Florida area and would assist with research related to relevant market data for the assignment.

Estimated Hours and Cost to Complete Requested Services

The projected hours to complete the Haeco project are estimated at approximately 80 man-hours predicated upon completion of the project within 30 business days from written authorization to proceed. This would yield an estimated fee of \$32,500, inclusive of all expenses.

CURRICULUM VITAE

NAME: Michael A. Hodges, MAI

TITLE: President/CEO

FIRM NAME: ABS Aviation Consultancy, Inc. dba
Airport Business Solutions

ADDRESS: 90 Fort Wade Road, Suite 100
Ponte Vedra, Florida 32081-5114

PHONE: (813) 855-3600 or (813) 317-3170

EDUCATION

Graduate of the University of Tennessee with a Bachelor of Arts Degree - Major in Philosophy.

PROFESSIONAL AND TECHNICAL COURSES

Currently certified in the program of continuing education as required by the Appraisal Institute.

Completed requirements for MAI member designation of the Appraisal Institute to include peer review of appraisal assignments, completion of a demonstration appraisal report on an income-producing property, experience rating, and educational courses.

BACKGROUND AND EXPERIENCE

President and CEO of ***ABS Aviation Consultancy, Inc. dba Airport Business Solutions (ABS)***, a diverse aviation valuation and consulting firm which specializes in the analysis of airports, fixed base operations, and other aviation-related properties for lease negotiation, acquisition, litigation, leasehold and going-concern valuation, and bankruptcy, as well as providing specialized airport management consulting, to include policy development, to airports of all sizes. Additional expertise offered in the area of financial self-sufficiency analysis for general aviation airports and through-the-fence access agreements and operations.



BACKGROUND AND EXPERIENCE (Continued)

ABS has provided a myriad of services to airports throughout North and South America, Asia, and Europe. Using our extensive and diverse experience, **ABS** has assisted airports throughout the world in such areas as business plan development and implementation, concessions planning and management, air cargo assessments, airline agreement negotiation, terminal design analysis, parking assessment, rental car analysis, general aviation operations and management, non-aeronautical land development, financial modeling, and full or partial airport privatization assessments.

President and CEO of **ABS Aviation Management, Inc. dba ABS Aviation**, an airport and FBO management services entity currently providing comprehensive airport management of the Minden-Tahoe Airport in Minden, Nevada.

Vice President and Part Owner in the firm of Hodges, McArthur, & Dunn, P.C. Real Estate Appraisers and Consultants from 1990 through 1995. Hodges, McArthur and Dunn, P.C. was a full-service real estate appraisal and consulting firm with offices in Knoxville, Nashville, and Memphis, Tennessee, and Atlanta, Georgia. Responsibilities included appraisals, general feasibility studies, and market analyses on a variety of property types involved in financing, acquisition, condemnation, bankruptcy, litigation, and estate valuation.

Founder and President of HMD Aviation Appraisal Group in 1994, a division of Hodges, McArthur & Dunn, P.C. HMD Aviation Appraisal Group was a real estate appraisal and consulting firm which specialized in the valuation of the real estate aspect of fixed base operations and other aviation-related properties for lease negotiation, acquisition, litigation, leasehold valuation, and bankruptcy.

Staff Appraiser with Hodges and Wallace Appraisal Associates from 1982 through 1990. Responsibilities included research, appraisals, general feasibility studies and market analyses on a variety of property types involved in financing, acquisition, condemnation, bankruptcy, litigation, and estate valuation.

COURT EXPERIENCE

Qualified as an expert witness in various courts in Florida, Georgia, Tennessee, Kentucky, Arizona, Colorado, and California on various valuation, management, financial and operational issues on airports, aviation businesses and aviation-related properties.

TERRITORY

Airport Business Solutions is based in Ponte Vedra, Florida with satellite offices in Asheville, North Carolina, Denver, Colorado, and Minden, Nevada. The firm has completed a variety of assignments throughout the United States, Asia, Europe and Latin America, to include valuation, consultation, and miscellaneous advisory services.

AFFILIATIONS AND DESIGNATIONS

Elected to Membership in the Appraisal Institute with an MAI designation on April 20, 1994 - Member No. 10,333.

State of North Carolina – Certified General Real Estate Appraiser – Certificate No. A8162

State of Florida - Certified General Appraiser - License No. RZ2770

Commonwealth of Pennsylvania - Certified General Appraiser - Certificate No. GA-001626-R

State of Georgia - Certified General Real Property Appraiser - License No. CG004018

State of Texas – Certified General Real Estate Appraiser – License No. TX 1338569 G

State of Tennessee - Certified General Real Estate Appraiser – License No. 5506

State of South Carolina – Certified General Appraiser – License No. AB 3026 CG

Commonwealth of Kentucky – Certified General Real Property Appraiser – License No. 5750

State of Washington - Certified General Real Estate Appraiser – License No. 21023430

Member of the Appraisal Institute's Young Advisory Council in 1994, 1995 and 1996

Corporate Member of the National Air Transportation Association (NATA)

Corporate Member of the American Association of Airport Executives (AAAE)

Corporate Member of the National Business Aviation Association (NBAA)

Member of AAAE's General Aviation Airports Committee

Member of NATA's Airport Business Committee

Member of AAAE's Airport Sponsor FBO Committee

CURRICULUM VITAE

NAME: Roberta "Bobbi" Thompson, C.A.E.

TITLE: Executive Vice President

FIRM NAME: ABS Aviation Consultancy, Inc. dba
Airport Business Solutions

ADDRESS: 1146 Airport Drive
Minden, Nevada 89423

PHONE: (239) 980-5114

EDUCATION

Graduate of Ohio State University with a Bachelor of Science Degree - Major in Aviation Management

PROFESSIONAL AND TECHNICAL COURSES

Certified Airport Executive (C.A.E.) by the Southwest Chapter of the American Association of Airport Executives

Multi-Engine Pilot with over 3,500 hours as pilot-in-command. Federation Aeronautique Internationale *Diplome de Record*

Numerous professional training programs for airport management and operations, including aviation technical and aviation financial courses. Completed Aircraft Rescue and Firefighting Training course.

Environmental technical training programs including Storm Water Pollution Prevention Plan permits and permit applications, environmental compliance programs with special emphasis on audits for airports, underground storage tanks, nav aids, air traffic control towers and construction planning. Occupational Safety and Health compliance training for a variety of airport applications. Pollution Prevention evaluation and application training.

BACKGROUND AND EXPERIENCE

Executive Vice President with **Airport Business Solutions (ABS)**, a diverse aviation consulting firm headquartered in Ponte Vedra, Florida. ABS specializes in the analysis of airports, fixed base operations, and other aviation properties for lease negotiation, acquisition, litigation, leasehold/going-concern valuation, and bankruptcy, as well as rates and charges analyses and policy development on general aviation facilities. Additional expertise offered in the areas of airport privatization and financial self-sufficiency for general aviation airports.



BACKGROUND AND EXPERIENCE (Continued)

Executive Vice President of *ABS Aviation Management, Inc. dba ABS Aviation*, an airport and FBO management services entity currently providing comprehensive airport management of the Minden-Tahoe Airport in Minden, Nevada.

Senior Program Manager for JAYCOR Environmental from 1994 to 1997. JAYCOR is a government contractor. Had direct responsibility for all aviation related projects, to include managing national, regional and local projects for the Federal Aviation Administration. Completed environmental and safety compliance audits at over 1,100 FAA facilities in two years. The audits included in-depth analysis, recommended solutions and cost projections.

Director of Airport Services for COMARCO in the private contract management of five Los Angeles County-owned airports from 1991 to 1994. Duties included planning, organization, administration, coordination, operations and maintenance of all five airports. Additional responsibilities included property development, lease management, lease negotiations, land use planning, grant applications, construction projects, community relations, tenant interactions, and budget preparation and financial management.

Director of Aviation Programs for Osource Environmental from 1989 to 1991. Project Manager for deicing study at O'Hare International Airport and multiple underground storage tank projects including closures and remediation task at airports across the country.

President of Aviation Sales, Inc. from 1978 to 1989, a 55-employee fixed base operation with two locations in Ohio. One is located on an international airport, while the second is situated on a general aviation reliever airport. The position also required serving in the capacity of Airport Manager at the reliever airport.

TERRITORY

Airport Business Solutions is based in Ponte Vedra, Florida with satellite offices in Asheville, North Carolina, Denver, Colorado, and Minden, Nevada. The firm has completed a variety of assignments throughout the United States, Asia, Europe and Latin America, to include valuation, consultation, and miscellaneous advisory services.

AFFILIATIONS AND DESIGNATIONS

Member of American Association of Airport Executives (AAAE)
Member of AAAE's Non-Hub/GA Airports Committee and Environmental Committee
Member of the National Air Transportation Association (NATA)
Board of Directors of the National Air Transportation Association - 1986 through 1989
Member of NATA's Airports Business Committee
Member of the Air Force Association
Member of the National Aeronautic Association
White House Delegate on Small Business
Who's Who in American Women and Who's Who in Business & Finance



CURRICULUM VITAE

NAME: Randy D. Bisgard

TITLE: Senior Vice President

FIRM NAME: ABS Aviation Consultancy, Inc. dba
Airport Business Solutions

FIRM ADDRESS: 201 S. Gilpin Street
Denver, Colorado 80209-2612

PHONE: (303) 744-0261

EDUCATION

Attended Metropolitan State College of Denver – Achieved three years towards degree and major in Aviation Management. Interest and minors also included the areas of Architectural Drawing, Meteorology, and Business.

Attended numerous aviation related training and personal development programs through employers and industry trade associations.

Hold Private Pilot Certificate – Single Engine Land

BACKGROUND AND EXPERIENCE

Executive Vice President with **Airport Business Solutions**, a diverse valuation and consulting firm headquartered in Ponte Vedra, Florida. The firm specializes in the valuation and analysis of airports, fixed base operations, and other aviation-related properties for lease negotiation, acquisition, litigation, leasehold and going-concern valuation, and bankruptcy, as well as providing rates and charges analysis and policy development on general aviation facilities. Additional expertise offered in the areas of airport privatization and financial self-sufficiency analysis for general aviation airports.

Senior Vice President and Director of Training for *ABS Aviation Management, Inc. dba ABS Aviation*, an airport and FBO management services entity currently providing comprehensive airport management of the Minden-Tahoe Airport in Minden, Nevada.

Mr. Bisgard is a professional advisor to aviation management providing expertise in the area of facility design/development, financial analysis, valuation studies, marketing, advertising, and training. His career as a problem solver includes over 30 years continuous employment in the aviation industry including 16 years at an international air carrier airport.



BACKGROUND AND EXPERIENCE (Continued)

Director of Training for Integrated Airline Services, a national cargo handling company. Responsible for operational control of all safety and training functions for a nationwide network of 24 airline and cargo handling stations. Provided the development and overview of training and operations manuals, training procedures, "train-the-trainer" programs, and employee testing/certification. Developed a safety orientation and mentoring plan for new employees entitled the *BuddySafe System*. This program addresses personal safety and ramp awareness issues.

Senior Associate with Aviation Resource Group International - Consulted with aviation service company clientele regarding various business and operational issues such as facility design and development, operational reviews, financial analysis, valuation studies, regional market studies, and marketing and advertising. Conducted all marketing and advertising activities including the coordination of the firm's trade show and convention activities, resulting in a continuous expansion of client base every year.

Senior Associate with the Aviation Training Institute - Wrote, produced, and managed the development of a multi-module, aviation-based program (Professional Line Service Training) and related curriculum for aircraft service personnel. The Professional Line Service Training ("P.L.S.T.") program (now identified as the *Safety 1st* program) is recognized as the industry standard for ramp safety training and has contributed to a substantial reduction in employee turnover and ramp accidents for ATI clientele. Initiated training program development budget, and ultimately managed the sale and distribution of multiple training products to hundreds of aviation businesses around the world.

Corporate Manager of Marketing for Jet Aviation Denver, Inc.- Direct supervision of all customer service and facilities personnel. Developed additional customer base in the area of fuel sales to corporate flight departments. Established competitive fuel pricing structures and extensive direct mail and telephone call campaigns resulting in improved departmental revenues.

Corporate Manager of Marketing for Jet Aviation America - Responsible for system-wide corporate marketing that included over 20 domestic and international locations. Developed a new trade show display, new corporate brochure, pilot handouts, corporate slide presentation, and a new media advertising campaign which resulted in the repositioning of Jet Aviation as a major competitor in the U.S. marketplace.

Manager of Marketing/Construction Development for Jet Aviation - Responsible for image and facility redevelopment of the former Atlas Aircraft facility in Denver via a new marketing campaign, collateral materials, and new facilities. He also served as the Project Manager on a multi-million-dollar facility improvement package which included a new 10,000 square foot executive terminal and 300,000 square feet of ramp and site improvements. Responsibilities included design development work, direct interface with architects and engineers, the selection of a general contractor, construction monitoring in the field, and controlling the disbursement of funds.

BACKGROUND AND EXPERIENCE (Continued)

Director of Marketing Services at Combs Gates Denver - Managed the advertising and marketing support for the FBO division of the Gates Learjet Corporation, including media advertising, collateral materials, direct mail, promotional programs, and trade show activities. In addition, he was the Corporate Training Director and standardized the training programs and procedures for all Combs Gates locations. He developed and produced a seven-part audio-visual line service-training program for in-house use, and also produced a non-proprietary line-training program that was marketed to other aviation service organizations.

TERRITORY

Airport Business Solutions is based in Ponte Vedra, Florida with satellite offices in Asheville, North Carolina, Denver, Colorado, and Minden, Nevada. The firm has completed a variety of assignments throughout the United States, Asia, Europe and Latin America, to include valuation, consultation, and miscellaneous advisory services.

AFFILIATIONS AND DESIGNATIONS

National Business Aviation Association

American Association of Airport Executives

National Air Transportation Association

Aircraft Owners & Pilots Association

National Safety Council

American Society for Training and Development

Stephanie Ann Morgan, MBA, FRAeS, IAP, CM, ACE

(904) 652-5881

flysmorgan@gmail.com

www.linkedin.com/in/S-A-Morgan

Executive Profile

Executive with an exemplary record of professionalism, diplomacy, leadership, teamwork, community, civility, and fostering culture. Extensive knowledge of federal, state, and regulatory requirements. Ability to create a vision and articulate the plan throughout the organization while stimulating energy and enthusiasm at all levels. Effective community collaborator, effective stakeholder champion, and relationship builder. Talented change agent in implementing new strategies that generate increased productivity and profitability. Leader in innovation, research, and technology opportunities for the state, region, and community.

Core Leadership Competencies

Collaborator ♦ Integrity ♦ Championing Process and Procedures ♦ Teambuilder ♦ Enthusiastic ♦ Adaptable ♦ Confident Succession Planning ♦ Project Management ♦ Tolerance of Ambiguity ♦ Strategic ♦ Visionary ♦ Coaching ♦ Influencer

Professional Work Experience

Executive Director of Air Transportation and Aerospace Campus

The Ohio State University

Busiest airport in Ohio, premiere flight education, and Aerospace Research Center

May 2019 – Jan 2023

Columbus, Ohio

- Responsible for strategic plan, stakeholder engagement, business and marketing plans, and overall objectives for campus
- Part 139 Airport, Part 141 Flight Department, Part 145 Maintenance, Aerospace Research, Airport owned and operated FBO
- Results Driven: 64% increase in revenue, 46% increase in flight operations, 30% increase in maintenance, 257% increase in flight coarse enrollment in last two years, improved retention rate by 32%, 45% increase in Jet-A fuel sales
- Participated on cross functional project teams to implement oversight, new ideas, and processes
- Team Collaboration: Ohio State University selected for Starlab's George Washington Carver (GWC) Science Park
- Leading Change: \$50M construction projects, improved regulations, policies, compliance
- \$100M total operating budget, \$160M Aerospace Research Center expenditures
- Created successful transportation connections for community including bus and green space
- Outreach, diversity, civility, inclusion focus
- Leading people and creating teams: Oversaw 820 team members
- Collaborated with a variety of stakeholders to facilitate solutions
- Building Coalitions: Fostered diverse groups, partners, community, and build collaborative partnerships
- Capital investment to advance development and operational stability
- \$40M corporate hangar development in next three years
- Increased flight student's scholarships by 30%
- Two (2) active aviation advisory boards and report to the Dean of College of Engineering and Board of Trustees
- Advanced air mobility (AAM) state partner to provide integrated services and integrated and connected multimodal
- Position Ohio to leverage expertise, infrastructure, and existing supply chains to compete for AAM and aeronautics
- Co-lead Aviation Annual Forum on Sustainability and Decarbonization

Airport Director

Lewiston-Nez Perce County Regional Airport Authority

May 2017 – Nov 2018

Lewiston, Idaho: *North Idaho's largest passenger service airport*

- Overall responsibility for the management of a non-hub Part 139 commercial service airport
- Implement complex law and policy, fulfilling the vision of the airport, and directives established by the Board
- Developed and implemented Strategic Plan
- Created a culture of teamwork and continuous improvement
- Secured grant from the Idaho Aeronautics Division
- Generated support from local high school and college for the development of an Aviation Maintenance Technology and Aerospace Center for the creation of airframe and power plant mechanics program at the airport.
- Led the development and implementation of LWS' first air service development strategic plan and marketing plan
- Responded to inquiries from the media, public, and conducted public speaking engagements
- Successful engagement and communication with key stakeholders to include local law enforcement and airlines

Airport Manager

City of Fernandina Beach: *city-owned General Aviation Reliever "resort" airport*

Aug. 2016 – Jan. 2017

Fernandina Beach, Florida

Responsible for all functions related to the operations, management, safety, planning, finance, administration, community affairs, capital planning, budgeting, Amelia Island Concours d'Elegance and Airshow, and development of the airport

- Governor's Award for providing nonstop response and relief efforts for Hurricane Matthew

Air Service Development, External Affairs & Government Relations

Jacksonville Aviation Authority: *Four Airport System: Jacksonville International Airport, Jacksonville Executive, Herlong Recreational Airport, and Cecil "Spaceport" Airport*

March 2013 – Aug. 2016

Jacksonville, Florida

- Reported and led successful campaigns to the CEO and board members
- Developed and implemented marketing strategies to support the retention and acquisition of air service
- Developed, maintained, and implemented strong brand identity and guidelines
- Advocates for airport interest with local, state, and federal organizations
- Advocated grants and educational programs for Cecil Spaceport
- Created strategic business plans and campaigns
- Coordinator for Jacksonville Naval Airshow 2010-2013

Airport Operations

Jacksonville Aviation Authority: *Medium hub passenger service airport*

May 2009 – March 2013

Jacksonville, Florida

- Capital project oversight for \$55M terminal expansion, \$22M taxiway rehabilitation, \$7M FIS expansion, \$5M Hold Baggage System (HBS) redesign, and \$4M ramp reconstruction
- HAZMAT, ARFF, Emergency Operations Community liaison

Maintenance Risk and Customer Service Manager

Trans World Airlines: *Ranked first in J.D. Power survey of business travelers*

May 1991 – Dec. 2000

Kanas City, Missouri

- Quality Assurance and Control Procedures - reported to the President of Overhaul Maintenance
- Identified and assessed risk exposure in all aircraft maintenance with 100% success
- Budget preparation and managing contracts
- Implemented risk strategies and managed loss control programs
- Provided statistics ensured FAA compliance for Schedule A, B, C, D checks

Education & Highlights

- Global ACI-ICAO Airport Management Professional Accreditation Programme -International Airport Professional (IAP) 2021
- The Royal Aeronautical Society Fellow (FRAeS) honored in 2020
- Master of Business Administration, University of Phoenix
- Bachelor of Science Aeronautical Administration, Parks College of Engineering, Aviation and Technology at St. Louis University
- Civil Engineering, United States Military Academy West Point, New York
- Certified Member (CM) through American Association of Airport Executives
- FEMA ICS 100, 200, 300, 400, 700, and 800
- Private Pilot with Instrument Rating

Significant Accomplishments

- Dublin City Schools Industry Advisory Board Member 2021- present
- Ohio Air & Space Hall of Fame Inaugural Board Member 2021- 2022
- The Ohio State University Advanced Air Mobility (AAM) Symposium Advisory Board Member 2021- present
- Air Transportation & Aerospace Outreach Council President - The Ohio State University 2020 – 2023
- Boys & Girls Club President for Aviation – Northern Idaho
- Lewiston Influencers Leadership 2040 board member for strategic planning initiative
- Embry-Riddle University & St. Louis University STEM advocate
- Airport Minority Advisory Council (AMAC) member and keynote speaker
- ACRP 03-40; ACRP 02-78; ACRP Project Panel 11-01/Task 32
- 2014-2016 Board of Director for STARBASE 125th Florida Air National Guard
- NFHLA ROSE Award-Customer Service Support Recipient (twice)
- Jacksonville Aviation Authority Employee Recognition Award for Creative Idea Recognition
- Washoe County Citizen Recognition Award for Special Needs: Hand Cycle Program