



Indianapolis Airport Authority

Agenda  
Indianapolis Airport Authority  
April 16, 2010  
8:30 a.m.

- I. Call to Order
- II. Approval of Minutes of the Regular Meeting of March 19, 2010
- III. Ordinances, Resolutions and Public Hearings
  - a) Consider for approval adoption of Resolution 7-2010 concerning the Transfer of Surplus ARFF (Aircraft Rescue Fire Fighting) Truck to the Board of Aviation Commissioners of the City of Columbus, Indiana.
- IV. Board Reports
  - a) President's Report
  - b) HRC Report – *Alex Azar, II*
    - i. Committee Report
  - c) Finance & Audit Committee – *Jean Wojtowicz*
    - i. The IAA Finance and Audit Committee recommends the IAA Board consider for approval the adoption of Resolution 8-2010 delegation of authority to IAA's Executive Director/CEO to approve and sign certain property-related and concession-related amendments.
    - ii. The IAA Finance and Audit Committee recommends that the Board consider for approval the Independent Accountants' Report and Financial Statements of the Indianapolis Airport Authority for the years ending December 31, 2009 and 2008.  
*(BP2010-04-2)*



V. Official Actions

- a) Introduction of the IAA Consent Calendar dated April 16, 2010.
- b) Consider for approval each of the individual items listed on the IAA Consent Calendar Agenda dated April 16, 2010.

VI. Staff Reports

- a) CEO Report – *John D. Clark, III*
- b) Financial Report – *Marsha Stone*
- c) Diversity Report – *Corey Wilson*
- d) Midfield Closeout – *Greta Hawvermale*

VII. Other

VIII. Adjourn

The Regular Meeting of the Indianapolis Airport Authority Board was called to order at 8:45 a.m. March 19, 2010 in the Airport Board Room at Indianapolis International Airport.

**Present and comprising a quorum were:**

Michael Stayton, President  
Alfred R. Bennett, Secretary  
Alex Azar, Member  
Andrew Miller, Member  
Jean Wojtowicz, Member  
Kelly Flynn, Member

Advisory Members attending:

Jack Morton  
Lynn Gordon  
Steve Dillinger

IAA staff attending:

John D. Clark III, Executive Director/CEO  
Marsha Stone, Chief Financial Officer  
Mike Medvescek, Chief Operating Officer  
Al Stanley, Chief Information Officer  
Patzetta Trice, Chief Communications Officer  
Robert Duncan, Special Advisor to the CEO  
Beverly Terlaje, Executive Assistant/Recording Secretary

Anne O'Connor, Interim General Counsel  
Rex Joseph, IAA Counsel

**APPROVAL OF MINUTES**

Upon a motion by Ms. Wojtowicz, seconded by Mr. Miller and unanimously passed, approval was given to the Minutes of the Regular Meeting of February 19, 2010.

## **ORDINANCES, RESOLUTIONS AND PUBLIC HEARINGS**

President Stayton opened the public hearing concerning the transfer of approximately 515.44 acres to the State of Indiana, Department of Transportation. With there being no comments, the hearing was closed.

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*Consideration for approval, the adoption of Resolution 4-2010 concerning Land Release by the Federal Aviation Administration for approximately 17.3 acres*

Upon motion by Ms. Wojtowicz, seconded by Mr. Azar and unanimously passed, approval was given to adopt Resolution 4-2010.

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*Consideration for approval the adoption of Resolution 6-2010 concerning the Indianapolis Airport Authority's HRC Governance.*

HRC Committee Chair Alex Azar II, stated the HRC Committee has been formed and the committee met to discuss establishing the roles and responsibilities as a committee, the agenda for 2010, and working with staff in preparing a Charter of activities for the HR Committee. Committee Chair Azar also stated that the key element is to work with the executive director/CEO on issues such as the labor employment policies, a compensation benefits program and to work on behalf of the Board to review the performance of the executive director/CEO, in addition to keeping the Board informed on the performances of key senior executives of the organization. Committee Chair Azar further stated that the committee will continue to drive all of the policies related to HR, including collective bargaining.

President Stayton stated that it is an excellent document that sets in place standards of clarity on how things are going to operate and he recognized the HRC committee and staff for their work on it.

Upon motion by Mr. Bennett, seconded by Mr. Flynn and unanimously passed, approval was given to adopt Resolution 6-2010.

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## **BOARD REPORTS**

### **President's Report**

President Stayton had no reports.

## **OFFICIAL ACTIONS**

President Stayton asked that board papers 2010-03-1 and 2010-03-2 be treated as separate items.

**APPROVAL OF THE INDIANAPOLIS AIRPORT AUTHORITY CONSENT CALENDAR DATED March 19, 2010:** Upon a motion by Mr. Miller, seconded by Mr. Azar and passed by a majority vote, approval was given to the Consent Calendar dated March 19, 2010.

**APPROVAL OF INDIVIDUAL ITEMS LISTED ON THE INDIANAPOLIS AIRPORT AUTHORITY CONSENT CALENDAR DATED March 19, 2010:** Upon a motion by Ms. Wojtowicz seconded by Mr. Azar and passed by a majority vote, approval was given to accept the individual items listed on the Consent Calendar dated March 19, 2010.

**APPROVAL OF ITEMS BP2010-03-1 AND BP2010-03-2, DATED March 19, 2010:** Upon a motion by Mr. Flynn, seconded by Mr. Azar and passed by a majority vote, approval was given to accept Board Paper 2010-03-1, Amendment No. 4 to Lease and Operations Agreement with Indianapolis Aviation Inc. and 2010-03-2, Land Lease Agreement with Tom Wood, Inc. Due to a conflict of interest, Mr. Miller has recused himself with respect to these transactions.

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## **STAFF REPORTS**

### **CEO REPORT**

Mr. Clark wanted to make the Board aware that the United States Senate has put forth a bill for the FAA Re-authorization and stated that he is hopeful that we can get this bill passed in 2010.

President Stayton asked what the time table is for passage and Mr. Clark responded that it has been in the works for 2 years, so hopefully soon.

### **CFO REPORT**

#### **Financial Report**

Ms. Stone, Chief Financial Officer, thanked the Board for their approval on the contract with Landrum & Brown to start on the land use strategy and development process and recognized and introduced the team present from Landrum & Brown. Ms. Stone also stated at next month's board meeting we will discuss the Community Outreach element of the project and continue to keep the Board apprised on the process.

Ms. Stone provided a brief update on Air Service and stated that for February, enplanements were down 4.6% and one of the factors was due to weather related flight cancellations. Ms. Stone also provided a brief update on the Financial Report for January 2010.

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**OTHER BUSINESS**

President Stayton recognized and thanked Andrew Maksymovitch with Butler, Fairman & Seufert Civil Engineers for hosting today's refreshments.

**ADJOURN**

There being no further business, the meeting was adjourned at 9:00 a.m.

INDIANAPOLIS AIRPORT AUTHORITY\*

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Michael B. Stayton, President

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Alfred R. Bennett, Secretary

Date: \_\_\_\_\_

\*Signed under authority of IAA Board Resolution 10-2009



## Board Memo

To: IAA Board of Directors

From: Mike Medvescek, Chief Operating Officer

Date: March 26, 2010

Board Date: April 16, 2010

Subject: Transfer of Surplus ARFF (Aircraft Rescue Fire Fighting) Truck to the Board of Aviation Commissioners of the City of Columbus, Indiana

### Recommendation

Adoption of Resolution No. 7-2010 authorizing a surplus 1993 Oshkosh ARFF (Aircraft Rescue Fire Fighting) Truck of the Indianapolis Airport Authority, to be sold and transferred in "AS IS" condition without any warranty expressed or implied by the Indianapolis Airport Authority to the Board of Aviation Commissioners of the City of Columbus, Indiana for the sum of fifty thousand dollars (\$50,000).

### Scope

The Indianapolis Airport Authority is the owner of a surplus 1993 Oshkosh ARFF Truck model 9L5E VIN# 10T9L5EH9P1046324 as a result of the acquisition of replacement equipment. The ARFF Truck will be useful to the Board of Aviation Commissioners of the City of Columbus, Indiana which currently does not own an ARFF Truck with the capabilities of this model. As consideration for this transfer of the vehicle, the Board of Aviation Commissioners of the City of Columbus, Indiana will pay the Authority \$50,000, accept the property in "as-is" condition and bear all costs related to the transportation of the vehicle to their facility. The sales price of \$50,000 is competitive based on past history of similar ARFF Trucks sold at the Authority auction for \$25,000 each. The ARFF Truck will be transferred on an "as is" basis and the Board of Aviation Commissioners of the City of Columbus, Indiana will assume responsibility for its use upon the receipt of the vehicle. The FAA has approved the transfer since the ARFF Truck was partially federally funded and that the recipient is an airport operator in need of an ARFF vehicle.

Schedule

If Resolution 7-2010 is approved on April 16, 2010; ownership of the surplus ARFF Truck will be transferred to the Board of Aviation Commissioners of the City of Columbus, Indiana within 10 days upon the receipt of a similar resolution adopted by its governing body, the Board of Aviation Commissioners of the City of Columbus, Indiana. Indiana Code 5-22-22-12 provides that a transfer of property between governmental entities may be upon such terms and conditions as agreed to by the entities, as evidenced by the adoption of substantially identical resolutions by each entity.

Revenue and/or Operating Cost Implications

Revenue:

The Board of Aviation Commissioners of the City of Columbus, Indiana will pay \$50,000 for the ARFF Truck and incur all costs of removal of the surplus ARFF Truck from the Authority and as such there will be no impact on the Authority's operating expenses.

Operating Costs:

There are no expected operating costs.

Diversity Participation

Not applicable.

## RESOLUTION 7-2010

WHEREAS, the Indianapolis Airport Authority is the owner of the following surplus equipment as a result of the acquisition of replacement equipment; and,

(1) 1993 Oshkosh ARFF Truck Model 9L5E VIN# 10T9L5EH9P1046324

WHEREAS, the Board of Aviation Commissioners of the City of Columbus, Indiana, has requested to purchase the Indianapolis Airport Authority's surplus 1993 Oshkosh ARFF (Aircraft Rescue Fire Fighting) Truck; and,

WHEREAS, Indiana Code section 5-22-22-12 requires that a surplus ARFF truck be first offered to any volunteer fire department located in the same county as the Indianapolis Airport Authority and that such offer was made to and declined by the Lawrence Township/Castleton volunteer Fire Department; and,

WHEREAS, Indiana Code section 5-22-22-10 authorizes a transfer or exchange of property between governmental entities upon terms and conditions agreed upon by the entities, as evidenced by the adoption of substantially identical resolutions by each entity.

NOW, THEREFORE, BE IT RESOLVED by the Indianapolis Airport Authority Board of Directors that:

1. The surplus 1993 Oshkosh ARFF Truck of the Indianapolis Airport Authority, shall be sold and transferred in "AS IS" condition without any warranty expressed or implied by the Indianapolis Airport Authority to the Board of Aviation Commissioners of the City of Columbus for the sum of fifty thousand dollars (\$50,000).
2. The transfer of the ARFF Truck title may be upon the adoption of this resolution, receipt of payment and the adoption of a substantially similar resolution by the Board of Aviation Commissioners of the City of Columbus, Indiana.
3. This Resolution shall be in full force and effect on the date of its adoption.

Adopted this 16th day of April, 2010.

INDIANAPOLIS AIRPORT AUTHORITY\*

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Michael B. Stayton, President

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Alfred R. Bennett, Secretary

\*Signed under authority provided in Board Resolution 10-2009.

#### CERTIFICATE OF AUTHENTICITY

I, Alfred R. Bennett, Secretary of the Indianapolis Airport Authority Board of Directors, hereby certify that the foregoing is a true and correct copy Resolution 7-2010 adopted by the Indianapolis Airport Authority Board on the 16<sup>th</sup> day of April, 2010.

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Alfred R. Bennett, Secretary  
INDIANAPOLIS AIRPORT AUTHORITY



## Board Memo

### Delegation of Signature Authority to Executive Director/CEO

To: IAA Board

From: Jean Wojtowicz, Chair  
IAA Finance and Audit Committee

Date: April 6, 2010

Board Date: April 16, 2010

Subject: Delegation of Signature Authority to Executive Director/CEO Related to  
Certain Property-Related and Concession-Related Amendments

#### Background

In 2009, the Authority Board passed two resolutions that granted the Executive Director/CEO signatory authority related to certain property-related and concession-related agreements: (1) Resolution 11-2009 that allowed the Executive Director/CEO to sign amendments related to 2009 concessionaire rent relief and (2) Resolution 14-2009 that allowed the Executive Director/CEO to sign new property-related and concession-related agreements that did not exceed a term of five years or an annual value of \$500,000.

Resolution 8-2010 would extend the Executive Director/CEO's signatory authority to amend existing property-related and concession-related agreements with certain limiting criteria, including: (1) such amendment would not be able to extend the term of an agreement by more than five years and (2) such amendment would not be able to modify the financial terms of an agreement by more than \$250,000 annually or fifty percent (50%) of the total original annual value.

Resolution 8-2010 also stipulates that the Executive Director/CEO is to provide a monthly report to the Board regarding all actions taken by the Executive Director/CEO and/or his designee under the delegated authority provisions of this Resolution and Resolution 14-2009.

Resolution 8-2010 would allow the Executive Director/CEO to approve and sign amendments related to certain property-related and concession-related agreements, including: leases (and related grant reimbursements), use agreements, permits, and easements.

In December 2009, three consent agenda items would have fallen under this authority, including (1) the installation of additional vending machines under an existing contract, (2) the amendment to an existing easement to allow for the installation of street lighting by Midwest Logistics, and (3) the amendment to an existing lease with the Foreign Trade Zone related to Building #24. In 2010, several consent agenda items would have fallen under this authority, including: (1) amendments to four property agreements with Aeronautical Radio, LIN Television Corporation, Aero Equipment Leasing, and Indianapolis Aviation, Inc. and (2) an amendment with one concessionaire related to storage space. This resolution would also allow the Executive Director/CEO to execute new amendments related to temporary rent relief for in-terminal concessionaires. These types of actions would be summarized and reported monthly to the Board.

Recommendation

The IAA Finance and Audit Committee recommends the IAA Board consider for approval the adoption of Resolution 8-2010 delegation of authority to IAA's Executive Director/CEO to approve and sign certain property-related and concession-related amendments.

## RESOLUTION NO. 8-2010

WHEREAS, the Indianapolis Airport Authority (the "Authority") is a municipal corporation organized under Indiana Code chapter 8-22-3 with authority to exercise executive and legislative functions; and

WHEREAS, Indiana Code sections 8-22-3-9 and 8-22-3-11(11) permit the Authority's Board of Directors (the "Board") to adopt a system of rules and procedures and supervise its internal affairs and employ personnel that are necessary to carry out the duties, functions, and powers of the Board; and

WHEREAS, the Board considers it appropriate and efficient to delegate to the Executive Director/CEO authority to sign certain leases, permits, agreements and any amendments to these and similar documents previously approved by the Board of Directors for the effective operation of the airport system; and

WHEREAS, the Board previously passed Resolution 11-2009 on August 21, 2009 authorizing the Executive Director/CEO to approve and sign amendments with certain existing concessionaires to expedite the 2009 terminal concessionaire rent relief program; and

WHEREAS, the Board previously passed Resolution 14-2009 on October 16, 2009 authorizing the Executive Director/CEO or his designee to sign certain lease, use agreement, and other property-related documents that do not exceed an initial term of sixty (60) months and/or have total annual value greater than \$500,000; and

NOW, THEREFORE, the Indianapolis Airport Authority resolves that:

Section 1. The Board authorizes the Executive Director/CEO or his designee to approve and sign amendments to the following documents, provided that such amendments contain reasonable modifications and do not extend the term by more than sixty (60) months and/or modify the total annual value by an amount greater than \$250,000 or fifty percent (50%) of the total original annual value.

- a. Land Leases, Building Leases and Land/Building Leases and any subleases thereto;
- b. Concession agreements;
- c. Service agreements related to the execution of the concession program and other service agreements related to the accommodation of airport users;
- d. Farm and pasture leases;
- e. T-hangar leases;

- f. Office leases;
- g. Easements and Rights of Entry;
- h. Permits;
- i. Triturator Agreements;
- j. Consents to Assignments of leases;
- k. Grant reimbursements under leases;

Section 2. The Executive Director/CEO or his designee will provide the Board with a monthly report which will list a brief summary of all matters for which the Executive Director/CEO has taken action on through the delegated authority of this Resolution and Resolution 14-2009.

Section 3. This Resolution shall be in full force and effect on April 16, 2010.

Duly adopted by the Indianapolis Airport Authority on this 16th day of April, 2010.

INDIANAPOLIS AIRPORT AUTHORITY\*

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Michael B. Stayton, President

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Alfred R. Bennett, Secretary

\*Signed under authority granted in Board Resolution 10-2009.

#### CERTIFICATE OF AUTHENTICITY

I, Alfred R. Bennett, Secretary of the Indianapolis Airport Authority Board of Directors, hereby certify that the foregoing is a true and correct copy of Resolution 8-2010 adopted by the Indianapolis Airport Authority Board on the 16th day of April, 2010.

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Alfred R. Bennett, Secretary  
INDIANAPOLIS AIRPORT AUTHORITY

IAA Board Meeting  
Consent Calendar Agenda  
April 16, 2010

Consider for approval:

A) General Business

- BP2010-04-1** Adoption of the 2010–15 IAA Strategic Plan.
- BP2010-04-2** The Independent Accountants' Report and Financial Statements of the Indianapolis Airport Authority for the years ending December 31, 2009 and 2008 as reviewed and recommended by the Finance and Audit Committee.
- BP2010-04-3** An award of professional services contract with Caldwell VanRiper in an amount not-to-exceed \$400,000. WBE 67.75% (Caldwell VanRiper) and MBE 6.00% (Brewer & Associates).
- BP2010-04-4** An award of a professional services contract with Aerotropolis Business Concepts, LLC in a not-to-exceed amount of \$65,000.
- BP2010-04-5** Third Amendment to the Car Rental Concession Agreements with MEL-RAC, LLC d/b/a Thrifty Car Rental and BFM Transportation, LLC, d/b/a Dollar Rent A Car.

B) Capital Program

- BP2010-04-6** Plans and Specifications for Bid Package B-03F – Storm Water Drainage Improvements, as prepared by Durham Engineering, Inc., and authorize the public bidding process.
- BP2010-04-7** Plans and Specifications for CIP/Project # I-09-011 Runway 14-32 and # I-10-017 Rehabilitate Foxtrot Lane and, as prepared by Hanson Professional Services, Inc., and authorize the public bidding process.
- BP2010-04-8** The rejection of the three (3) non-responsive quotes and consider for approval an award of contract for the Parking Garage Storage Room Improvements, Project #I-62, to Gibraltar Construction Corporation in an amount not-to-exceed \$38,711. Gibraltar Construction Corporation had the lowest responsive and responsible quote. MBE 3.81% (Eagle Contractors, LLC) and WBE 28.91% (Freeman Specialties, Area Wide Electric)
- BP2010-04-9** Two (2) Change Orders - IND

B) Real Estate

- BP2010-04-10** The purchase of property per the attached schedule.



## Board Memo Adoption of 2010–15 Strategic Plan

To: IAA Board of Directors

From: Marsha Stone, Chief Financial Officer

Date: April 7, 2010

Board Date: April 16, 2010

Subject: Approval of IAA's five-year strategic plan as presented at November 2009 board retreat

### Background

To inform and guide our collective efforts as we move forward in the months and years ahead, staff presented a five-year strategic plan to the IAA Board at its November 2009 retreat for discussion. A copy of that strategic plan is included in the board's packet. It is my recommendation that the Board take formal action to adopt this strategic plan, which has been developed collaboratively with staff and board input, to document the Board's strategic focus for the 2010 – 2015 time period.

As a recap, the plan contains guiding principles based on defined values, vision, mission, and culture. It focuses on achieving four primary goals:

1. Develop innovative approaches for increasing and diversifying revenue
2. Deliver services at lower costs than benchmark airports
3. Improve internal and external customer service
4. Develop a workforce and culture that supports the vision

To further define this action-oriented plan, each of the primary goals will be applied to the following key areas:

- Asset maximization
- Business development
- Operational excellence
- Customer satisfaction

Each of the above areas contains an overarching strategy with defined initiatives and short-term (12 to 24 months) and long-term (three to five years) objectives that will keep us on task as we move forward.

Staff will present their recommendations for specific organizational goals and objectives, with defined outcomes, in each of the four key areas annually to IAA's HR Committee for approval, which is in accordance with that committee's charter. The HR Committee approved the 2010 goals and objectives at its meeting on March 19, 2010.

Recommendation

IAA staff recommends that the board consider for approval adoption of the 2010-15 IAA Strategic Plan.



Indianapolis Airport Authority

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# STRATEGIC PLAN:

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## 2010–15 BUSINESS AGENDA

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*Meeting new challenges & achieving new synergies  
to become the airport system of choice*

## FROM THE CEO

The past two years have been among the most pivotal in the Indianapolis Airport Authority's 47-year history.

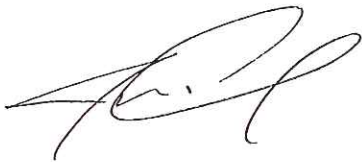
In 2007, the city's 10-year public-private partnership with BAA Indianapolis LLC ended and the authority once again took the reins of daily operations at Indianapolis International Airport (IND) and its five general aviation facilities.

At the same time, the authority's landmark Midfield Project—with its massive transition of moving people and operations from the old to new IND—was well underway. Systems were tested and retested. And when the new airport successfully opened on Nov. 11, 2008, all public-facing systems were fully functional and there was no disruption to the flying public.

Today, the airport has been open for a year. The Indianapolis Airport Authority (IAA) is once again in transition, moving away from a focus on capital construction toward achieving operational efficiency, excellent customer service, and growth of the airport system to promote economic development throughout central Indiana. We will develop the systemic changes required to realize long-term benefits and put in place the processes and resources to achieve them.

With guidance from IAA's Board of Directors as we develop appropriate policies, this strategic plan will inform and guide our collective efforts as we move forward in the months and years ahead. Its guiding principles and forward-thinking business agenda includes clearly defined strategies with short-range (12 to 24 months) and long-range (three to five years) objectives and outcomes.

As we progress, this plan will become a living, working document for continuous improvement and growth. Join us as we begin the journey!



John D. Clark, III  
Executive director / CEO  
Indianapolis Airport Authority

# ASSESSMENT

The Indianapolis Airport Authority operates and manages a six-facility commercial passenger, air cargo, and general aviation airport system.

- **Indianapolis International (IND)** | Located in Marion County; served nearly 8 million commercial business and leisure travelers in 2008; one of the largest air cargo facilities in North America; state and regional center for commercial and general aviation aircraft maintenance, repair, and overhaul
- **Mount Comfort Airport (MQJ)** | Located in Hancock County; home of one of the Midwest's largest annual air shows; serves business and general aviation users
- **Hendricks County Airport (2R2)** | Located in Hendricks County; the newest facility in IAA's system; serves business and recreational general aviation users
- **Metropolitan Airport (UMP)** | Located in Hamilton County; serves business, recreational, and other general aviation users
- **Eagle Creek Airpark (EYE)** | Located in Marion County; serves business and recreational general aviation users
- **Downtown Heliport (8A4)** | Located in the heart of downtown Indianapolis; helipad with instrument approach; hangars for local law enforcement, news media, corporate, and business helicopters

Collectively, the system creates a substantial annual economic impact by fostering new businesses, jobs, consumer spending, and generating city and state tax revenues. IND was ranked in 2008 by Airport Councils International–North America (ACI-NA) as 45<sup>th</sup> in the nation for commercial passenger traffic and 8<sup>th</sup> in the nation for air cargo.

<i>Airport</i>	<i>Direct and indirect impact of facility expenditures</i>	<i>Induced impact of airport expenditures</i>	<i>Transportation cost savings</i>	<i>Total economic impact of facility</i>
1. IND	\$2,045,784,992	\$807,946,730	\$482,745,678	\$3,336,477,400
2. MQJ	\$13,770,469	\$4,253,104	\$1,978,679	\$20,002,252
3. UMP	\$10,315,011	\$4,591,848	\$856,697	\$15,763,556
4. EYE	\$10,294,124	\$3,918,111	\$636,281	\$14,848,516
5. 8A4	\$6,559,455	\$6,094,221	\$40,725	\$12,694,401
6. 2R2	\$3,481,254	\$1,005,566	\$370,584	\$4,857,404

Source: Aviation Association of Indiana, 2007 data.

# GUIDING PRINCIPLES

## *Core values*

These values are integral to all IAA business activities:

*Respect | Integrity | Trust | Excellence*

## *Vision*

IAA's vision for the future is to:

- Achieve national and international recognition by being excellent in all areas of operational and financial performance
- Maximize utilization and continued development of airport assets to grow aviation and non-aviation business
- Create a diverse, forward-thinking, and innovative organization with the workforce structure and skill sets needed to achieve its mission

## *Mission*

Sustain and enhance a safe, customer-friendly, and competitive aviation-based transportation system that supports and improves quality of life and economic development in Central Indiana and the surrounding region.

## *Culture*

These core values, vision, and mission are the guiding principles that frame the manner in which IAA interacts with its internal and external stakeholders. Maintaining and delivering excellence shapes IAA's organizational culture and its business endeavors.

## *Primary goals*

1. Develop innovative approaches for increasing and diversifying revenue
2. Deliver services at lower costs than benchmark airports
3. Improve internal and external customer service
4. Develop a workforce and culture that supports the vision

# ASSET MAXIMIZATION

## *Strategy*

Efficiently manage and utilize IAA's tangible and intangible resources—land, facilities, finances, staff, and reputation—for maximum effectiveness, growth, and profitability

## *Short-term objectives*

- Develop a system-wide master plan for aviation and non-aviation land use and future development
- Review parking management and operations at IND to achieve maximum revenue yield on investment and high levels of customer satisfaction
- Streamline procedures and processes by better utilization of existing technologies
- Implement departmental action plans to maximize resources
- Introduce effective supply chain/procurement process
- Reduce nonessential spending and defer unfunded nonessential capital projects
- Continue to seek and support diverse business partners
- Maintain IAA properties at sustainable levels, performing essential repairs and betterments for improved customer service and increased business opportunities
- Implement IAA energy task force recommendations
- Implement Human Resource Information System (HRIS) for less expense, more efficiency in benefits and record management
- Restructure organization to engage best executive, professional, and other staff
- Reduce and eliminate reliance on outside service providers
- Create and implement public outreach program, including speakers bureau and structured tour program
- Launch a system-wide measurement and reporting system to monitor progress

## *Long-term objectives*

- Restructure debt service to align debt amortization with strategic goals
- Increase revenue from U.S. Postal Service facility and on-airport parking products
- Develop positive cash flow strategy for Indianapolis Maintenance Center (IMC)
- Develop a long-term energy strategy
- Protect and preserve natural resources through sound environmental stewardship
- Implement a comprehensive health and wellness initiative

# BUSINESS DEVELOPMENT

## *Strategy*

Increase and diversify IAA revenue and business activities to create dynamic, long-term economic growth in greater Indianapolis, central Indiana, and beyond

## *Short-term objectives*

- Complete negotiations on 2011 airline use agreement
- Develop and implement a system-wide land use and development strategy that facilitates future growth and revenue in a manner consistent with IAA's mission
- Identify best non-aeronautical revenue sources for implementation by 2011
- Create model for providing airport services through competitive fee-for-service or charge-back system
- Capture passenger leakage to competitor airports through targeted marketing / communication campaigns in defined catchment areas
- Increase IND air service to 41 average daily destinations and establish two year-round daily West Coast flights
- Market IND as convenient, cost-effective airport provider for temperature-controlled and other time-sensitive cargo
- Expand corporate, civic, and community relationships for growth of airport system
- Launch pilot program to attract non-ticketed individuals (NTIs) to IND for shopping, dining, and entertainment
- Determine feasibility of marketing terminal / airport facilities as special event venues

## *Long-term objectives*

- Monitor local, state, and national social, political, and economic environments for trends regarding new business development
- Develop new businesses, concessions, and revenue-producing services throughout the airport system
- Pursue air service in 36 of top 50 O&D markets and Europe and Latin America
- Improve airline frequencies and service so 90 percent of gates are leased
- Establish direct all-cargo Asia flight and increase direct all-cargo European flights
- Analyze costs and return on investment from new marketing initiatives
- Generate new, innovative ideas through professional networking

# OPERATIONAL EXCELLENCE

## *Strategy*

Meet or exceed all municipal, state, and federal laws and regulations to protect the traveling public and minimize negative environmental impacts from IAA operations

## *Short-term objectives*

- Ensure safe, secure airport operations at all times
- Improve utilization, operation, and knowledge of new IND systems and technologies
- Adopt best systems to comply with federal security regulations
- Refine checkpoint evolution for maximum passenger convenience and security
- Assist in development of new passenger screening technologies and best practices
- Manage business processes and practices to ensure reliable financial and data reporting, safeguard assets, and comply with local, state, and federal laws
- Create, implement, and communicate system-wide sustainability processes

## *Long-term objectives*

- Implement risk management tools and techniques in all business practices
- Monitor and track changes in federal legislation and security mandates that could impact IND operations
- Develop contingency plans in anticipation of major legislative changes and actions
- Support professional development training, certifications, and programs

# CUSTOMER SATISFACTION

## *Strategy*

Provide exceptional service to internal and external customers, meeting their needs and expectations while achieving high levels of satisfaction, loyalty, and advocacy

## *Short-term objectives*

- Implement cost-effective, efficient methods for measuring key performance indicators and quality service measures (QSMs)
- Create and deploy solutions to deliver high levels of customer satisfaction
- Utilize QSM findings to develop key communication and marketing messages
- Refine Web-based system for collecting, managing, sorting, and responding to customer complaints and feedback
- Train and motivate staff to be accountable for providing excellent customer service
- Develop commercial filming and photography protocol, including fee structure
- Develop innovative airport art, music, entertainment, cultural, and educational programming
- Facilitate airport tours for and special requests from local schools and civic groups
- Engage core airport team in 2012 Super Bowl planning and management

## *Long-term objectives*

- Benchmark IND's performance against other domestic and international airports
- Support a continuous learning, training, and professional development
- Continue IND Ambassador recruitment, training, and retention

## OUTCOMES & MEASURES

### *Strategy*

Staff will present their recommendations for specific organizational objectives in each category to the HR Committee each year for approval in accordance with that committee's charter.

## NEXT STEPS

### *Strategy*

With direction from IAA's Board of Directors on policy, the executive team will guide department heads as they take the lead in implementing departmental action plans. Department heads will provide monthly progress reports to the executive team.

In turn, members of the executive team will report progress to IAA's board, apprising them of progress as well as feedback from internal and external stakeholders.

It should be noted this plan contains guidelines—some deviation may occur due to changing organizational circumstances and evolving priorities. As such, the plan will be updated periodically to reflect these changes.



## Board Memo 2009 Audited Financial Statements

To: IAA Board of Directors  
From: Marsha Stone, Chief Financial Officer  
Date: April 6, 2010  
Board Date: April 16, 2010  
Subject: 2009 Audited Financial Statements

### Background

Please accept the attached drafts, presented with an unqualified opinion, of the Independent Accountant's Report on Financial Statements and Supplementary Information for the Indianapolis Airport Authority for the years ending December 31, 2009 and 2008, as performed by the Authority's independent accounting firm, BKD, LLP. Also included is the draft audit management letter which is a required communication.

On April 6, 2010 the Authority's Finance and Audit Committee reviewed the statements and approved the recommendation for approval to the full Indianapolis Airport Authority Board.

### Recommendation

Consider for approval the Independent Accountants' Report and Financial Statements of the Indianapolis Airport Authority for the years ending December 31, 2009 and 2008 as reviewed and recommended by the Finance and Audit Committee.



## Board Memo - Caldwell VanRiper

To: IAA Board of Directors

From: Patzetta Trice, Chief Communications Officer (CCO)

Date: April 2, 2010

Board Date: April 16, 2010

Subject: Community outreach strategy for 2010 land use and development study to be conducted by Landrum & Brown, Inc.

### Background

In tandem with IAA's land use and development study to be completed by Landrum & Brown (L&B), a comprehensive external community outreach strategy (COS) has been developed. The COS comprises all marketing, advertising, public relations, media relations, and art direction of collateral materials developed in accordance to complete the study.

The COS does not include internal project communications or project management required for the overall project or its technical direction and coordination. Project management and technical direction and coordination of the project will be managed internally by IAA's property director together with L&B.

The external COS will be overseen and managed by IAA's CCO, who will appoint a land use outreach team (LUOT) comprised of key IAA staff, designated L&B team members, and, pending IAA Board approval, Caldwell VanRiper, an Indianapolis-based full-service public affairs, advertising, and creative services firm to provide services and skill sets not available within the LUOT.

Throughout the study, LUOT members will be fully informed and aware of their individual roles and responsibilities. Regular meetings and conference calls will be used to share information and provide all team members with updates about project status, feedback received, new information, progress toward completion, etc.

### COS plan

Complete details are documented as follows:

- Appendix 1. Community Outreach Strategy (COS) Plan
- Appendix 2. Land use advisory committee (LUAC) charter
- Appendix 3. Caldwell VanRiper (CVR) Scope of work

As detailed in Appendix 1, the COS plan includes an audit of the current communication environment, defined target audiences, goals and objectives, key messages, a tactical matrix identifying all tasks to be completed and their project leads, and a timeframe for moving forward.

Appendix 2 details the charter of the LUAC. In general, this group of key opinion leaders will provide leadership and direction to the IAA and L&B team members with the goal of generating widespread cooperation and acceptance of the study at all key milestones as well as the resulting final plan.

In Appendix 3, the complete scope of work in which Caldwell VanRiper (CVR) will be engaged is defined, including the services and specific deliverables they will produce. Throughout the entire COS project period, all work generated by CVR will be directed, guided, reviewed, and approved by the CCO and her designee. Although the specific deliverables are subject to change, CVR will provide services in five primary categories:

- Creative services
- Advertising
- Public meeting management
- Public affairs counsel
- Project management

Please review each appendix for complete details and descriptions

### COS costs

In board paper BP2010-03-03, IAA staff recommended the total study and related project costs be approved in an amount not to exceed \$2,000,000.

The technical portion of the study will be accomplished via the contract with L&B was subsequently approved by the IAA board during the March 19, 2010 meeting for \$1.3M. The L&B contract does not include L&B fees associated with the COS for travel, meeting materials and supplies, and expenses required for facilitating and managing each of what is expected to be at least twenty (20) public meetings, in addition to focus group meetings, required for a thorough, inclusive community outreach.

Therefore, of the \$700,000 remaining from the not-to-exceed \$2M project cost, the COS cost breakdown is as follows:

Caldwell VanRiper	\$271,000
Brewer & Associates	\$24,000
Landrum & Brown	\$105,000
TOTAL	Not to exceed \$400,000

It should be noted the COS costs do not reflect consulting fees and travel expenses for Aerotropolis Business Concepts (Dr. John Kasarda), for services needed during the study. Dr. Kasarda's consulting contract is discussed in a separate board memo slated for the April 16 IAA board agenda.

Diversity participation

The Diversity Director has approved the following MBE/WBE participation

FIRM	CLASSIFICATION	AMOUNT	%
Caldwell VanRiper	WBE	\$271,000	67.75%
Brewer & Associates	MBE	\$24,000	6.00%
Totals	MBE	\$24,000	6.00%
	WBE	\$271,000	67.75%

Recommendation

IAA staff recommends that the Board consider for approval an award of professional services contract with Caldwell VanRiper in an amount not-to-exceed \$400,000. WBE 67.75% (Caldwell VanRiper) and MBE 6.00% (Brewer & Associates).



## APPENDIX 1.

# Community Outreach Strategy (COS) Plan

Engaging and informing the general public, key opinion leaders, and other community stakeholders throughout the project period—and beyond—is essential for the success of IAA’s land use and development study.

During the course of this study, IAA has a significant opportunity for information sharing and community engagement. It will leverage a community outreach strategy (COS) as a springboard for: (1) supporting successful completion of the land use study; (2) improving across-the-board constituent relations; (3) increasing overall levels of awareness about IAA operations; and (4) improving IAA’s corporate image.

The COS includes specific goals, objectives, tactics, recommended communication channels and tools, committees and related structures, individual and group roles and responsibilities, appropriate spokesperson(s), priorities, and processes for moving forward.

With oversight and direction from IAA’s chief communications officer, a land use outreach team (LUOT) will work with the Landrum & Brown team in capturing input and feedback from a variety of stakeholders, including local and state governmental entities, civic groups, business leaders, local residents, and others. All feedback will be documented and provided to IAA’s land use committee (LUC), a land use advisory committee (LUAC), and Landrum & Brown as needed.

Based on feedback analysis and developing information that becomes available during the project period, all communications regarding the study will be tailored and targeted to defined audiences.

### **Current communication environment**

Each segment of IAA’s diverse constituent base perceives the authority and its impact on the community differently. In some cases, these perceptions are not positive.

- Some stakeholders perceive the authority as imposing its will and business agenda on local townships and citizens, forcing them to accept developments that are not always in the best interest of the community.
- In other cases, lack of knowledge about IAA and/or its properties has resulted in apathy about the need for airport planning.
- The positive public reception toward the new IND opening in 2008 has generated a favorable impression among most target audience members.

- Small group meetings between IAA's new executive director & CEO and select business leaders, elected officials, and other opinion leaders over the past eight months have also proven helpful, opening the door for continued open exchange and future dialog.

## **COS strategy**

The community outreach strategy (COS) defines the target audiences, communication goals and key messages for utilization throughout the course of the study. It also defines specific tactics, as known at this time, which will be employed to achieve the stated goals and objectives.

### *Target audiences*

Currently, the list includes:

- Community residents, neighborhood association members, business owners, and civic leaders in Marion County, including Wayne and Decatur townships
- Local elected officials, including Indianapolis City-County Council members and members of the municipal corporations committee; Indianapolis Metropolitan Planning Organization and affiliated township/city/county planners; IndyGo public transportation and Indy Connect mass transit collective
- Community residents, neighborhood association members, business owners, and civic leaders, church officials, county commissioners, town council members, and town/county planners in Hendricks, Morgan, Hamilton, and Hancock counties
- State elected officials, including state agency staff from the Indiana Department of Transportation (INDOT) and Indiana Department of Tourism
- Economic development groups including Central Indiana Corporate Partnership (CICP), Indiana Economic Development Corporation (IEDC), Indianapolis Economic Development, Inc. (IEDI), Greater Indianapolis Foreign Trade Zone (GIFTZ)
- State and local K-12 schools and higher educational institutions
- State and local travel, tourism, convention, and hospitality service providers as well as public and private sports corporations
- On- and off-airport business partners and/or tenants
- IAA board, board committees, and employees

### *Communication goals & objectives*

Overall outreach goals for the study include:

1. Introduce and raise awareness of IAA's land use and development study and its vision, process, and timelines.
2. Raise awareness and generate broad understanding the airport is an important community asset and economic driver in central Indiana.
3. Establish, manage, monitor, and evaluate a process whereby stakeholders can provide input and be engaged in the outreach process.

4. Increase and sustain knowledge among stakeholders that their feedback is welcome and their comments are given serious consideration.
5. Demonstrate that IAA appreciates and listens to stakeholders on issues of concern by participating in opportunities for two-way dialog and discussion.
6. Share accurate, relevant information and align stakeholder expectations with the realities of the local environment, economy, and the intent of the land use initiative.
7. Promote the initiative and its benefits through widespread, aggressive, and consistent messaging and artful implementation of the communication strategy.
8. Demonstrate IAA is a credible, trusted, efficient, and forward-thinking municipal corporation engaged in a logical, transparent process for developing its property (i.e., actions are consistent with messaging that IAA is a good steward of public resources).
9. Ensure the initiative outcome is viewed as fair and thorough, resulting in a high level of buy-in, ownership, and understanding among all stakeholders to facilitate future implementation.

### *Key messages*

Limited in number and length, select messages will be included in marketing collateral, support materials, public meetings, and media interviews.

- The Indianapolis Airport Authority (IAA) believes a safe, secure, and well-planned airport environment is compatible with and in support of the best interests of its stakeholders.
- IAA manages its six aviation facilities in a responsible manner that contributes to quality of life and potential for economic development and employment throughout central Indiana.
- IAA must develop diverse, reliable, durable revenue streams to offset economic volatility in the commercial aviation industry. These revenue sources will be compatible with both aviation and non-aviation development.
- From the project being led by Landrum & Brown (L&B), IAA will identify the highest and best uses for all of its property.
- These uses are likely to include developing Indianapolis International Airport (IND) as an "aerotropolis," or 21<sup>st</sup> century urban development comprising aviation-intensive businesses and related enterprises. Cities including Detroit, Memphis, Washington, DC, Amsterdam, Bangkok, and Singapore have successfully pursued and implemented aerotropolis developments.
- Upon completion of a thorough, inclusive study, L&B will deliver a final IAA land use and development plan.
- All stakeholders are encouraged to share their feedback and input related to airport land use and development.

## Tactics

Each row in the matrix identifies specific tactics, the rationale/charge associated with each, and task leads and related activities.

Tactic	Rationale/charge	Task lead/activities	Project milestone(s)
<p>Appoint IAA Land use outreach team (LUOT) for COS planning, management, and oversight</p>	<p>Small working group responsible for:</p> <ol style="list-style-type: none"> <li>1. Public meeting logistics, messaging, and facilitation</li> <li>2. Collection and documentation of soft data (i.e., public feedback)</li> <li>3. Review and approve content for public information and dissemination</li> </ol>	<p>Lead = Patzetta Trice, IAA CCO</p> <p>LUOT composed of IAA, L&amp;B, and CVR members:</p> <ul style="list-style-type: none"> <li>▪ IAA team members include Eric Anderson, Mark Hedegard, and Susan Sullivan.</li> <li>▪ Landrum &amp; Brown (L&amp;B) team members include Berta Fernandez and Suzie Kleymeyer.</li> <li>▪ Caldwell VanRiper (CVR) team members include Paula MacVittie, Misty Boodt, Julie Muncy, and others as designated</li> </ul>	<p>0</p>
<p>Convene a kick-off series of focus group meetings for invitation-only participants; groups will focus on property assessment</p>	<p>Sessions will be held to:</p> <ol style="list-style-type: none"> <li>1. Solicit input on airport land use and/or future development,</li> <li>2. Determine needs, key concerns of local communities</li> </ol>	<p>Lead = CCO and designated LUOT members; L&amp;B will lead and facilitate each session</p> <p>A series of focus group meetings will be held in a central location for invited attendees on and/or near these IAA properties:</p> <ul style="list-style-type: none"> <li>▪ Indianapolis International Airport</li> <li>▪ Hendricks Co. Airport/Speedway Airport</li> <li>▪ Eagle Creek Airpark/Downtown Heliport</li> <li>▪ Mount Comfort Airpark</li> <li>▪ Metropolitan Airport</li> </ul>	<p>0, 1</p>
<p>Leverage support from key opinion leaders through establishment of a land use advisory committee (LUAC)</p> <p><i>*See Appendix 3 for LUAC charter, complete roles, responsibilities, and proposed committee composition</i></p>	<p>LUAC members responsible for:</p> <ol style="list-style-type: none"> <li>1. Strategic input and counsel throughout duration of project</li> <li>2. Advocacy and championing</li> <li>3. At least one (1) member to serve as designated spokesperson for media interviews, public presentations</li> </ol>	<p>In consultation with IAA board, executive team, staff, and others, CCO will:</p> <ul style="list-style-type: none"> <li>▪ Identify most appropriate members</li> <li>▪ Secure their participation, gather phone and e-mail contact information</li> <li>▪ Identify appropriate LUAG spokesperson</li> <li>▪ Designate and oversee LUOT members responsible for meeting logistics, data collection and analysis</li> </ul> <p>Meetings to include representation from L&amp;B as needed and requested.</p>	<p>1, 2, 3</p>

<p>One (1) round of five (5) <b>public information sessions</b>; open to all interested individuals and member of general public; one series to be held before mid-September (Milestone 2)*</p> <p><i>*NOTE: A second round of meetings may be added before the conclusion of the study.</i></p>	<p>Sessions will be held in order to:</p> <ol style="list-style-type: none"> <li>1. Inform the local community about study and obtain comments</li> <li>2. Disseminate information regarding final plan</li> </ol>	<p>Lead = CCO and designated LUOT members; L&amp;B will lead and facilitate each session</p> <p>A total of five (5) meetings will be held for interested members of the general public in a central location at and/or near these IAA properties:</p> <ul style="list-style-type: none"> <li>▪ Indianapolis International Airport</li> <li>▪ Hendricks Co. Airport/Speedway Airport</li> <li>▪ Eagle Creek Airpark/Downtown Heliport</li> <li>▪ Mount Comfort Airpark</li> <li>▪ Metropolitan Airport</li> </ul> <p><i>Meetings will be held on IAA property if and when possible. Meeting dates/times/locations will be widely promoted in advance to generate maximum public awareness and participation.</i></p>	<p>2</p>
<p>A broad-based <b>external communication campaign</b> utilizing print and Web-based tools and media</p>	<p>Key campaign components to include:</p> <ol style="list-style-type: none"> <li>1. E-newsletter</li> <li>2. Web pages</li> <li>3. Speakers Bureau</li> <li>4. Print and Web-based collateral material</li> <li>5. Media outreach targeting key editorial boards, editors, reporters at local, state, national levels including national and international trade publications</li> <li>6. Media interviews</li> </ol> <p><i>Campaign to launch ASAP; some components must be in place by early May</i></p>	<p>Lead = Patzetta Trice, Susan Sullivan, Paula MacVittie, and other CVR team members as designated.</p> <ul style="list-style-type: none"> <li>▪ IAA staff and board members, L&amp;B representatives, and others as appropriate will have opportunities to provide input and feedback before campaign components are final and disseminated</li> <li>▪ Speakers Bureau will provide airport representatives to address groups in Marion, Hamilton, Hancock, and Morgan counties including town councils, planning groups, neighborhood associations, Rotary Club, Kiwanis Club, Economic Club, and others. Goal is to present 3-5 presentations per county before December 1. Speakers Bureau members TBD but are likely to include these IAA staff members: <ul style="list-style-type: none"> <li>— Government Affairs Liaison Corey Wilson</li> <li>— Property Director Eric Anderson</li> <li>— Business Development Director Mark Hedegard</li> <li>— CFO Marsha Stone</li> <li>— CEO John Clark</li> <li>— IAA Board President Michael Stayton</li> <li>— Others as designated</li> </ul> </li> <li>▪ Requests for L&amp;B media interviews and/or speakers will be directed to Berta Fernandez.</li> </ul>	<p>1, 2, 3</p>

### *Timeframe*

Key milestones have been identified throughout the duration of the L&B study; therefore, the COS has been developed accordingly. The milestones include:

<i>Milestone 0</i>	Focus groups	Complete no later than mid-May
<i>Milestone 1</i>	Property assessment	Complete no later than mid-June
<i>Milestone 2</i>	Preliminary concepts	Complete no later than mid-September
<i>Milestone 3</i>	Recommended plan	Complete no later than mid-December

The timeline and associated tasks below are subject to change and revision. It will be more completely defined as we move forward during the project period, which is set to conclude December 17, 2010.

### **March–April**

1. Identify and secure LUAC members
2. Research & develop Excel mailing lists for all target audience segments
3. Research & develop Excel invitation lists for visioning meetings
4. Schedule LUAC meetings through 2010, secure venues
5. Schedule and secure meeting venues for focus groups
  - a. Distribute meeting invites and track RSVPs
  - b. Develop and prepare meeting collateral
6. Develop earned media plans
7. Begin creative development of print and online collateral material, including content, graphics, Web pages, Web forms, etc.
8. Begin planning and development of Speakers Bureau

### **May–June**

1. Focus groups to be completed before mid-May; all feedback and input compiled, documented, and shared with project partners
2. Communication campaign launches (Web, e-newsletter, earned media and PR)
3. Editorial board meetings planned and scheduled for The Star and The IBJ
4. Radio, TV, and government access interviews for CFO, CEO to provide Milestone 1 updates scheduled and completed before end of June

### **July–August**

1. Editorial board meetings and media interviews completed for Milestone 1 by mid-July
2. Preparation for September public meetings in full swing: Meeting collateral, display materials, etc. being developed
3. Speakers Bureau presentations scheduled; goal is to complete at least 3-5 per county before December 1
4. Earned media campaign promoting mid-September public information sessions developed and placed with local and regional press

### **Sept–November**

1. First round public information sessions complete; all feedback and input compiled, documented, and shared with project partners

2. Speakers Bureau presentations in full swing; media interviews ongoing
3. Preparation for December unveiling of final plan at public meetings in full swing: Advertising, display materials, etc. being developed
4. Paid advertising promoting final public information sessions developed and placed with local and regional press
5. Radio, TV, and government access interviews for CFO, CEO to provide Milestone 2 updates scheduled and completed before end of September

**Before Dec. 17**

1. Final round public information sessions complete; all feedback and input compiled, documented, and shared with project partners

**Before Jan. 31, 2011**

1. To avoid competing with 2010 holiday news, radio, TV, government access, trade press interviews for CFO, CEO to provide final project updates and IAA next steps complete



## APPENDIX 2.

# Land Use Advisory Committee (LUAC) Charter

This small working group will provide strategic direction, leadership, and guidance to IAA and the L&B project team throughout the entire project period, which shall end on December 17, 2010.

The land use advisory group or LUAC will serve as project advocates and champions, generating widespread cooperation and acceptance of IAA's land use study at all key milestones as well as the final plan presented by L&B.

### **LUAC roles and responsibilities**

The collective and individual roles and responsibilities of the LUAC members include:

- Demonstrate support for the Indianapolis Airport Authority as it puts forth an effective, inclusive, transparent, and strategic process for identifying the highest and best use of IAA land and assets.
- Brief L&B and IAA team members on the central Indiana land use needs and strategic assets, including information about economic development sectors (life sciences, clean technology, logistics, advanced manufacturing) higher education (technology parks, incubators), and tourism.
- Provide introductions and access to key business, civic, and other leaders in the corporations, companies, and organizations IAA needs to reach.
- Serve as advocates and champions for IAA's 2010 land use initiative in all appropriate business, civic, and community relations. At IAA's request, willingness to serve as media and public spokespersons if and when need arises.
- Leverage circles of influence to gain support of key local, state, and national opinion leaders for IAA's land use project.
- Provide input to and support for public policy initiatives needed to realize IAA land use goals.
- Explore the feasibility/need for creation of public-private partnerships to develop and fund the best uses of airport land.

## **Recommended composition and categories**

IAA staff and L&B team members recommend the LUAC be composed of key opinion leaders who will equitably represent the interests of both IAA and central Indiana.

Members should be affiliated with key city, state, and regional corporate, civic, and economic development partners likely to be directly impacted by IAA's land use plan.

This diverse group of leaders will reflect a variety of professional disciplines and geographic affiliations throughout central Indiana.

The proposed membership categories include, but are not limited to, the following:

- Two (2) members of IAA board, one of whom shall chair the LUAC and direct its meetings and activities
- One (1) representative for City of Indianapolis
- One (1) representative for Marion County
- One (1) representative of Wayne Township
- One (1) representative of Decatur Township
- One (1) representative of Hendricks County
- One (1) representative of Hamilton County
- One (1) representative of Hancock County
- One (1) representative of Morgan County
- One (1) representative of Indianapolis Chamber of Commerce
- One (1) representative from Indiana Economic Development Corporation
- One (1) representative from Central Indiana Transit Task Force
- One (1) representative from Central Indiana Corporate Partnership
- One (1) representative from Hoosier Environmental Council
- One (1) representative from state higher education institution (Purdue and/or IU)
- One (1) representative from public utility provider
- One (1) representative from central Indiana hospital or healthcare system
- One (1) representative from Indy Partnership
- One (1) representative from Federal Aviation Administration (FAA)
- One (1) representative from the Transportation Security Administration
- One (1) representative from IAA's tenant base
- One (1) representative from Indiana Department of Environmental Management

It should be noted that the Indianapolis Convention & Visitors Association (ICVA) and Indianapolis Economic Development, Inc. (IEDI) are both represented on IAA's land use committee (LUC), which evaluated all responses to the initial project RFQ and will continue to be involved in project management and oversight.

The specific individuals who will serve on the LUAC are to be determined and are in the process of being confirmed.



## APPENDIX 3.

# Caldwell VanRiper scope of work & contract

Caldwell VanRiper (CVR) was founded in 1910 and is the fifth oldest advertising agency in the U.S. This full-service firm is recognized throughout the Midwest for excellence advertising, marketing, and public affairs. Skilled in shifting public opinion, winning key endorsements, and building coalitions to deepen support, the CVR team leverages traditional and new media to deliver key messages for clients that include multinational manufacturers, financial institutions, healthcare systems, retailers, and others.

CVR's scope of work is a key component of the land use study's community outreach strategy (COS). Their work and deliverables will be directed by IAA's CCO and her designee, with input and feedback from land use outreach team (LUOT) members.

The CVR charge is to ensure COS target audiences: (1) understand the project scope, parameters, and processes and (2) participate in active and meaningful ways, providing feedback and input.

## Scope of work and associated costs

All work will be thoroughly reviewed and approved by IAA throughout the duration of the project; unapproved deliverables shall not be released or utilized.

### 1. Creative services

All creative development, graphic design and art direction, and/or production oversight and management for deliverables including:

- Land use study name, logo, and branding
- Graphic design, art direction, and production of all print and Web collateral (banner ads and page graphics), including print and digital templates for PowerPoint presentations, Exact Target e-newsletter, and project fact sheets/flyers
- Collaboration with CCO and her designee to provide preliminary planning for a short but dynamic video that clearly communicates IAA's vision and educates target audiences about the project
- At close of project, all electronic files and graphics shall be catalogued and provided to IAA on CD; Adobe InDesign and Adobe products preferred

### 2. Advertising

- Plan, implement, manage, and evaluate media buy for maximum reach and frequency, targeting print media in all project areas (Marion, Hendricks, Hancock, Hamilton, Morgan)
- Creative design and sizing of all print ads to meet submission criteria of media outlets; manage and oversee ad placement and submission process accordingly

- Develop and implement land use study social media strategy for YouTube, FaceBook, Twitter, and/or LinkedIn; maintain social media presence for duration of project period
3. Public meeting management and facilitation\*
- Identify all target audience members and develop mailing lists for each in Excel format; mailing lists will be maintained via Exact Target for project duration
  - Create and distribute invitations for invitation-only events, track RSVPs
  - Research, secure, and schedule meeting locations for all public meetings, using IAA facilities (hangars or meeting rooms) when possible and appropriate; secure other meeting facilities as needed and appropriate
  - Manage, stage, and oversee all public meetings and meetings of LUAC, provide, oversee, and manage all equipment and technology needed during for meeting communications; ensure meetings run according to schedule; speakers, including collaboration on key messages and talking points
  - Recording and transcription of visioning and public meetings to document all public feedback and input received
  - Arrange meeting food and refreshments as requested (catering fees not included); oversee catering delivery, staging, and tear-down
4. Public affairs counsel
- Develop government relations outreach strategy and provide guidance for implementation
  - Schedule, support, manage, and oversee 3-5 public presentations in each project area (Marion, Morgan, Hendricks, Hancock, and Hamilton counties) before Dec. 1 by members of Speakers Bureau; provide guidance and counsel to IAA CCO and her designee on public presentation content and target groups which should include civic, service, and professional organizations like Rotary Club, Kiwanis Club, Economic Club, town councils, etc.
5. Project management
- Attend meetings with L&B, IAA, LUAC, LUC; oversee video production

TOTAL COST for each of five services delivered  
\$400,000



## Board Memo Aerotropolis Business Concepts, LLC

To: IAA Board of Directors

From: Marsha Stone, Chief Financial Officer

Date: April 2, 2010

Board Date: April 16, 2010

Subject: Airport Property Land Use & Development Strategy  
Consultant Contract with Aerotropolis Business Concepts, LLC

### Background

On January 20<sup>th</sup> and 21<sup>st</sup>, 2010, many IAA Board members, staff and community leaders attended the Aerotropolis presentation by Dr. John Kasarda. Dr. Kasarda, who is a recognized expert in this subject matter, was invited to give this presentation at the request of IAA CEO John Clark. A main function of the current Airport Property Land Use & Development Strategy (Study) being commissioned by IAA is the overall concept of Aerotropolis ("Airport City") and the role that aviation and support industries to aviation hold in the present and future of the airport industry. Dr. Kasarda is the creator of the term Aerotropolis and CEO of Aerotropolis Business Concepts. An overview of Aerotropolis and Dr. Kasarda is provided as Appendix #1. IAA staff is recommending entering into a professional services contract with Dr. Kasarda as an internal advisor to the IAA.

An extensive listing of Dr. Kasarda's professional engagements for Airports and Economic Development Groups is provided on Appendix #2. Dr. Kasarda has substantial experience in airport master plan integration and global link strategy as well as logistics platform and infrastructure development with commercial real estate interface. Promoting potential new revenue generation will be the underpinning focus for this professional service, as it relates/integrates to the Land Use Study.

Dr. Kasarda is also Chairman of the annual Airport Cities World Conference and Exhibition, organized by London's Insight Media and sponsored by Airport Council International's *Airport World* magazine. This upcoming conference will be held in Beijing in 2010.

Scope of Services

It is important that Dr. Kasarda's professional services compliment and enhance the Landrum & Brown (L&B) efforts under the Study contract. As such, the focus of the Aerotropolis Business Concepts contract will be as follows:

1. Provide senior strategic advice to IAA, provide IAA with on-going assistance in monitoring the L&B progress and to review draft materials submitted to ensure consistency with the "vision" IAA senior management/Board members have for the future of the airport and surrounding community.
2. Participate in project "vision" workshops with IAA staff and Advisory Board. Participate in macro-level analyses of development opportunities based on characteristics of the Aerotropolis concept as it may apply to IND and surrounding areas.
3. Consult with IAA and/or L&B on specific, pertinent issues as they arise and to explore new business models that could increase future revenue flows to IAA.
4. Professionally promote IND through conference presentations, publications, specific articles on IND and selected local, national and international conferences on airport-driven economic development.
5. Provide assistance, as needed, to communicate key aspects of the future airport strategy to key stakeholders and community leaders involved in the decision and vision-creating process.
6. Validate the Aerotropolis principles and critical success factors are incorporated into the final Study report product and strategic plan guidelines, as appropriate.

Dr. Kasarda's review process will also focus on the following areas:

1. Infrastructure/Design Guidelines
2. Air Logistics Hub/Aerotropolis Business Plan
3. Plan Implementation Guidelines (broad scope)

Schedule

April 16, 2010:	Execution of Consultant Contract with Aerotropolis Business Concepts
Mar – Jun 2010:	Document consolidation and research
Jul 2010:	Recommendation of aeronautical vs. non-aeronautical land use
Aug 2010:	30% project completion
Sept – Oct 2010:	60% project completion
Nov 2010:	90% project completion
Dec 2010:	Final IAA Board presentation of completed Study

*Note: Dr. Kasarda's timeline will parallel the Study Timeline as noted above*

Capital Cost Structure/ Compensation

This contract for professional services will be part of the overall Study cost structure. The entire Study will be funded through the Capital Improvements Program (CIP) and will require a Management-In-Interest (MII) notification to the Signatory Air Carriers. There is budget capacity within the 2010 CIP Budget to complete this professional services contract as other previously approved (budgeted) projects will not be implemented or come to fruition during this budget cycle.

Term of the consulting services contract will commence April 16, 2010 through January 31, 2011. IAA Staff is seeking via this Board Memo approval of this professional services contract at a not-to-exceed cost of \$65,000. This contract amount includes all reimbursable dollar amounts. This cost is in line with the previous Board Memo on the overall Study project budget/costs. For brevity, the overall Study costs are repeated below for convenience:

• Landrum & Brown Consultant Contract	\$1,300,000
• Community Outreach Strategy Contract(s)	\$ 400,000
• Dr. John Kasarda – Consulting Services to IAA (Aerotropolis)	\$ 65,000
• Contingency Costs	<u>\$ 235,000</u>
Total Study Cost	\$2,000,000

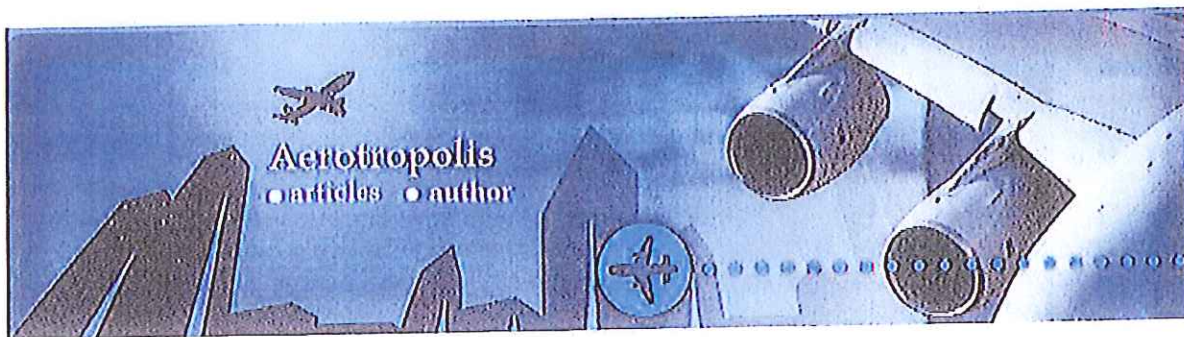
Recommendation

IAA Staff recommends the Board consider for approval an award of a professional services contract with Aerotropolis Business Concepts, LLC in a not-to-exceed amount of \$65,000.

Appendices

Appendix #1 – Aerotropolis & Dr. Kasarda overview

Appendix #2 – Dr. Kasarda – Professional Engagements



## AEROTROPOLIS

### Airport Cities

Major airports have become key nodes in global production and enterprise systems offering them speed, agility, and connectivity. They are also powerful engines of local economic development, attracting aviation-linked businesses of all types to their environs. These include, among others, time-sensitive manufacturing and distribution; hotel, entertainment, retail, convention, trade and exhibition complexes; and office buildings that house air-travel intensive executives and professionals.

The rapid expansion of airport-linked commercial facilities is making today's air gateways anchors of 21st century metropolitan development where distant travelers and locals alike can conduct business, exchange knowledge, shop, eat, sleep, and be entertained without going more than 15 minutes from the airport. This functional and spatial evolution is transforming many city airports into airport cities.

As more and more aviation-oriented businesses are being drawn to airport cities and along transportation corridors radiating from them, a new urban form is emerging—the Aerotropolis—stretching up to 20 miles (30 kilometers) outward from some airports. Analogous in shape to the traditional metropolis made up of a central city and its rings of commuter-heavy suburbs, the Aerotropolis consists of an airport city and outlying corridors and clusters of aviation-linked businesses and associated residential development. A number of these clusters such as Amsterdam Zuidas, Las Colinas, Texas, and South Korea's Songdo International Business District have become globally significant airport edge-cities representing planned postmodern urban mega-development in the age of the Aerotropolis.

A spatially compressed model of the Aerotropolis showing its current and likely future evolution is illustrated below. No Aerotropolis will



John D. Kasarda at  
Hong Kong International Airport  
\* photo courtesy of Niklaus Koenig  
Fast Company magazine



Improving time-cost access.

- Airport area goods-processing activities (manufacturing, warehousing, trucking) should be spatially segregated from white-collar service facilities and airport passenger flows.
- Noise and emission-sensitive commercial and residential developments should be sited outside high-intensity flight paths.
- Cluster rather than strip development should be encouraged along airport transportation corridors with sufficient green space between clusters.
- Mixed-use residential/commercial communities housing airport area workers and frequent air travelers should be developed with easy commutes and designed to human scale providing local services and sense of neighborhood.

In short, aerotropolis development and sustainable "smart growth" can and should go hand-in-hand.

The above outcomes will not occur under most current airport area planning approaches which tend to be localized, politically and functionally fragmented, and often conflicted. A new approach is required bringing together airport planning, urban and regional planning, and business site planning in a synergistic manner so that future Aerotropolis development will be more economically efficient, aesthetically pleasing, and socially and environmentally sustainable. The real question is not whether Aerotropolises will evolve around major airports (they surely will). It's whether they will form and grow in an intelligent manner, minimizing problems and bringing about the greatest returns to the airport, its users, businesses, surrounding communities, and the larger region it serves.

[Learn more...](#)

**Aerotropolis Business Concepts, LLC™**

**John D. Kasarda**

**"Airports will shape business location and urban development in the 21st century as much as highways did in the 20th century, railroads in the 19th and seaports in the 18th"**

John D. Kasarda, Ph.D.  
Director  
Kenan Institute of Private Enterprise  
The University of North Carolina at Chapel Hill  
North Carolina, U.S.A.  
(February 2010)

### Selected Professional Engagements for Airports and Economic Development Groups

1. 1992--1994  
Consultant to the North Carolina Department of Transportation and U.S. Federal Aviation Administration on an integrated air cargo and industrial complex in Kinston, NC.
2. 1994--1998  
Consultant to Kimley-Horn, TAMS, and Wilbur Smith for the Feasibility Study and the Master Plan for Thailand's Global TransPark at U-Taphao funded by USAID, USTDA, and the Royal Thai Government.
3. 1995--1999  
Consultant to FedEx on Southeast Asia Airport Development Strategy.
4. 1998--1999  
Consultant for Logistics/Trade Information Project funded by U.S. Treasury to test new automated express customs clearance procedures between Thailand and the U.S.
5. 1996--1998  
Principal Investigator, Subic Bay (Philippines) airport master plan integration and global link strategy funded by the Subic Bay Metropolitan Authority through the World Bank. Lead consultant on coordination of Airport and Freeport Master Plans for Subic Bay Metropolitan Authority. Reviewed, assessed and coordinated six land use and strategic master plans for Subic Bay Freeport and developed a

multimodal infrastructure plan to increase logistics, industrial, and commercial development around Subic Bay International Airport.

6. 1998–1999  
Consultant to Malayan Special Economic Zone for Cagayan Economic Zone Authority, Philippines, on logistics infrastructure development, land use and master planning.
7. 1999–2000  
Consultant to Louis Berger Associates and the Clark Airport Development Corporation to develop logistics platforms and commercial real estate development at and around the former Clark Airbase in the Philippines.
8. 2000–2001  
Consultant to Nathan Associates (Washington, DC) and Autoridad De La Region Interoceanica (Panama) on conversion of former U.S. Howard Air Base in Panama to a multimodal air logistics and industrial complex.
9. 2001–2002  
Lead consultant to the Zhuhai Airport Group Corporation, in partnership with China Merchants Holdings (International) Co. Ltd. and the Great Momentum Investments Limited on the feasibility of converting Zhuhai International Airport into a multimodal air logistics hub and surrounding aerotropolis.
10. 2002–2003  
Lead consultant for an air logistics platform and aerotropolis development at and around Detroit (USA) Metropolitan Airport, funded by the Wayne County (Detroit) Commission.
11. 2002–2003  
Principal consultant for “Distrito Multimodal Villa XXI” which is a 760 hectare multimodal commercial district in Monterrey, Mexico.

12. 2003–2004  
Consultant for the Suvarnabhumi Aerotropolis Development Plan for the National Economic and Social Development Board of Thailand, under subcontract with Team Consulting and Asia Engineering Corporation.
13. 2003–2004  
Consultant for Newport News/Williamsburg International Airport AirCommerce Park and Air Logistics Hub Development Strategy study, funded by Peninsula Airport Commission.
14. 2004–2006  
Airport City and Aerotropolis visioning workshops for Dallas-Ft. Worth International Airport, Alliance Airport, Denver International Airport, and Jacksonville International Airport.
15. 2004–2005  
Lead Consultant to the Brazil State of Minas Gerais and Infraero on industrial airport development with focus on Tancredo Neves International Airport airport city and aerotropolis development.
16. 2004–2005  
Consultant to Shanghai Pudong (China) Government on developing an airport city and aerotropolis at and around Shanghai Pudong International Airport.
17. 2005–2006  
Special Advisor to the United States Government Accountability Office on costs of adapting U.S. airport infrastructure and facilities to accommodate the A380.  
Chairman of “Welcoming The A380” airport infrastructure compatibility conferences, Frankfurt, April 2005; Singapore, February 2006.

18. 2006  
Consultant to the Metropolitan Washington Airports Authority on commercial development adjacent to Washington Dulles International Airport (through subcontract with Kimley-Horn and Ricondo Associates).
19. 2007  
Consultant to Memphis Chamber of Commerce on strategic guidelines for developing the Memphis Aerotropolis and follow-up activities.
20. 2007  
Consultant to the Piedmont Triad Partnership for development of hard and soft infrastructure for the Piedmont Triad Region to leverage the new Mid-Atlantic hub of Federal Express for regional urban and economic development.
21. 2007--2008  
Consultant and Strategic Advisor to the GMR Group (India) to design and develop aerotropolises at and around Delhi International Airport and the new Hyderabad International Airport.
22. 2008 (January-July)  
Assessment of Jackson Aerotropolis and Air Cargo Center potential, supported by Rankin First and Jackson Evers International Airport.
23. 2008  
Consultant to RU Development on commercial and economic development at and around four South Russia airports.
24. 2008  
Consultant to Government of the Brazil State of Minas Gerais on Tancredo Neves International Airport planning and dual airport strategy.

25. 2008–09  
Consultant to Panama City (Florida) Airport Authority on commercial and industrial development of new new Panama City International Airport and its surrounding areas.
26. 2009  
Taiwan Ministry of Transportation and Communications, strategic advisor for Taiwan Taoyuan Airport City and Taoyuan Aerotropolis Planning and Implementation, January 2009 - December 2009.
27. 2009  
Consultant to Dubai Aviation City Corporation for airport city and aerotropolis development in Dubai.
28. 2002–2010  
Chairman of the annual Airport Cities World Conference and Exhibition, organized by London's Insight Media and sponsored by Airport Council International's *Airport World* magazine: Orlando (2002), Pittsburgh (2003), Detroit (2004), Rome (2005), Hong Kong (2006), Frankfurt (2007), Dallas (2008), Athens (2009), and Beijing (2010).



## Board Memo

To: IAA Board of Directors

From: Marsha Stone, Chief Financial Officer

Date: March 26, 2010

Board Date: April 16, 2010

Subject: Third Amendment to the Car Rental Concession Agreements with MEL-RAC, LLC d/b/a Thrifty Car Rental and BFM Transportation, LLC, d/b/a Dollar Rent A Car

### Background

MEL-RAC/Thrifty has been a rental car provider to IND passengers since 1999. In 2009, MEL-RAC/Thrifty merged with BFM/Dollar with MEL-RAC/Thrifty having controlling interest.

### Scope

This Amendment reflects the fact that MEL-RAC and BFM are “related companies” and allows them to submit the total MAG due from either company as a combined MAG. The amendment does not reduce the MAG and fees due as stated in each concession agreement.

### Revenue and/or Operating Cost Implications

#### Revenue:

No change in revenue to the Authority

#### Operating Costs:

No operating costs to the Authority

### Diversity Participation

MEL-RAC, LLC is certified as a DBE. 0% MBE, 0% WBE

### Recommendation

IAA staff recommends that the Board consider for approval the Third Amendment to the Car Rental Concession Agreements with MEL-RAC, LLC d/b/a Thrifty Car Rental and BFM Transportation, LLC, d/b/a Dollar Rent A Car.



## Board Memo Plans & Specifications Approval

To: IAA Board of Directors

From: Michael T. Medvescek, Chief Operating Officer

Date: March 17, 2010

Board Date: April 16, 2010

Subject: Approval of Plans and Specifications for Bid Package #B-03F – Storm Water Drainage Improvements and Authorize the Public Bidding Process

### Background

On April 17, 2009, the Board approved miscellaneous projects for the betterment of the New Indianapolis Airport. That approval included Storm Water Drainage Improvements to address erosion control responsibilities under state and federal environmental permits. Storm water drainage issues were identified at a number of locations within the new Terminal site.

During 2009, some storm water drainage improvements were completed for an area near the hotel tunnel, an area near the North Security Identification Display Area (SIDA) gate [within Airport Operations Area (AOA)], an area along the main entry road. Additional work is under contract and will be completed this year in an area near a fuel vault east of the apron.

During 2010, several areas remain to be improved as part of the betterment project. This project will address the area along the Employee Lot, an area near the North SIDA gate (non-AOA) and near the Quick Turnaround (QTA) facility and an area along West Perimeter Road. These improvements will help prevent further soil erosion, prevent harm to the pavement in the Employee Lot and to the roadways and ensure compliance with erosion control and storm water permit responsibilities.

### Scope

Durham Engineering, Inc., a qualified MBE firm, was selected from a Request for Statement of Qualifications, to provide design services for the project. They have prepared plans and specifications for the Storm Water Drainage Improvements project. This project provides for completing the storm water drainage improvements sitework before late fall 2010.

Budget

Total package is estimated between \$100,000 and \$250,000. The funding for this project is within the approved cash flow for the Midfield Terminal.

Schedule

Pre-Bid Meeting	May 11, 2010	Time: 11:00 a.m.	Location: PO, Conf Rm 1
Bid Opening	May 27, 2010	Time: 3:00 p.m.	Location: PO, Conf Rm 1

Est. Bid Award (Board Mtg) July 16, 2010

Work is expected to start July 2010 and the substantial completion date is expected to be October 31, 2010.

Diversity Participation

The Diversity Director has conferred with the IAA staff and they estimate the opportunities for XBE% involvement on this project to be DBE 14%, MBE 9% and WBE 5%. The IAA staff and the Diversity Director are working with the community on this upcoming package to reach or exceed these targeted goals.

Recommendation

The IAA staff has reviewed the bid documents and recommends that the Board consider for approval Plans and Specifications for Bid Package B-03F – Storm Water Drainage Improvements, as prepared by Durham Engineering, Inc., and authorize the public bidding process.





1

Employee Parking Lot



3

Near QTA - North Access Road



Road at  
QTA Facility

2

Near North SIDA Gate (Non-AOA)



## Board Memo Plans & Specifications Approval

To: IAA Board of Directors

From: Mike Medvescek, Chief Operating Officer

Date: March 19, 2010

Board Date: April 16, 2010

Subject: Approval of Plans and Specifications for CIP/Project # I-09-011 Runway 14-32 and # I-10-017 Rehabilitate Foxtrot Lane and Authorize the Public Bidding Process

### Background

#### Rehabilitate 14/32 and Taxiway N Shoulder

This project went out for bid in 2009 and only one bid was received and it exceeded the engineer's estimate. In 2009, there was not sufficient time to modify the scope of work and rebid the project in time to meet the end of the construction season. In order to improve the opportunity to get more bidders and enhance the chances for lower bids, this project was combined with the 2010 Rehabilitate Existing Foxtrot Lane project. The Board approved the rejection of the bids in August 2009 with a rebid of the project in early 2010.

Runway 14-32 was last reconstructed by milling the existing asphalt surface and repaving with asphalt in 2002; and, as with all pavement projects, periodic maintenance is required to address pavement distresses that might have developed since the reconstruction. This requires the pavement to be visually surveyed for distresses like cracks, spalls and joint failures that have developed since the reconstruction. This work will help to ensure that life of pavement will reach the expected pavement live of fifteen (15) years. Taxiway N shoulder has deteriorated to a point where some reconstruction is required due to subbase failure and was included in the original project.

This project is eligible for Federal funding and attempts will be made to obtain funding for this project.

Rehabilitate Foxtrot Lane

Foxtrot Lane is the main roadway for Fire Station No. 2 that is used by heavy fire trucks. Due to the age and condition of the pavement, the roadway will be milled off and repaved.

This project is eligible for Federal funding and an attempt will be made to obtain funding for this project.

This project was approved for implementation by the Executive Management Team on December 8, 2009.

Scope

The scope of this project is to rehabilitate Runway 14-32, mill off and repave a portion of the shoulder of Taxiway N, and mill off existing Foxtrot Lane and repave.

Construction package is estimated between \$500,000 and \$1M.

Budget

Funding for this project is within the approved cash flow for the Capital Improvement Program.

Schedule

Pre-Bid Meeting: April 27, 2010 Time: 10:00 am Location: Program Office, CR 1

Bid Opening: May 20, 2010 Time: 2:00 pm Location: Program Office, CR 1

Est. Bid Award (Board Mtg) July 16, 2010

Work is expected to start August 2010 and substantial completion date is expected to be December 2010.

Diversity Participation

The Diversity Director has conferred with the Construction Manager and they estimate the opportunities for XBE% involvement on this project to be 14% DBE, 9% MBE and 5% WBE. The Construction Manager and the Diversity Director are working with the community on this upcoming package to reach or exceed these targeted goals.

Recommendations

The IAA staff has reviewed the bid documents and recommends that the Board consider for approval Plans and Specifications for CIP/Project # I-09-011 Runway 14-32 and # I-10-017 Rehabilitate Foxtrot Lane and, as prepared by Hanson Professional Services, Inc., and authorize the public bidding process.



## Board Memo – Quote Award

To: IAA Board of Directors

From: Michael T. Medvescek, Chief Operating Officer

Date: March 22, 2010

Board Date: April 16, 2010

Subject: Award of Contract to Gibraltar Construction Corporation for the Parking Garage Storage Room Improvements, Project #I-62

### Background

The design of the speed ramp at the west side of the parking garage created an open area underneath. This area was not designed for dry storage but later in the project some lighting and fencing were added to provide limited storage. Since the area was not designed specifically for storage, the area is not watertight and its use is limited. This work is needed to provide useable storage space and to reduce the potential for mold growth in order to make a space suitable for storage.

This project package provides for the installation of various improvements to these rooms which includes: exhaust fans, replacement of doors, interior gutters & drain piping, power washing of the floors, removal of wet paper and wood items, and reconnection of the fire alarm monitoring system. An alternate quote item was also included for the installation of humidistats and thermostats to control the fan operation.

On February 17, 2010, a request for quotes for the Parking Garage Storage Room Improvements was posted on the IAA website.

On March 11, 2010, the IAA staff received six (6) quotes ranging from \$26,710 to \$51,085. The lowest quote was submitted by Dallman Contractors. The contractors submitting the three (3) lowest quotes all failed to submit a signed Contract Signature Page as stipulated in the RFQ document which made them non-responsive.

Gibraltar Construction Corporation had the lowest responsive and responsible quote in the amount of \$33,971 with an alternate quote of \$4,740 for a total quote of \$38,711. The lowest responsive and responsible quote is based on the price of \$38,711.

Scope

This package provides for installation of various improvements to the two (2) rooms under the Parking Garage speed ramps.

Budget

Funding for this project is within the approved cash flow for the Midfield Terminal.

Schedule

Work is expected to start in April 2010 with a substantial completion date of August 2010.

Diversity Participation

The Diversity Director has approved the following MBE/WBE participation

FIRM	CLASSIFICATION	AMOUNT	%
Eagle Contractors, LLC	MBE	\$1,475.00	3.81%
Freeman Specialties	WBE	\$690.00	1.78%
Area Wide Electric	WBE	\$10,500.00	27.13%
Totals	MBE	\$1,475.00	3.81%
	WBE	\$11,190.00	28.91%

Recommendation

The IAA staff has reviewed the quotes and recommends that the Board consider for approval the rejection of the three (3) non-responsive quotes and consider for approval an award of contract for the Parking Garage Storage Room Improvements, Project #I-62, to Gibraltar Construction Corporation in an amount not-to-exceed \$38,711. Gibraltar Construction Corporation had the lowest responsive and responsible quote. MBE 3.81% (Eagle Contractors, LLC) and WBE 28.91% (Freeman Specialties, Area Wide Electric)



Looking East at Speed Ramp



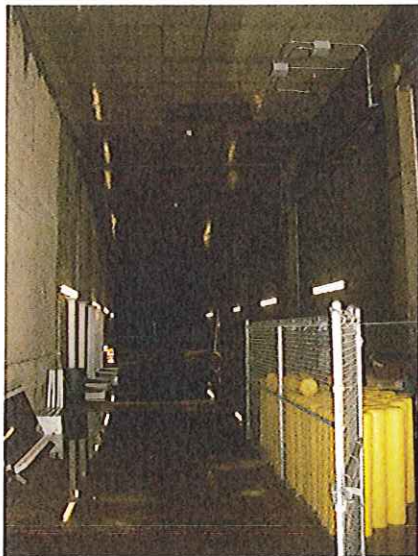
South Speed Ramp & South Storage Room



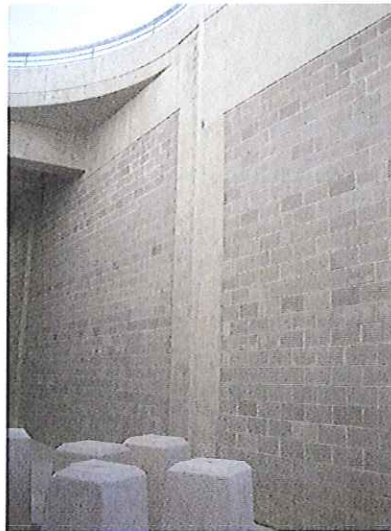
North Speed Ramp & North Storage Room



Existing Louver in Generator Room  
(new louver in Storage Room will be similar)



Interior North Storage Room



North Storage Room (East Wall) Exterior Wall



Interior South Storage Room

IND CHANGE ORDER REQUESTS

BP2010-04-9

BOARD DATE:  
April 16, 2010

COR/ CO #	PROJECT NO.	CONTRACTOR	TOTAL APPROVED PROJECT BUDGET	WITHIN APPROVED BUDGET	PREVIOUSLY APPROVED CHANGE ORDERS	ORIGINAL CONTRACT AMOUNT	THIS CHANGE ORDER REQUEST		CUM CHANGE PERCENT	NEW CONTRACT AMOUNT	Contract Description
							AMOUNT	PERCENT			
1	I-95-14H8.2	Innovative Construction Services, Inc.	\$87,532,000.00	YES	\$ -	\$ 319,310.00	\$ 6,558.04	2.05%	2.05%	\$ 325,868.04	Residential Sound Insulation Program
* Part of overall Noise Program Background: The Residential Sound Insulation Program involves updating windows, doors, HVAC system, and other elements that will reduce the noise levels within the home. An assessment of the condition of the four homes in this package was conducted; however, as the contractor removed the windows, doors and HVAC systems unforeseen issues were found. These included installing additional framing material for the window and doors and replacement of the existing supply duct system to insure the systems work as designed.											
2	2018-006	Rieth-Riley	\$ 4,500,402.00	YES	\$ 6,053.50	\$3,575,606.00	\$ 1,606.88	0.04%	0.21%	\$3,583,266.38	Taxiway A Rehab - Mt. Comfort Airport
Background: Existing drawings indicated that the underdrain was located further away from the pavement edge than actually found. So during the pavement removal process, a portion of the underdrain was damaged and had to be replaced.											
Background:											
Background:											
Background:											



## Board Memo – Property Acquisition

To: IAA Board of Directors

From: Robert A. Duncan, Special Advisor to CEO

Date: March 31, 2010

Board Date: April 16, 2010

Subject: Property Acquisition – Power Line Right-of-Way

### Background

The future development of a third parallel runway south of Interstate 70 will require the relocation of two major interstate power lines. In 2005, the Airport Authority Board determined that it was appropriate to establish the future power line routing and to acquire the necessary right-of-way over undeveloped properties. Although a decision to develop the third parallel runway is many years in the future, the acquisition of the necessary right-of-way before property is developed is in the best interests of the Airport.

### Scope

The Samarkand Properties, LTD parcel is one of two remaining undeveloped properties for power line relocation right-of-way. In addition to acquiring right-of-way over undeveloped properties, and consistent with existing Authority practice, single family homes within the proposed right-of-way have also been acquired on a hardship basis as they have been offered to the Authority. Attachment I illustrates the current status of the power line right-of-way project. The Samarkand transaction has been in negotiation over a period of four years and agreement has been reached at its current appraised value as shown on the land acquisition schedule to the Board Agenda.

### Schedule

April 16, 2010 – Approve Samarkand Properties, LTD Purchase Agreement

### Funding

The power line relocation project is currently funded from the 2010 Capital Improvement Fund Power Line land acquisition budget utilizing Authority local funding although the project will be eligible for federal grant reimbursement at some point in the future when the third runway development ever becomes an active project.

### Recommendation

The IAA Staff recommends the purchase of property per the attached schedule.

