

AGENDA

Greater Asheville Regional Airport Authority Regular Meeting Friday, July 8, 2022, 8:30 a.m. Conference Room at Administrative Offices

NOTICE TO THE PUBLIC: The Airport Authority welcomes comments from the public on any agenda item. Comments are received prior to the Board's discussion of the agenda item. Comments are limited to five minutes. Members of the public may attend the Authority Board meeting at 8:30 a.m. on Friday, July 8, 2022 in person or via Webex: 1-844-621-3956; Meeting Number (access code): 2632 339 7950

- I. CALL TO ORDER
- II. WELCOME AND SWEARING IN OF NEW BOARD MEMBERS: NATHAN KENNEDY AND ROBBY RUSSELL
- III. PRESENTATIONS: None
- IV. FINANCIAL REPORT (document)
- V. CONSENT ITEMS:
 - A. Approval of the Greater Asheville Regional Airport Authority June 10, 2022 Regular Meeting Minutes (<u>document</u>)
 - B. Approval of the Greater Asheville Regional Airport Authority June 27, 2022 Special Meeting Minutes (<u>document</u>)
 - C. Approval of Modification to Reimbursable Agreement AJW-FN-ESA-19-SO-003464 with the Federal Aviation Administration for Relocation of Airport-Owned Airport Traffic Control Tower Design Project (<u>document</u>)
 - D. Approval of the Greater Asheville Regional Airport Authority June 10, 2022 Closed Session Minutes
- VI. OLD BUSINESS: None



- VII. NEW BUSINESS:
 - A. Approve Guaranteed Maximum Price Amendment for Component Guaranteed Maximum Price No. 2 with Hensel Phelps Construction Company (<u>document</u>)
 - B. Approve Amendment to Design Contract with Pond & Company, Inc. for the Air Traffic Control Tower and Associated Facilities Project (document)
- VIII. DIRECTOR'S REPORT:
 - A. Update to State Commercial Funds
 - B. State Treasurer Letter
- IX. INFORMATION SECTION: (Staff presentations will not be made on these items. Staff will be available to address questions from the Board.)
 - A. May 2022 Traffic Report (document)
 - B. May 2022 Monthly Financial Report (document)
 - C. July 2022 Development/Project Status Report (document)
 - D. Potential Board Items for the Next Regular Meeting:
 - None identified at this time
- X. PUBLIC AND TENANTS' COMMENTS

Public and Tenant Comments will be heard in person or may be submitted as follows:

- 1. Please fill out a Comment Card located on the airport website here: <u>https://flyavl.com/boardcomment</u> by 3:00 pm on Thursday, July 7, 2022
- 2. Comments received, as specified above, shall be read during this Agenda period
- XI. CALL FOR NEXT MEETING: August 12, 2022



XII. CLOSED SESSION:

Pursuant to Subsections 143-318.11 (a) (3) and (4) of the General Statutes of North Carolina to Consult with Legal Counsel in Order to Preserve the Attorney-Client Privilege and to Discuss Matters Relating to the Location and/or Expansion of Industries or Other Businesses in the Area Served by the Authority, Including Agreement on a Tentative List of Economic Development Incentives that may be Offered by the Authority in Negotiations.

- XIII. AUTHORITY MEMBER REPORTS:
 - A. Key Strategic Elements (<u>document</u>)
- XIV. ADJOURNMENT

This agenda of the Greater Asheville Regional Airport Authority is provided as a matter of convenience to the public. It is not the official agenda. Although every effort is made to provide complete and accurate information in this agenda, the Greater Asheville Regional Airport Authority does not warrant or guarantee its accuracy or completeness for any purpose. The agenda is subject to change before and/or during the Board meeting.

		le Regiona cutive Sum						
		May-22						
	AIR	RPORT ACTI						
		M		ariance to		Calendar	Varianc	
December Englemente		Month		Prior Year	Y	ear to Date	Prior Y	
Passenger Enplanements		79,946		27.8%		307,358	57.29	%
Aircraft Operations								
Commercial		2,311		(5.2%)		8,732	(0.2%	%)
Scheduled Flights		889		(0.2%)				
Flight Cancellations		47						
Seats		91,221		8.0%		384,504	12.40	%
Load Factor		87.6%		18.4%		79.9%	39.80	%
General Aviation		4,299		(4.6%)		17,791	9.6%	6
Military		394		38.2%		2,385	66.0 ⁰	%
	FIN	ANCIAL RES	SULTS					
				Variance		Fiscal	Variar	
		Month	1	to Budget		ear to Date	to Bud	
Operating Revenues	\$	1,857,453		43.2%	\$	17,809,960	24.9	%
Operating Expenses		991,518		(4.6%)		8,774,907	(23.39	%)
				(·····			(- /
Net Operating Revenues before Depreciation	\$	865,935			\$	9,035,053		
Net Non-Operating Revenues	\$	528,329		73.2%	\$	18,157,633	441.2	2%
Grants:								
FAA AIP Grants	\$	1,207,516			\$	6,407,565		
NC Dept of Transportation Grants		1,417,444				5,669,776		
Total	\$	2,624,960			\$	12,077,341		
		CASH						
Restricted					\$	14,082,838		
Designated for O&M Reserve						6,038,279		
Designated for Emergency Repair						650,000		
Unrestricted, Undesignated						22,720,979		
Total					\$	43,492,096		
R	RECE	IVABLES PA	ST DU	E				
		Total		_ -30 Days	3	1-60 Days	Over 60	Da
Advertising Customers		14,050		2,025		4,025		8,0
Allegiant		3,046		1,678		-		1,3
Delta		1,550		-		-		1,5
Elite		280		-		-		2
FAA		147		-		-		1
Paradies		730		-		-		7
Spirit		341		-		-		Э
TSA		1,520		780		-		7
World Fuel Services		1,758		-				1,7
Miscellaneous		4,072		250		670		3,1
Total	\$	27,494	\$	4,733	\$	4,695	\$ 1	18,0
% of Total Receivables		2.69%						
Note: Excludes balances paid subsequent to month-e	nd.						=	
RE	VEN	UE BONDS F	PAYAB	BLE				
				iginal Amount		Irrent Balance		
Parking Garage Revenue Bond, Series 2016A			\$	15,750,000	\$	14,990,000		
Parking Garage Taxable Revenue Bond, Series 2016B				5,250,000		-		
			\$	21,000,000	\$	14,990,000		
	ADTT		ימיודד	5				
Annual Budget	APIT	AL EXPEND	ITURE	S	\$	51,144,549		

REGULAR MEETING GREATER ASHEVILLE REGIONAL AIRPORT AUTHORITY June 10, 2022

The Greater Asheville Regional Airport Authority ("Authority") met on Friday, June 10, 2022 at 8:30 a.m. in the Conference Room at the Authority's Administrative Offices, Asheville Regional Airport ("Airport"), 61 Terminal Drive, Suite 1, Asheville, NC 28732.

MEMBERS PRESENT: Matthew C. Burril, Chair; Brad Galbraith, Vice-Chair; George H. Erwin, Jr.; Carl H. Ricker, Jr.; Susan Russo Klein; and Britt Lovin

MEMBERS PRESENT VIA TELEPHONE/VIDEO: Thomas M. Apodaca

MEMBERS ABSENT: None

STAFF AND LEGAL COUNSEL PRESENT: Cindy Rice, Authority Legal Counsel; Lew Bleiweis, President & CEO ("president"); Michael Reisman, Deputy Executive Director; Tina Kinsey, Director of Marketing, Public Relations & Air Service Development; Janet Burnette, Director of Finance and Accounting; Shane Stockman, IT Director; John Coon, Director of Operations and Maintenance; Christina Madsen, Airport Properties and Contracts Manager; Jared Merrill, Airport Planning Manager; Samuel Sales, Chief of Public Safety; Angela Wagner, Director of Administration and Human Resources; Michael Merideth, Systems Administrator; and Ellen Heywood, Clerk to the Board

PRESENT IN PERSON: Vin Delnero, Parsons; Barbara Burril

ALSO PRESENT VIA TELEPHONE/VIDEO: Sandra Kilgore, Asheville City Council; John Kasuda, Siemens; Jon McCalmont, Parrish and Partners; James Moose, Avcon; Nick Loder, RS&H

<u>CALL TO ORDER</u>: The Chair called the meeting to order at 8:30 a.m.

PRESENTATIONS: None

FINANCIAL REPORT: A review of enplanements, aircraft operations, and general aviation activity for the month of April was provided by the president. Janet Burnette reported on the financial activity for the month of April.

<u>CONSENT ITEMS</u>: The Chair stated that Consent Item C, Approval of the Greater Asheville Regional Airport Authority May 13, 2022 Closed Session Minutes, would be pulled for review in Closed Session.

A. <u>Approval of the Greater Asheville Regional Airport Authority May 13,</u> <u>2022 Regular Meeting Minutes</u>: Ms. Russo Klein moved to approve the Greater Asheville Regional Airport Authority May 13, 2022 Regular Meeting Minutes. Mr. Erwin seconded the motion and it carried unanimously.

B. <u>Approve Resolution Accepting Grants</u>: Ms. Russo Klein moved to approve A Resolution Conferring Standby Authority to Accept Grants by the Greater Asheville Regional Airport Authority during the Fiscal Year 2022-2023. Mr. Lovin seconded the motion and it carried unanimously.

Greater Asheville Regional Airport Authority ~ Resolution ~

A RESOLUTION CONFERRING STANDBY AUTHORITY TO ACCEPT GRANTS BY THE GREATER ASHEVILLE REGIONAL AIRPORT AUTHORITY DURING THE FISCAL YEAR 2022-2023

WHEREAS, the Greater Asheville Regional Airport Authority ("Authority") is a body corporate and politic organized and created by the North Carolina General Assembly pursuant to Session Law 2012-121, House Bill 552 known as the Greater Asheville Regional Airport Authority Act ("Act"); and

WHEREAS, the Authority operates the Asheville Regional Airport ("Airport"); and

WHEREAS, the Authority has the right under the Act to accept grants of money and/or materials or property of any kind for any existing or future airport facilities from the State of North Carolina, the United States, or any agency, department, or subdivision of either of them: and

WHEREAS, the Federal Aviation Administration ("FAA"), a division under the United States Department of Transportation, annually awards entitlement grants and discretionary grants to airports throughout the United States in support of airport capital improvement projects; and

WHEREAS, the Airport is eligible for such grants; and

WHEREAS, the window of time to accept such grants from the FAA is usually relatively short and may not fall within the schedule of Authority board meetings; and

WHEREAS, the President & CEO recommends that the Authority adopt this resolution so as not to be in a position whereby a grant is forfeited or denied.

NOW, THEREFORE, BE IT RESOLVED and Adopted by the Authority as follows:

Lew Bleiweis, A.A.E., President & CEO of the Greater Asheville Regional Airport Authority, Michael Reisman, A.A.E., Chief Operating Officer, the Chair of the Authority, and/or the Vice Chair of the Authority, or any of them or their successors in office (each an "Authorized Officer") be, and they hereby are, authorized to accept, on behalf of the Authority, any and all grant offers made to the Authority by the State of North Carolina, the United States, or any agency, department, or subdivision of either of them; to execute and deliver, for and on behalf of the Authority, any and all instruments necessary to accept such grant offers; to ratify, accept, and adopt all assurances, statements, representations, warranties, covenants and agreements contained in any project application submitted by the Authority in connection with such grants; and to agree, on behalf of the Authority, to comply with any and all such assurances.

Adopted this 10th day of June, 2022

Matthew C. Burril, Chair

Attested by:

Ellen M. Heywood, Clerk to the Board

OLD BUSINESS: None

NEW BUSINESS:

A. <u>Approval of Emergency Procurement Authority</u>: Janet Burnette reminded the Board that the unusual escalation in the cost of goods, labor shortages and supply chain issues necessitated the president to seek approval of an Emergency Procurement Authority ("EPA") from the Board in March. The EPA allows for the president to authorize purchases that are up to \$10,000.00 in excess of the amount included in the FY2021/2022 Budget for that purchase. The total scope of the president's discretion was capped at

\$50,000.00 in the aggregate. All purchases made under that policy, and pursuant to the president's discretion, were to be reported to the Board for approval, ratification and amendment to the FY2021/2022 Budget. The president was to report the purchases to the Board no later than the earlier of (1) reaching the \$50,000 aggregate limit or (2) 90 days from the date of the purchase. Mrs. Burnette stated that staff has not had to use the EPA, but since there was no end in sight of the escalation of costs, staff was requesting an extension of the authorization into the 2022/2023 fiscal year until December 31, 2022.

A conversation took place with regards to extending the EPA through the fiscal year rather than just the calendar year.

Mr. Erwin moved to extend the authorization for the president and CEO to approve purchases up to \$10,000 in excess of budgeted amounts included in the FY2022/2023 Budget, not to exceed \$50,000 in the aggregate, through June 30, 2023 which coincides with the fiscal year. Ms. Russo Klein seconded the motion and it carried unanimously.

B. <u>Approval of Updated Air Service Incentive Policy</u>: Tina Kinsey informed the Board that staff has evaluated the Authority's air service incentive policy to ensure that the Authority remains competitive in the marketplace and is attractive to airlines. The updated policy is aligned with the route development needs of the Authority and outlines a more competitive approach to air service development incentives. Mrs. Kinsey reviewed the ways the airline industry has changed during the past few years and highlighted some of the changes that were made to the policy including more defined categories of incentives as well as waived fees for some service categories. Mrs. Kinsey pointed out that Board approval would still be needed for routes outside of the airport's top 25 origin & destination markets or to offer incentive funds in excess of the annual budget of \$300,000 for air service development.

A brief discussion took place concerning impact on budget with waived rent and fees as well as the revenue realized from parking, concessions, etc. if an airline were to propose five unserved routes from the airport.

Mr. Lovin moved to approve and adopt the amended Air Service Incentive policy as presented by staff. Ms. Russo Klein seconded the motion and it carried unanimously.

DIRECTOR'S REPORT: The president stated that he had a couple of additional items to address that were not included on the agenda.

A. <u>**Terminal Bond Update:**</u> The president briefed the Board on the bonds that were sold on May 19th for the Terminal Expansion and Modernization project. \$185 million in

bonds were sold at a premium, therefore, approximately \$196 million was deposited in the Authority's account on June 1st. A brief discussion took place with regards to the rate at which the bonds were sold. The president informed the Board that the next series of bonds will be sold in the fall with an intent to sell a total of \$275 million in bonds for the project.

B. JetBlue Inaugural: The president reported that Mr. Galbraith has agreed to fly to Boston for JetBlue's inaugural flight from Boston to Asheville on June 16th. A small celebration will be held for the passengers departing Asheville for Boston. Board Members are encouraged to attend the inaugural celebration in Asheville.

C. <u>**Discussion of Virtual Authority Board Meetings</u>:** The subject of bringing members of the public back to Authority Board meetings in person was discussed as well as having Board Members present in person for the meetings. The Board decided to keep the current option of allowing Board Members to attend meetings virtually if necessary, and allow members of the public to attend meetings in person. It was suggested the Board review the attendance policy and bring any suggestions concerning remote attendance to the next Board meeting for a discussion.</u>

Mr. Erwin moved to re-open Authority Board meetings to members of the public while also continuing to allow public participation virtually. Ms. Russo Klein seconded the motion and it carried unanimously.

D. <u>**Commuter Parking:**</u> The president reminded the Board that he had mentioned at the April Board meeting that parking for commuters was being discontinued due to a lack of available parking for employees working at the airport. The president made the Board aware that a complaint has been received from one gentleman who wants to be allowed to continue parking at the airport since he has paid for parking for the year. The president has had conversations with legal counsel concerning this matter.

E. <u>Terminal Expansion and Modernization Project</u>: The president informed the Board that Work Package 1 is currently underway and that bids were received for Work Package 2. The bids for Work Package 2 came in significantly higher than anticipated. The project was anticipated to cost \$210 million as of August 2021. In November 2021 the project cost had risen to \$238 million. The project is now expected to cost \$250 million, a 25% increase overall.

Michael Reisman introduced Vin Delnero with Parsons Transportation who recently came onboard as the program manager. Mr. Reisman reminded the Board that a final guaranteed maximum price program was initially approved for this project, however when prices began to escalate, the Board approved a component guaranteed maximum price structure. Mr. Reisman briefly reviewed the items included in Work Package 2 and stated that the trend log for the whole project has increased to approximately \$250 million and that Hensel Phelps is expecting even more increases. The Authority has to commit to what it would cost to complete the project or start removing substantial scope from the project to meet budget. The airside portion of the project including hold rooms, gate areas and loading bridges needs to be done, and the central energy plant, included in Work Package 2, would still need to be built, but was bid at a cost which is \$8 million more than was anticipated.

Discussions took place on original cost estimates, price increases, difficulties obtaining bids and sub-contractors, bifurcating Work Package 2 and postponing some of the work until Work Package 3, conversation with the FAA about the cost of the project, as well as cutting scope to meet the project budget. Staff anticipates receiving grant money from the federal government, but that funding is not yet available.

While the Board felt it was important to move forward with the project, staff was tasked with putting together additional economic forecasting including potential sources of revenue, and a special meeting of the Board would be called in late June to further discuss the project.

INFORMATION SECTION: No comments

PUBLIC AND TENANTS COMMENTS: None

<u>CALL FOR NEXT MEETING</u>: The Chair stated that the next regular meeting of the Board will be held on July 8, 2022.

AUTHORITY MEMBER REPORTS:

A. <u>Election of Board Officers – Nominating Committee Report</u>: Mr. Lovin stated that on behalf of the Nominating Committee, comprised of the Chair, Mr. Ricker and himself, a unanimous decision was made to nominate Mr. Galbraith as Chair and Mr. Erwin as Vice-Chair.

Mr. Lovin moved to appoint Mr. Galbraith as Chair and Mr. Erwin as Vice-Chair of the Greater Asheville Regional Airport Authority. Ms. Russo Klein seconded the motion and it carried unanimously.

SERVICE RECOGNITION AWARDS:

A. <u>**Thomas M. Apodaca**</u>: The Chair recognized Mr. Apodaca for his service on the Authority Board and read him the following resolution:

Greater Asheville Regional Airport Authority

~ Resolution ~

WHEREAS, the Greater Asheville Regional Airport Authority was created in June 2012 by State statutes to succeed the Asheville Regional Airport Authority for the purpose of maintaining, operating, regulating, developing, and improving the Asheville Regional Airport; and

WHEREAS, Thomas M. Apodaca served as Member of the Greater Asheville Regional Airport Authority from July 2019 through June 2022; and

WHEREAS, during his tenure the Authority focused on significant improvements including completion of an airfield re-development project, ramp expansion, and the design of a new terminal building project; and

WHEREAS, Thomas M. Apodaca provided invaluable guidance, superior judgment, and great humor as Authority Member, as a result of which the Authority continued to be successful and experienced unprecedented growth and development and strengthened its role and image in the community; and

NOW, THEREFORE, BE IT RESOLVED, that the Greater Asheville Regional Airport Authority expresses its sincere thanks and gratitude for Thomas M. Apodaca's tireless and dedicated efforts in serving the needs of the Greater Asheville Regional Airport Authority and the Western North Carolina community.

Adopted this 10th day of June, 2022.

Greater Asheville Regional Airport Authority

B. <u>Matthew C. Burril</u>: The Vice-Chair recognized Mr. Burril for his service on the Authority Board and presented him with the following resolution:

~ Resolution ~

WHEREAS, the Greater Asheville Regional Airport Authority was created in June 2012 by State statutes to succeed the Asheville Regional Airport Authority for the purpose of maintaining, operating, regulating, developing, and improving the Asheville Regional Airport; and

WHEREAS, Matthew C. Burril diligently served as Member of the Asheville Regional Airport Authority from January, 2015 through June, 2017 and the Greater Asheville Regional Airport Authority from January, 2015 through June, 2022; and

WHEREAS, Matthew C. Burril served as Vice-Chair of the Greater Asheville Regional Airport Authority from October, 2016 through June, 2018; and Chair of the Greater Asheville Regional Airport Authority from June, 2018 through June, 2022; and

WHEREAS, during his service to both organizations, Matthew C. Burril fulfilled his position with conscientiousness and brought highly regarded financial wisdom. He contributed to the positive perception of the Authority and its mission of being the premier airport for Western North Carolina. Under his guidance, governance and deliberations of the Authority were conducted with a sense of graciousness, fairness, and inclusiveness; and

WHEREAS, great improvements were made to the Asheville Regional Airport under the leadership of Matthew C. Burril, including completion of an airfield redevelopment project, ramp expansion, dedication of a new aircraft rescue firefighting facility, completion of a public parking facility, and the design of a new terminal building project;

NOW, THEREFORE, BE IT RESOLVED that the Greater Asheville Regional Airport Authority expresses its sincere gratitude to Matthew C. Burril for his dedication and service to the Asheville Regional Airport and the Western North Carolina community.

Adopted this 10th day of June, 2022.

Greater Asheville Regional Airport Authority

CLOSED SESSION: At 10:52 a.m. Mr. Lovin moved to go into Closed Session Pursuant to Subsections 143-318.11 (a) (3) and (4) of the General Statutes of North Carolina to Consult with Legal Counsel and to Discuss Matters Relating to the Location and/or Expansion of Industries or Other Businesses in the Area Served by the Greater Asheville Regional Airport Authority, Including Agreement on a Tentative List of Economic Development Incentives that may be Offered by the Greater Asheville Regional Airport Authority. Ms. Russo Klein seconded the motion and it carried unanimously.

The Chair indicated they would break for a few minutes at which time the Board would resume in closed session.

Open Session resumed at 11:15 a.m.

Mr. Apodaca left the meeting during Closed Session

GREATER ASHEVILLE REGIONAL AIRPORT AUTHORITY JUNE 10, 2022 CLOSED SESSION MINUTES: Mr. Lovin moved to seal the minutes for the Closed Session just completed and to withhold such Closed Session minutes from public inspection so long as public inspection would frustrate the purpose or purposes thereof. Mr. Ricker seconded the motion and it carried by a 6 to 0 vote.

APPROVAL OF THE GREATER ASHEVILLE REGIONAL AIRPORT AUTHORITY MAY 13, 2022 CLOSED SESSION MINUTES: Mr. Lovin moved to approve the minutes for the Greater Asheville Regional Airport Authority May 13, 2022 Closed Session Parts A and B and to seal and withhold the minutes for the May 13, 2022 Closed Session Parts A and B from public inspection so long as public inspection would frustrate the purpose or purposes thereof. Ms. Russo Klein seconded the motion and it carried by a 6 to 0 vote.

ADJOURNMENT: Mr. Galbraith moved to adjourn the meeting at 11:20 a.m. Mr. Erwin seconded the motion and it carried by a 6 to 0 vote.

Respectfully submitted,

Ellen Heywood Clerk to the Board

Approved:

Brad Galbraith Chair

SPECIAL MEETING GREATER ASHEVILLE REGIONAL AIRPORT AUTHORITY June 27, 2022

The Greater Asheville Regional Airport Authority ("Authority") met on Monday, June 27, 2022 at 1:00 p.m. in the Conference Room at the Authority's Administrative Offices, Asheville Regional Airport ("Airport"), 61 Terminal Drive, Suite 1, Asheville, NC 28732.

MEMBERS PRESENT: Brad Galbraith, Chair; George H. Erwin, Jr., Vice-Chair; and Britt Lovin

MEMBERS PRESENT VIA TELEPHONE: Matthew C. Burril; and Carl H. Ricker, Jr.

MEMBERS ABSENT: Thomas M. Apodaca; and Susan Russo Klein

STAFF AND LEGAL COUNSEL PRESENT: Cindy Rice, Authority Legal Counsel; Michael Reisman, Deputy Executive Director; Tina Kinsey, Director of Marketing, Public Relations & Air Service Development; Janet Burnette, Director of Finance and Accounting; John Coon, Director of Operations and Maintenance; Christina Madsen, Airport Properties and Contracts Manager; Samuel Sales, Chief of Public Safety; Michael Merideth, Systems Administrator; and Ellen Heywood, Clerk to the Board

STAFF PRESENT VIA VIDEO: Lew Bleiweis, President & CEO ("president")

PRESENT IN PERSON: Nathan Kennedy

CALL TO ORDER: The Chair called the meeting to order at 1:00 p.m. and stated that the sole purpose of the meeting was to discuss the terminal expansion and modernization project.

TERMINAL EXPANSION AND MODERNIZATION PROJECT: The president informed the Board that Michael Reisman would provide a brief overview of the project to date and Janet Burnette would provide financial information to help the Board determine if staff should move forward with the project as intended. Mr. Reisman advised the Board that staff has been keeping close track of the project trend log and that expenses for the project are evaluated with Hensel Phelps every two weeks. A recap of the scope and original cost of the project and the escalation in construction expenses to date was provided, as well as anticipated increases Hensel Phelps has predicted. Staff believes there may be some stabilization in prices for other construction projects at the airport, but cannot guarantee what will happen with costs for the terminal expansion and modernization project.

Mr. Ricker joined the meeting at 1:15 p.m.

Janet Burnette provided a financial presentation of the project including the increase in cost of the overall project, sources of funding, forecast assumptions, a debt service analysis, anticipated concessions revenue, and cost per enplanement to the airlines. Mrs. Burnette also advised the Board that all grant funding has not been included in the calculations for covering the cost of the project. Some of the grant amounts were not yet known, but once the funding is announced those amounts will be added to the formula. Mrs. Burnette further stated that staff is working on leasing undeveloped property. Projections show that within the next few years the Authority could see approximately \$600,000 annually in additional revenue once the land is leased. The Board thanked Mrs. Burnette for her conservative viewpoint and inquired if there were any areas of the forecast that were cause for concern. Mrs. Burnette responded that the Authority was in sound financial position and believed that the Authority would be able to cover the additional costs of the project.

Brief discussions took place with regards to current airline issues of route cuts and pilot shortages, the air traffic control tower project, PFC funding for the project, as well as payments for debt service over the next few years.

The Board agreed that staff should move forward with the Terminal Expansion and Modernization project.

The president advised the Board that staff would be bringing CGMP 2 to the Board for approval at the July Board meeting.

ADJOURNMENT: Mr. Erwin moved to adjourn the meeting at 1:49 p.m. Mr. Lovin seconded the motion and it carried unanimously.

Respectfully submitted,

Ellen Heywood Clerk to the Board

Approved:

Brad Galbraith Chair



MEMORANDUM

- TO: Members of the Airport Authority
- FROM: Michael A. Reisman, A.A.E. Deputy Executive Director

DATE: July 8, 2022

ITEM DESCRIPTION – Consent Item C

Approval of Modification to Reimbursable Agreement AJW-FN-ESA-19-SO-003464 with the Federal Aviation Administration (FAA) for Relocation of Airport-Owned Airport Traffic Control Tower Design Project

BACKGROUND

The Authority entered into a Reimbursable Agreement with the FAA on August 16, 2021 for sighting and other support services associated with the design of the new air traffic facility at the Asheville Regional Airport, in an amount not to exceed \$177,504.34. After the project had achieved the 70 percent design milestone, the FAA requested the Authority add approximately 3,000 square feet to the design of the facility. The change in design scope will require additional effort on the part of not only the airports design team, but by the FAA facilities and engineering group, prompting FAA's request to increase the amount of the Agreement to cover the additional services.

ISSUES

None.

ALTERNATIVES

The Board could elect to not move forward with this approval. However, this would generally cause delays in the completion of the tower design project.

Consent – Item C



GREATER ASHEVILLE REGIONAL AIRPORT AUTHORITY Consent Item C Approval of Modification to Reimbursable Agreement AJW-FN-ESA-19-SO-003464 with the Federal Aviation Administration (FAA) for Relocation of Airport-Owned Airport Traffic Control Tower Design Project Page 2

FISCAL IMPACT

The additional cost included in the modification to the Agreement is \$85,296.17, which will be paid/reimbursed to the Authority by the FAA as part of its agreement to pay for the additional expenses of the re-design. This increases the total modified Reimbursable Agreement not to exceed cost to \$262,800.51. It should be noted that another Reimbursable Agreement will be needed at a later date to cover the FAA's expenses associated with construction administration and oversight.

RECOMMENDED ACTION

It is respectfully requested that the Airport Authority Board resolve to (1) approve the Modification to Reimbursable Agreement AJW-FN-ESA-19-SO-003464 with the Federal Aviation Administration (FAA) for Relocation of Airport-Owned Airport Traffic Control Tower Design Project in the amount of \$85,296.17; and (2) authorize the President and CEO to execute the necessary documents.



U.S. Department of Transportation

Federal Aviation Administration Sent Electronically ATO – Eastern Service Center AJV-E34 P.O. Box 20636 Atlanta, GA 30320-0631

June 8, 2022

Greater Asheville Regional Airport Authority Attn: Lew Bleiweis Executive Director 61 Terminal Drive, Suite 1 Fletcher, NC 28732 (828) 684-2226

RE: Modification to Reimbursable Agreement AJW-FN-ESA-19-SO-003464: "Relocation of Airport-Owned Airport Traffic Control Tower, Asheville Regional Airport (AVL), Asheville, North Carolina."

Dear Mr. Bleiweis:

Article 10, of Reimbursable Agreement AJW-FN-ESA-19-SO-003464 between the Federal Aviation Administration and the Greater Asheville Regional Airport Authority requires that changes or modifications to the Agreement shall be made by written modification signed by the authorized representatives of each party. This letter will serve as the written modification to revise the costs in Article 7, "Estimated Costs." Other than the articles in this modification letter, all other articles of the original agreement remain unchanged.

ARTICLE 7, "Estimated Costs"

(Revised to include additional costs as Follows)

The additional estimated FAA costs associated with this Agreement are as follows:

LABOR	
WB4020 Engineering	\$44,070.00
Labor Subtotal	\$44,070.00
Labor Overhead	\$6,977.75
Labor Total	\$51,047.75
NON-LABOR	
WB4020 Engineering	\$31,711.50
Non Labor Subtotal	\$31,711.50
Non Labor Overhead	\$2,536.92
Non Labor Total	\$34,248.42
Amended Amount	\$85,296.17
TOTAL ADDITIONAL ESTIMATED COST DUE	\$85,296.17

If you have any questions or concerns, please contact John Fowler at (404) 305-7326.

FEDERAL AVIATION ADMINISTRATION

GREATER ASHEVILLE REGIONAL AIRPORT AUTHORITY

SIGNATURE		SIGNATURE	
NAME		NAME	
TITLE	Contracting Officer	TITLE	
DATE		DATE	

This instrument has been pre-audited in the manner required by the Local Budget and Fiscal Control Act

By:	Date:	
Finance Officer		



MEMORANDUM

TO: Members of the Airport Authority

FROM: Jared Merrill Planning Manager

DATE: July 8, 2022

ITEM DESCRIPTION – New Business Item A

Approve Guaranteed Maximum Price (GMP) Amendment for Component Guaranteed Maximum Price (CGMP) No. 2 with Hensel Phelps Construction Company

BACKGROUND

The Authority entered into an Agreement with Hensel Phelps Construction Company on December 11, 2020 for Construction Manager at Risk Services associated with the Terminal Modernization and Expansion Project. Subsequently, on January 6, 2022 the Authority approved a GMP amendment to this contract with Hensel Phelps for CGMP No. 1. This scope included the relocation of the airfield lighting vault, utilities, and other enabling work.

Since then, staff has worked with Hensel Phelps to price CGMP No. 2. This scope of work includes the construction of the Central Energy Plant, all civil sitework for the entire project, and the pre-ordering of long lead items such as the Passenger Boarding Bridges and the Baggage Handling System. Excepting general conditions and specific line-item allowances, this phase of work was competitively bid on April 19, 2022 utilizing contractors that were prequalified through the Authority's prequalification requirements. Per the attached CGMP documents the total cost for these services has been negotiated with Hensel Phelps to be a total of \$77,999,756.00.

AIA Document A133-2019 Exhibit A-2 (Guaranteed Maximum Price Amendment) amends the Standard Form of Agreement to include CGMP #2 as outlined above.

ISSUES

None.



GREATER ASHEVILLE REGIONAL AIRPORT AUTHORITY New Business Item A Terminal Building Phase 2 Modernization CGMP #2 Page 2

ALTERNATIVES

The Board could elect to not move forward with these approvals. However, this would require the CGMP #2 work to be rebid and jeopardize the FAA & TSA grant funding that are presently identified for this phase of work.

FISCAL IMPACT

The total cost for CGMP #2 is \$77,999,756.00. A portion of this is expected to be funded utilizing FAA & TSA Funds, and the remaining balance with Airport issued bonds.

RECOMMENDED ACTION

It is respectfully requested that the Airport Authority Board resolve to (1) approve AIA Document A-133-2019, Exhibit A-2 (Guaranteed Maximum Price Amendment) in the amount of \$77,999,756.00; (2) authorize an additional Owners Allowance of 3% in the amount of \$2,339,993.00; and (3) authorize the President & CEO to execute the necessary documents.

AIA[®] Document A133[®] – 2019 Exhibit A

Guaranteed Maximum Price Amendment

This Amendment dated the 8th day of July in the year 2022, is incorporated into the accompanying AIA Document A133TM-2019, Standard Form of Agreement Between Owner and Construction Manager as Constructor where the basis of payment is the Cost of the Work Plus a Fee with a Guaranteed Maximum Price dated the Eleventh day of December in the year Two Thousand Twenty (the "Agreement") (*In words, indicate day, month, and year.*)

for the following **PROJECT**: (*Name and address or location*)

Asheville Regional Airport Terminal Building Modernization Work Package No. 2 61 Terminal Drive Fletcher NC 28732

THE OWNER: (Name, legal status, and address)

Greater Asheville Regional Airport Authority 61 Terminal Drive, Suite 1 Fletcher, NC 28732

THE CONSTRUCTION MANAGER:

(Name, legal status, and address)

Hensel Phelps Construction Company 6557 Hazeltine National Drive, Suite 1 Orlando, FL 32822

TABLE OF ARTICLES

- A.1 GUARANTEED MAXIMUM PRICE
- A.2 DATE OF COMMENCEMENT AND SUBSTANTIAL COMPLETION
- A.3 INFORMATION UPON WHICH AMENDMENT IS BASED
- A.4 CONSTRUCTION MANAGER'S CONSULTANTS, CONTRACTORS, DESIGN PROFESSIONALS, AND SUPPLIERS

ARTICLE A.1 GUARANTEED MAXIMUM PRICE

§ A.1.1 Component Guaranteed Maximum Price No. 2 (CGMP No. 2)

Pursuant to Section 3.2.6 of the Agreement, the Owner and Construction Manager hereby amend the Agreement to establish a Guaranteed Maximum Price. As agreed by the Owner and Construction Manager, the Guaranteed Maximum Price is an amount that the Contract Sum shall not exceed. The Contract Sum consists of the Construction Manager's Fee plus the Cost of the Work, as that term is defined in Article 6 of the Agreement.

ADDITIONS AND DELETIONS:

The author of this document has added information needed for its completion. The author may also have revised the text of the original AIA standard form. An Additions and Deletions Report that notes added information as well as revisions to the standard form text is available from the author and should be reviewed. A vertical line in the left margin of this document indicates where the author has added necessary information and where the author has added to or deleted from the original AIA text.

This document has important legal consequences. Consultation with an attorney is encouraged with respect to its completion or modification.

AIA Document A201[™]−2017, General Conditions of the Contract for Construction, is adopted in this document by reference. Do not use with other general conditions unless this document is modified.

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§ A.1.1.1 The Contract Sum is guaranteed by the Construction Manager not to exceed Seventy-Seven Million, Nine Hundred Ninety-Nine Thousand, Seven Hundred Fifty-Six Dollars and zero cents (\$ 77,999,756.00), subject to additions and deductions by Change Order as provided in the Contract Documents.

§ A.1.2 Itemized Statement of the Component Guaranteed Maximum Price No. 2. Provided below is an itemized statement of the Component Guaranteed Maximum Price No. 2 organized by trade categories, including allowances; the Construction Manager's contingency; alternates; the Construction Manager's Fee; and other items that comprise the Guaranteed Maximum Price as defined in Section 3.2.1 of the Agreement. (*Provide itemized statement below or reference an attachment.*)

See attached itemized statement titled AVL - CGMP No. 2 (Attachment A)

§ A.1.1.3 The Construction Manager's Fee shall be three percent (3.0%) and calculated in accordance with Section 6.1.2 of the Agreement. The first sentence of Section 6.1.2 of the Agreement is hereby amended to read "Fee shall be calculated as a percent of the Cost of Work, and shall be set at three percent (3.0%), including but not limited to allowances".

§ A.1.1.4 The method of adjustment of the Construction Manager's Fee for changes in the Work is set forth in Section 6.1.3 of the Agreement.

N/A

§ A.1.1.5 Alternates

§ A.1.1.5.1 Alternates, if any, included in the Guaranteed Maximum Price:

Item	Price
Delete Temporary Bag Claim as listed under Additional Alt #1 within	d Reflected in cost of work
Attachment A	
Removal of AWI requirement as liste under Additional Alt #1 within	d Reflected in cost of work
Attachment A	
Security Escorts	Reflected in Allowances

§ A.1.1.5.2 Subject to the conditions noted below, the following alternates may be accepted by the Owner following execution of this Exhibit A. Upon acceptance, the Owner shall issue a Modification to the Agreement. (*Insert below each alternate and the conditions that must be met for the Owner to accept the alternate.*)

Item	Price	Conditions for Acceptance
N/A		

§ A.1.1.6 Unit prices, if any:

(Identify the item and state the unit price and quantity limitations, if any, to which the unit price will be applicable.)

	Price per Unit (\$0.00)
30 day period	\$98,616.00
	30 day period

ARTICLE A.2 DATE OF COMMENCEMENT AND SUBSTANTIAL COMPLETION

§ A.2.1 The date of commencement of the Work shall be: *(Check one of the following boxes.)*

[X] The date of execution of this Amendment.

[] Established as follows:

(Insert a date or a means to determine the date of commencement of the Work.)

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If a date of commencement of the Work is not selected, then the date of commencement shall be the date of execution of this Amendment.

§ A.2.2 Unless otherwise provided, the Contract Time is the period of time, including authorized adjustments, allotted in the Contract Documents for Substantial Completion of the Work. The Contract Time shall be measured from the date of commencement of the Work.

§ A.2.3 Substantial Completion

§ A.2.3.1 Subject to adjustments of the Contract Time as provided in the Contract Documents, the Construction Manager shall achieve Substantial Completion of the entire Work:

(Check one of the following boxes and complete the necessary information.)

[X] Not later than Four Hundred and Twelve (412) calendar days from the date of commencement of the Work for all work included and depicted in Attachment A, Figure 2 "Areas of CGMP 02 Schedule".

[] By the following date:

§ A.2.3.2 Subject to adjustments of the Contract Time as provided in the Contract Documents, if portions of the Work are to be completed prior to Substantial Completion of the entire Work, the Construction Manager shall achieve Substantial Completion of such portions by the following dates:

Portion of Work

Substantial Completion Date

§ A.2.3.3 If the Construction Manager fails to achieve Substantial Completion as provided in this Section A.2.3, liquidated damages, if any, shall be assessed as set forth in Section 6.1.6 of the Agreement.

ARTICLE A.3 INFORMATION UPON WHICH AMENDMENT IS BASED

§ A.3.1 The Component Guaranteed Maximum Price No. 2 and Contract Time set forth in this Amendment are based on the Contract Documents and the following:

§ A.3.1.1 The following Supplementary and other Conditions of the Contract:

As included in AVL CGMP No.2 document - Attachment A

Document	Title	Date	Pages
§ A.3.1.2 The following Spe (Either list the Specification		xhibit attached to this Ar	mendment.)
See Attachment B			
Section	Title	Date	Pages
§ A.3.1.3 The following Dra (Either list the Drawings he See Attachment C		it attached to this Amend	dment.)
Number		Title	Date

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§ A.3.1.4 The Sustainability Plan, if any:

(If the Owner identified a Sustainable Objective in the Owner's Criteria, identify the document or documents that comprise the Sustainability Plan by title, date and number of pages, and include other identifying information. The Sustainability Plan identifies and describes the Sustainable Objective; the targeted Sustainable Measures; implementation strategies selected to achieve the Sustainable Measures; the Owner's and Construction Manager's roles and responsibilities associated with achieving the Sustainable Measures; the specific details about design reviews, testing or metrics to verify achievement of each Sustainable Measure; and the Sustainability Documentation required for the Project, as those terms are defined in Exhibit C to the Agreement.)

Title

Date

Pages

4

Other identifying information:

§ A.3.1.5 Allowances, if any, included in the Component Guaranteed Maximum Price No. 2: *(Identify each allowance.)*

The following scopes remain to be purchased and the following allowances are included in the CGMP No. 2 in Section A.1.1.1 for each.

Item	Price
Final Cleaning	\$3,810.00
Site Concrete	\$1,181,000.00
BHS Design Modifications	\$75,000.00
BHS Miscellaneous Steel Connections	\$75,000.00
PBB Card Readers	\$12,000.00
PBB Upgrade/Design Modifications	\$240,000.00
Landscaping	\$55,000.00
Outside Gas Service	\$25,000.00
CEP CX/Turnover	\$60,000.00
Temporary Wayfinding Signage	\$10,000.00
Underground Investigations	\$20,000.00
Industrial Hygienist	\$16,800.00
Stone Retaining Wall	\$25,000.00
Temporary Aircraft Pavement Markings	\$60,000.00
Temporary Apron Pole Lighting	\$25,000.00
Existing Structure Underpinning	\$50,000.00
Materials Testing	\$254,310.00
Security Escort Services	\$105,000.00
Permitting	\$134,000.00
Temporary Construction	\$3,840,177.00

§ A.3.1.6 Assumptions and clarifications, if any, upon which the Component Guaranteed Maximum Price No. 2 is based: *(Identify each assumption and clarification.)*

As included in AVL CGMP No.2 document – Attachment A

§ A.3.1.7 The Component Guaranteed Maximum Price No. 2 is based upon the following other documents and information:

(List any other documents or information here, or refer to an exhibit attached to this Amendment.)

ARTICLE A.4 CONSTRUCTION MANAGER'S CONSULTANTS, CONTRACTORS, DESIGN PROFESSIONALS, AND SUPPLIERS

§ A.4.1 The Construction Manager shall retain the consultants, contractors, design professionals, and suppliers, identified below:

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(List name, discipline, address, and other information.)

Any and all consultants, contractors, design professionals (including Quality Control and for all Bridge the Gap services) or suppliers required by the contract documents or needed to provide for a complete project in conjunction with the Contractors responsibilities outlined in the Agreement.

This Amendment to the Agreement entered into as of the day and year first written above.

OWNER (Signature)

Lew S. Bleiweis, AAE, President & CEO (Printed name and title) CONSTRUCTION MANAGER (Signature) Scott Shelby, Operations Manager

(Printed name and title)

This instrument has been pre-audited in the manner required by the Local Government Budget and Fiscal Control Act.

Finance Officer Signature

Date

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2C.03 - Plumbing 355,300 2C.04 - Electrical & Technology 5,317,500 2D.01 - Structural & Misc Steel 839,600 2D.02 - Precast 575,081 2E.01 - Waterproofing & Sealants 110,000 2E.02 - Roofing 238,432 2E.03 - Fencing 273,600 2E.04 - Dorywall & Related 92,333 2E.05 - Doors, Frames, & Hardware 85,000 2E.06 - Fooring 66,993 2E.07 - Giass & Glazing 15,677 2E.08 - Fooring 26,99 2E.09 - Painting 7,450 2E.10 - Building Specialities 22 2E.10 - Signage 2,394 2E.10 - Fire Extinguishers 580 2E.10 - Fire Extinguishers 580 2E.10 - Fire Extinguishers 580 2E.10 - Fire Extinguishers 381,000 2E.10 - Fire Extinguishers 383,000 2E.10 - Suilding Permit 3,400,177 2E.10 - Fire Extinguishers 381,000 2E.10 - Conomic Price Adjustment 3,105,118 2E.20 - Economic Price Adjustment 3,105,118 2E.20 - Economic Price Adjustment 3,400,07205 <	HENSEL PHELPS A	VL - CGMP 02 Rev 1
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2A.01 - Baggage Handling Systems 16,486,676 2A.02 - Passenger Boarding Bridges 12,470,501 2B.01 - Site Development 7,272,675 2B.02 - Site Concrete 3,644,000 2B.03 - Turnkey Concrete 355,000 2C.01 - Fire Protection 190,633 2C.02 - Wechanical 6,520,144 2C.03 - Plumbing 355,300 2C.04 - Electrical & Technology 5,317,500 2D.01 - Structural & Misc Steel 839,600 2D.02 - Precast 273,600 2E.01 - Waterproofing & Sealants 110,000 2E.02 - Roofing 228,432 2E.03 - Fencing 273,600 2E.04 - Waterproofing & Sealants 110,000 2E.04 - Waterproofing & Sealants 15,675 2E.05 - Doors, Frames, & Hardware 85,000 2E.06 - Overhead Doors 86,503 2E.06 - Overhead Doors 86,503 2E.10 - Building Specialties 2 2E.10 - Signage 2,394 2E.10 - Signage 3,940,177 2E.10 - Signage 3,940,177 2E.10 - Tierg Alog ethe Gap Services		TOTAL
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2D.01 - Structural & Misc Steel 839,600 2D.02 - Precast 575,081 2E.01 - Waterproofing & Sealants 110,000 2E.02 - Roofing 228,432 2E.03 - Fencing 227,3600 2E.04 - Drywall & Related 92,333 2E.05 - Doors, Frames, & Hardware 86,300 2E.05 - Overhead Doors 86,300 2E.07 - Glass & Glazing 15,675 2E.08 - Flooring 66,993 2E.09 - Painting 77,450 2E.10 - Building Specialties 22,102 - Wall Protection 2E.10 - Suidling Specialties 5,044 2E.10.1 - Signage 2,394 2E.10.2 - Wall Protection 8,514 2E.10.3 - Toilet Accessories 5,048 2E.10.4 - Emergency Aid Equipment 6,874 2E.10.5 - Metal Canopies 8,950 2E.1.1 - Millwork, Cabinerty, & Countertops 10,109 2E.1.2 - Wall Panels & Siding 39,0256 2E.1.3 - Final Cleaning 3,840,177 2Z.50 - Temporary Construction 3,840,177 2Z.51 - Final Cleaning 3,840,177 2Z.50 - Temporary Construction 3,840,177 2Z.51 - Final Cleaning 3,840,177 2Z.51 - Final Cleaning 3,840,177 2Z.51 - General Requirements 727,663	2C.03 - Plumbing	355,300
2D.02 - Precast 375,081 2E.01 - Waterproofing & Sealants 110,000 2E.02 - Roofing 238,432 2E.03 - Fencing 273,600 2E.04 - Drywall & Related 92,333 2E.05 - Doors, Frames, & Hardware 85,000 2E.06 - Overhead Doors 86,300 2E.07 - Glass & Glazing 115,675 2E.08 - Flooring 66,993 2E.09 - Painting 77,450 2E.10 - Building Specialties 2 2E.10.1 - Signage 2,394 2E.10.2 - Wall Protection 8,514 2E.10.2 - Wall Protection 8,514 2E.10.3 - Toilet Accessories 5,004 2E.10.4 - Emergency Aid Equipment 6,874 2E.10.5 - Metal Canopies 8,950 2E.11 - Millwork, Cabinerty, & Countertops 10,109 2E.12 - Wall Panels & Siding 390,256 2E.13 - Bridge the Gap Services 374,773 2E.10 - Metal Canopies 8,950 2E.10 - Metals & Siding 360,177 2E.10 - Metals & Siding 360,177 2E.10 - Sinalox ences 853,000	2C.04 - Electrical & Technology	5,317,500
2E.01 - Waterproofing & Sealants 110,000 2E.02 - Roofing 238,432 2E.03 - Fencing 273,600 2E.04 - Drywall & Related 92,333 2E.05 - Doors, Frames, & Hardware 86,300 2E.06 - Overhead Doors 86,300 2E.07 - Glass & Glazing 15,675 2E.08 - Flooring 66,993 2E.09 - Painting 77,450 2E.10 - Building Specialties 22,001 2E.10 - Suilding Specialties 5,044 2E.10 - Fire Extinguishers 580 2E.10.2 - Wall Protection 8,514 2E.10.3 - Fire Extinguishers 580 2E.10.4 - Emergency Aid Equipment 6,874 2E.10.5 - Hre Extinguishers 390,256 2E.11 - Millwork, Cabinerty, & Countertops 10,109 2E.12 - Wall Panels & Siding 390,256 2E.13 - Bridge the Gap Services 374,773 2Z.50 - Temporary Construction 3,840,177 2Z.51 - Final Cleaning 3,810 2Z.55 - Allowances 853,800 2Z.60 - Economic Price Adjustment 3,105,118 2Z.50 - Temporary Construction 3,216,51,77,660 2Z.60 - E	2D.01 - Structural & Misc Steel	839,600
2E.02 - Roofing 238,432 2E.03 - Fencing 273,600 2E.04 - Drywall & Related 92,333 2E.05 - Doors, Frames, & Hardware 86,000 2E.06 - Overhead Doors 86,300 2E.07 - Glass & Glazing 15,675 2E.08 - Flooring 66,993 2E.09 - Painting 77,450 2E.10 - Building Specialities 2 2E.10 - Suilding Specialities 5,048 2E.10 - Fire Extinguishers 5,804 2E.10.3 - Toilet Accessories 5,048 2E.10.5 - Fire Extinguishers 8,950 2E.10.5 - Fire Extinguishers 8,950 2E.10.5 - Fire Extinguishers 3,940,177 2E.12 - Wall Panels & Siding 390,256 2E.13 - Bridge the Gap Services 374,773 2Z.50 - Temporary Construction 3,840,177 2Z.51 - Fine Extinguishers 853,800 2Z.50 - Temporary Construction 3,105,118 2Z.50 - Temporary Construction 3,105,118 2Z.51 - Fine Extinguister 55,407,205 General Requirements 727,660 2Z.50 - Subiding Permit <td>2D.02 - Precast</td> <td>575,081</td>	2D.02 - Precast	575,081
ZE.03 - Fencing Z73,600 ZE.03 - Fencing Z73,600 ZE.04 - Drywall & Related 23,333 ZE.05 - Doors, Frames, & Hardware 86,300 ZE.06 - Overhead Doors 866,300 ZE.07 - Glass & Glazing 15,675 ZE.08 - Painting 77,450 ZE.09 - Painting 77,450 ZE.10 - Building Specialties 2 ZE.10 - Signage 2,394 ZE.10 - Metal Canopies 8,950 ZE.11 - Millwork, Cabinerty, & Countertops 10,109 ZE.12 - Wall Panels & Siding 390,256 ZE.13 - Bridge the Gap Services 374,773 ZZ.50 - Temporary Construction 3,840,177 ZZ.51 - Final Cleaning 3,810 ZZ.50 - Somic Price Adjustment 3,105,118 ZZ.50 - Building Permit 3,44	2E.01 - Waterproofing & Sealants	110,000
2E.04 - Dryvall & Related 22,333 2E.05 - Doors, Frames, & Hardware 28,000 2E.06 - Overhead Doors 86,300 2E.07 - Glass & Glazing 15,675 2E.08 - Flooring 66,993 2E.09 - Painting 77,450 2E.00 - Building Specialties 2,394 2E.10 - Building Specialties 2,394 2E.10 - Suilding Specialties 5,048 2E.10 - Fore Extinguishers 5,048 2E.10 - Fore Extinguishers 5,800 2E.10 - Fore Extinguishers 5,800 2E.10 - Fore Extinguishers 5,800 2E.11 - Frie Extinguishers 3,800,127 2E.12 - Wall Protection 3,840,127 2E.13 - Bridge the Gap Services 374,773 2E.14 - Magregate Piers 79,700 2E.13 - Bridge the Gap Services 853,800 2E.25 - Allowances 853,800 2E.26 - Economic Price Adjustment 3,105,118 22.50 - Temporary Construction 3,840,127 2E.14 - Bridge the Gap Services 5,407,205 General Requirements 72,7600 2E.27 - Final Clean	2E.02 - Roofing	238,432
ZE.05 - Doors, Frames, & Hardware 88,000 ZE.05 - Overhead Doors 86,300 ZE.06 - Overhead Doors 86,300 ZE.07 - Glass & Glazing 15,675 ZE.08 - Flooring 66,993 ZE.09 - Painting 77,450 ZE.10 - Signage 2,394 ZE.10.1 - Signage 2,394 ZE.10.2 - Wall Protection 8,514 ZE.10.3 - Toilet Accessories 5,048 ZE.10.4 - Emergency Aid Equipment 6,874 ZE.10.5 - Fire Extinguishers 580 ZE.10.6 - Metal Canopies 8,950 ZE.11 - Millwork, Cabinerty, & Countertops 10,109 ZE.12 - Wall Panels & Siding 390,256 ZE.13 - Bridge the Gap Services 374,773 ZZ.40 - Aggregate Piers 79,700 ZZ.50 - Temporary Construction 3,840,177 ZZ.60 - Economic Price Adjustment 3,105,118 ZZ.60 - Economic Price Adjustment 3,105,118 ZZ.60 - Economic Price Adjustment 3,207,205 General Requirements 55,407,205 Subtortal \$65,207,661 Markups <	2E.03 - Fencing	273,600
2E.06 - Overhead Doors 86,300 2E.07 - Glass & Glazing 15,675 2E.08 - Flooring 66,993 2E.09 - Painting 77,450 2E.10 - Building Specialties 2,394 2E.10 - Building Specialties 2,394 2E.10.1 - Signage 2,394 2E.10.2 - Wall Protection 8,514 2E.10.3 - Toilet Accessories 5,048 2E.10.5 - Fire Extinguishers 580 2E.10.6 - Metal Canopies 8,950 2E.11 - Millwork, Cabinerty, & Countertops 10,109 2E.12 - Wall Panels & Siding 390,256 2E.13 - Bridge the Gap Services 374,773 2Z.40 - Aggregate Piers 79,700 2Z.50 - Temporary Construction 3,840,177 2Z.60 - Economic Price Adjustment 3105,118 2Z.60 - Economic Price Adjustment 3105,118 2Z.60 - Economic Price Adjustment 54,07,205 General Requirements 55,407,205 Subtoral \$5,407,205 General CondItions 5,407,205 Subcontractor Bonds 976,521 CMAR Contingency - 3.00% of Tota	2E.04 - Drywall & Related	92,333
ZE.07 - Glass & Glazing 15,672 ZE.08 - Flooring 66,993 ZE.09 - Painting 77,450 ZE.10 - Building Specialties 2,394 ZE.10.1 - Signage 2,394 ZE.10.2 - Wall Protection 8,514 ZE.10.3 - Toilet Accessories 5,048 ZE.10.5 - Fire Extinguishers 580 ZE.10.6 - Metal Canopies 8,950 ZE.11 - Millwork, Cabinerty, & Countertops 10,109 ZE.12 - Wall Protection 3,840,177 ZE.13 - Bridge the Gap Services 374,773 ZE.14 - Magregate Piers 79,700 ZE.5 - Allowances 853,800 ZZ.50 - Temporary Construction 3,840,177 ZZ.51 - Final Cleaning 3,810 ZZ.52 - Allowances 853,800 ZZ.51 - Sublotal 565,207,663 Markups Subtotal 565,207,663 Markups	2E.05 - Doors, Frames, & Hardware	85,000
ZE.08 - Flooring 66,939 ZE.09 - Painting 77,450 ZE.09 - Painting 77,450 ZE.10 - Building Specialties 2,394 ZE.10.1 - Signage 2,394 ZE.10.2 - Wall Protection 8,514 ZE.10.3 - Toilet Accessories 5,048 ZE.10.4 - Emergency Aid Equipment 6,874 ZE.10.5 - Fire Extinguishers 580 ZE.10.6 - Metal Canopies 8,950 ZE.11 - Millwork, Cabinerty, & Countertops 10,109 ZE.12 - Wall Panels & Siding 390,256 ZE.13 - Bridge the Gap Services 374,773 ZE.14 - Aggregate Piers 79,700 ZE.15 - Final Cleaning 3,840,177 ZE.50 - Temporary Construction 3,840,177 ZE.50 - Temporary Construction 3,840,177 ZE.51 - Final Cleaning 3,810 ZE.52 - Allowances 853,800 ZE.50 - Temporary Construction 3,840,077 ZE.51 - Brind Cleaning 3,810,077 ZE.52 - Allowances 853,800 ZE.52 - Allowances 853,800 ZE.51 - Building Permit 3,10	2E.06 - Overhead Doors	86,300
ZE.09 - Painting77,450ZE.10 - Building Specialties2,394ZE.10.1 - Signage2,394ZE.10.2 - Wall Protection8,5142E.10.3 - Toilet Accessories5,048ZE.10.4 - Emergency Aid Equipment6,874ZE.10.5 - Fire Extinguishers580ZE.10.6 - Metal Canopies8,950ZE.11 - Millwork, Cabinerty, & Countertops10,109ZE.12 - Wall Panels & Siding390,256ZE.13 - Bridge the Gap Services374,773ZZ.40 - Aggregate Piers79,700ZZ.50 - Temporary Construction3,840,177ZZ.50 - Temporary Construction3,840,177ZZ.50 - Joing Permit3,105,118ZZ.90 - Building Permit3,105,118ZZ.90 - Building Permit727,660MarkupsSubtotalGENERAL CONDITIONS\$54,07,205General Requirements727,660INDIRECTS\$5,113,052Subcontractor Bonds976,522CMAR Contingency - 3,00% of Total2,339,993CA Services - Faith Group73,657CM Home Office Personnel - Exhibit E315,500Testing Allowance - 0.39% of CoW254,310Insurances Outside of OCIP - 0.48% of Total77,992CMR FEE\$2,271,838CMR FEE\$2,271,838CMR FEE\$2,271,838CMR FEE\$2,271,838CMR FEE\$2,271,838CMR FEE\$2,271,838CMR Fee - 3.00%TotalCMR Fee - 3.00%TotalCMR Fee - 3.00%TotalCMR Fee - 3.00%	2E.07 - Glass & Glazing	15,675
ZE.10 - Building Specialties 2,394 ZE.10.1 - Signage 2,394 ZE.10.2 - Wall Protection 8,514 ZE.10.3 - Toilet Accessories 5,048 ZE.10.5 - Fire Extinguishers 580 ZE.10.6 - Metal Canopies 8,950 ZE.11 - Millwork, Cabinerty, & Countertops 10,109 ZE.12 - Wall Panels & Siding 390,256 ZE.13 - Bridge the Gap Services 374,773 ZZ.40 - Aggregate Piers 79,700 ZZ.50 - Temporary Construction 3,840,177 ZZ.50 - Economic Price Adjustment 3,105,118 ZZ.90 - Building Permit 134,000 ZZ.91 - General Requirements 727,660 Markups GENERAL CONDITIONS \$55,407,205 General Conditions 5,407,205 Subtotal \$65,207,661 INDIRECTS \$55,113,052 Subcontractor Bonds 976,521 CMAR Contingency - 3,00% of Total 2,339,993 CA Services - Faith Group 73,657	2E.08 - Flooring	66,993
2E.10.1 - Signage 2,394 2E.10.2 - Wall Protection 8,514 2E.10.3 - Toilet Accessories 5,048 2E.10.4 - Emergency Aid Equipment 6,874 2E.10.5 - Fire Extinguishers 580 2E.10.6 - Metal Canopies 8,950 2E.11 - Millwork, Cabinerty, & Countertops 10,109 2E.12 - Wall Panels & Siding 390,256 2E.13 - Bridge the Gap Services 374,773 2Z.40 - Aggregate Piers 79,700 2Z.50 - Temporary Construction 3,840,177 2Z.51 - Final Cleaning 3,810 2Z.52 - Allowances 853,800 2Z.50 - Temporary Construction 3,105,118 2Z.50 - Building Permit 134,000 2Z.51 - General Requirements 727,660 Markups Subtotal \$65,207,661 Markups Subtotal \$65,207,661 Markups Subtotal \$65,207,661 Markups \$5,407,205 \$5,113,052 General Conditions \$6,207,661 \$3,407,205 Subcontractor Bonds 976,521 \$5,113,052 <t< td=""><td>2E.09 - Painting</td><td>77,450</td></t<>	2E.09 - Painting	77,450
2E.10.2 - Wall Protection 8,514 2E.10.3 - Toilet Accessories 5,048 2E.10.4 - Emergency Aid Equipment 6,874 2E.10.5 - Fire Extinguishers 580 2E.10.6 - Metal Canopies 8,950 2E.11 - Millwork, Cabinerty, & Countertops 10,109 2E.12 - Wall Panels & Siding 390,256 2E.13 - Bridge the Gap Services 374,773 2Z.40 - Aggregate Piers 79,700 2Z.50 - Temporary Construction 3,840,177 2Z.51 - Final Cleaning 3,810 2Z.55 - Allowances 853,800 2Z.60 - Economic Price Adjustment 3,105,118 2Z.90 - Building Permit 134,000 2Z.91 - General Requirements 727,660 Markups Subtotal \$65,207,661 Markups Subtotal \$65,207,005 General Conditions 5,407,205 Subcontractor Bonds 976,521 CMAR Contingency - 3.00% of Total 2,339,993 CA Services - Faith Group 73,657 CM Home Office Personnel - Exhibit E 31,550 Testing Allowance - 0.39% of CoW 254,310 Insurances Outside of OCIP - 0.48% of Tota	2E.10 - Building Specialties	
2E.10.3 - Toilet Accessories 5,048 2E.10.4 - Emergency Aid Equipment 6,874 2E.10.5 - Fire Extinguishers 580 2E.10.6 - Metal Canoples 8,950 2E.11 - Millwork, Cabinerty, & Countertops 10,109 2E.12 - Wall Panels & Siding 390,256 2E.13 - Bridge the Gap Services 374,773 2Z.40 - Aggregate Piers 79,700 2Z.50 - Temporary Construction 3,840,177 2Z.51 - Final Cleaning 3,810 2Z.55 - Allowances 853,800 2Z.60 - Economic Price Adjustment 3,105,118 2Z.91 - General Requirements 727,660 Markups Subtotal \$65,207,661 Markups Subtotal \$2,407,205	2E.10.1 - Signage	2,394
2E.10.4 - Emergency Aid Equipment 6,874 2E.10.5 - Fire Extinguishers 580 2E.10.6 - Metal Canopies 8,950 2E.11 - Millwork, Cabinerty, & Countertops 10,109 2E.12 - Wall Panels & Siding 390,256 2E.13 - Bridge the Gap Services 374,773 2Z.40 - Aggregate Piers 79,700 2Z.50 - Temporary Construction 3,840,177 2Z.51 - Final Cleaning 3,810 2Z.55 - Allowances 853,800 2Z.60 - Economic Price Adjustment 3,105,118 2Z.90 - Building Permit 134,000 2Z.91 - General Requirements 565,207,661 Markups GENERAL CONDITIONS \$55,407,205 General Conditions 5,407,205 Subcontractor Bonds 976,521 Subcontractor Bonds 976,521 CMAR Contingency - 3,00% of Total 2,339,992 CM Home Office Personnel - Exhibit E 315,500 Testing Allowance - 0.39% of CoW 224,310 Insurances Outside of OCIP - 0.48% of Total 778,992 CMR P&P Bonds - 1.00% of Total 778,992 CMR FEE	2E.10.2 - Wall Protection	8,514
2E.10.5 - Fire Extinguishers 580 2E.10.6 - Metal Canopies 8,950 2E.11 - Millwork, Cabinerty, & Countertops 10,109 2E.12 - Wall Panels & Siding 390,256 2E.13 - Bridge the Gap Services 374,773 2Z.40 - Aggregate Piers 79,700 2Z.50 - Temporary Construction 3,840,177 2Z.51 - Final Cleaning 3,810 2Z.55 - Allowances 883,800 2Z.60 - Economic Price Adjustment 3,105,118 2Z.90 - Building Permit 134,000 2Z.91 - General Requirements 727,660 Markups Subtotal \$65,207,661 Markups Subtotal \$65,207,661 Markups Subtotal \$65,207,661 Markups \$5,407,205 \$5,407,205 General Conditions \$,407,205 \$5,407,205 Subcontractor Bonds 976,521 \$5,113,052 Subcontractor Bonds 976,521 \$5,407,205 CMAR Contingency - 3.00% of Total 2,339,932 \$2,407,205 CMAR Contingency - 3.00% of Total 31,550 \$3,105,500 \$3	2E.10.3 - Toilet Accessories	5,048
2E.10.6 - Metal Canopies 8,950 2E.11 - Millwork, Cabinerty, & Countertops 10,109 2E.12 - Wall Panels & Siding 390,256 2E.13 - Bridge the Gap Services 374,773 2Z.40 - Aggregate Piers 79,700 2Z.50 - Temporary Construction 3,840,177 2Z.51 - Final Cleaning 3,810 2Z.55 - Allowances 883,800 2Z.60 - Economic Price Adjustment 3,105,118 2Z.90 - Building Permit 134,000 ZZ.91 - General Requirements 727,660 Markups Subtotal \$65,207,661 Markups Subcontractor Bonds \$5,407,205 General Conditions \$5,407,205 \$5,113,052 Subcontractor Bonds \$76,521 \$5,113,052 Subcontractor Bonds \$76,527 \$5,407,205 General Conditions \$5,407,205 \$5,407,205 <	2E.10.4 - Emergency Aid Equipment	6,874
ZE.11 - Millwork, Cabinerty, & Countertops10,109ZE.12 - Wall Panels & Siding390,256ZE.13 - Bridge the Gap Services374,773ZZ.40 - Aggregate Piers79,700ZZ.50 - Temporary Construction3,840,177ZZ.51 - Final Cleaning3,810ZZ.55 - Allowances853,800ZZ.60 - Economic Price Adjustment3,105,118Z2.91 - General Requirements727,660MarkupsSubtotalGENERAL CONDITIONS\$5,407,205General Conditions5,407,205Subcontractor Bonds976,521CMAR Contingency - 3.00% of Total2,339,993CA Services - Faith Group73,657CM Home Office Personnel - Exhibit E315,500Testing Allowance - 0.39% of CoW254,310Insurances Outside of OCIP - 0.48% of Total779,996CMR FEE\$2,271,838CMR FEE\$2,271,838CMR FEE\$2,271,838CMR FEE\$2,271,838CMR Fee - 3.00%2,271,838	2E.10.5 - Fire Extinguishers	580
ZE.12 - Wall Panels & Siding 390,256 ZE.13 - Bridge the Gap Services 374,773 ZZ.40 - Aggregate Piers 79,700 ZZ.50 - Temporary Construction 3,840,177 ZZ.51 - Final Cleaning 3,810 ZZ.55 - Allowances 853,800 ZZ.60 - Economic Price Adjustment 3,105,118 ZZ.91 - General Requirements 727,660 Markups Subtotal GENERAL CONDITIONS \$5,407,205 General Conditions 5,407,205 Subcontractor Bonds 976,521 CMAR Contingency - 3.00% of Total 2,339,992 CA Services - Faith Group 73,657 CM Home Office Personnel - Exhibit E 315,500 Testing Allowance - 0.39% of CoW 254,310 Insurances Outside of OCIP - 0.48% of Total 779,992 CMR FEE \$2,271,838 CMR FEE \$2,271,838	2E.10.6 - Metal Canopies	8,950
ZE.13 - Bridge the Gap Services 374,773 ZZ.40 - Aggregate Piers 79,700 ZZ.50 - Temporary Construction 3,840,177 ZZ.51 - Final Cleaning 3,810 ZZ.55 - Allowances 853,800 ZZ.50 - Economic Price Adjustment 3,105,118 ZZ.90 - Building Permit 134,000 ZZ.91 - General Requirements 727,660 Subtotal \$65,207,661 Markups \$5,407,205 General Conditions 5,407,205 INDIRECTS \$5,113,052 Subcontractor Bonds 976,521 CMAR Contingency - 3.00% of Total 2,339,993 CA Services - Faith Group 73,657 CM Home Office Personnel - Exhibit E 315,500 Testing Allowance - 0.39% of CoW 254,310 Insurances Outside of OCIP - 0.48% of Total 779,998 CMR FEE \$2,271,838 CMR FEE \$2,271,838 CMR Fee - 3.00% 2,271,838	2E.11 - Millwork, Cabinerty, & Countertops	10,109
22.40 - Aggregate Piers 79,700 22.50 - Temporary Construction 3,840,177 22.51 - Final Cleaning 3,810 22.55 - Allowances 853,800 22.60 - Economic Price Adjustment 3,105,118 22.90 - Building Permit 134,000 22.91 - General Requirements 727,660 Subtotal Sector Subtotal Sector Subtotal Sector Subtotal Sector Subtotal Sector Subtotal Subcontractor Bonds Subcontractor Bonds CMAR Contingency - 3.00% of Total CA Services - Faith Group Testing Allowance - 0.39% of CoW Insurances Outside of OCIP - 0.48% of Total CMR FEE CMR FEE CMR FEE CMR FEE SLOW	2E.12 - Wall Panels & Siding	390,256
22.50 - Temporary Construction 3,840,177 22.51 - Final Cleaning 3,810 22.55 - Allowances 853,800 22.60 - Economic Price Adjustment 3,105,118 22.90 - Building Permit 134,000 22.91 - General Requirements 727,660 Subtotal Sec.207,661 Markups \$5,407,205 General ConDITIONS \$5,407,205 General Conditions 5,407,205 Subcontractor Bonds 976,521 CMAR Contingency - 3.00% of Total 2,339,993 CA Services - Faith Group 73,657 CM Home Office Personnel - Exhibit E 315,500 Testing Allowance - 0.39% of CoW 254,310 Insurances Outside of OCIP - 0.48% of Total 373,073 CMR FEE \$2,271,838 CMR FEE \$2,271,838	2E.13 - Bridge the Gap Services	374,773
22.51 - Final Cleaning 3,810 22.55 - Allowances 853,800 22.60 - Economic Price Adjustment 3,105,118 22.90 - Building Permit 134,000 22.91 - General Requirements 727,660 Subtotal S65,207,661 Markups \$5,407,205 General ConDITIONS \$5,407,205 General Conditions 5,407,205 INDIRECTS \$5,113,052 Subcontractor Bonds 976,521 CMAR Contingency - 3.00% of Total 2,339,993 CA Services - Faith Group 73,657 CM Home Office Personnel - Exhibit E 315,500 Testing Allowance - 0.39% of Cow 254,310 Insurances Outside of OCIP - 0.48% of Total 373,073 CMR FEE \$2,271,838 CMR FEE \$2,271,838 CMR Fee - 3.00% 2,271,838	2Z.40 - Aggregate Piers	79,700
ZZ.55 - Allowances 853,800 ZZ.60 - Economic Price Adjustment 3,105,118 ZZ.90 - Building Permit 134,000 ZZ.91 - General Requirements 727,660 Subtotal S65,207,661 Markups \$5,407,205 General ConDITIONS \$5,407,205 General Conditions 5,407,205 INDIRECTS \$5,113,052 Subcontractor Bonds 976,521 CMAR Contingency - 3.00% of Total 2,339,993 CA Services - Faith Group 73,657 CM Home Office Personnel - Exhibit E 315,500 Testing Allowance - 0.39% of CoW 254,310 Insurances Outside of OCIP - 0.48% of Total 373,073 CMR FEE \$2,271,838 CMR FEE \$2,271,838 CMR FEE \$2,271,838	22.50 - Temporary Construction	3,840,177
22.60 - Economic Price Adjustment 3,105,118 22.90 - Building Permit 134,000 22.91 - General Requirements 5465,207,661 Subtotal Subtotal GENERAL CONDITIONS General Conditions 5,407,205 General Conditions 5,407,205 INDIRECTS \$5,113,052 Subcontractor Bonds 976,521 CMAR Contingency - 3.00% of Total 2,339,993 CA Services - Faith Group 73,657 CM Home Office Personnel - Exhibit E 315,500 Testing Allowance - 0.39% of Cow 254,310 Insurances Outside of OCIP - 0.48% of Total 373,073 CMR P&P Bonds - 1.00% of Total 779,998 CMR FEE \$2,271,838 CMR Fee - 3.00% 2,271,838	22.51 - Final Cleaning	3,810
22.90 - Building Permit 134,000 22.91 - General Requirements 727,660 Subtotal \$665,207,661 Markups \$5,407,205 General Conditions 5,407,205 INDIRECTS \$5,113,052 Subcontractor Bonds 976,521 CMAR Contingency - 3.00% of Total 2,339,993 CA Services - Faith Group 73,657 CM Home Office Personnel - Exhibit E 315,500 Insurances Outside of OCIP - 0.48% of Total 373,073 CMR P&P Bonds - 1.00% of Total 779,998 CMR FEE \$2,271,838 CMR FEE - 3.00% 2,271,838	22.55 - Allowances	853,800
Z2.91 - General Requirements 727,660 Subtotal \$565,207,661 Markups \$5,407,205 GENERAL CONDITIONS \$5,407,205 General Conditions 5,407,205 INDIRECTS \$5,113,052 Subcontractor Bonds 976,521 CMAR Contingency - 3.00% of Total 2,339,993 CA Services - Faith Group 73,657 CM Home Office Personnel - Exhibit E 315,500 Testing Allowance - 0.39% of CoW 254,310 Insurances Outside of OCIP - 0.48% of Total 779,998 CMR FEE \$2,271,838 CMR FEE \$2,271,838 CMR Fee - 3.00% 2,271,838	22.60 - Economic Price Adjustment	3,105,118
SubtotalSec. 207,661MarkupsGENERAL CONDITIONS\$5,407,205General Conditions5,407,205INDIRECTS\$5,113,052Subcontractor Bonds976,521CMAR Contingency - 3.00% of Total2,339,993CA Services - Faith Group73,657CM Home Office Personnel - Exhibit E315,500Testing Allowance - 0.39% of CoW254,310Insurances Outside of OCIP - 0.48% of Total373,073CMR P&P Bonds - 1.00% of Total779,998CMR FEE\$2,271,838CMR Fee - 3.00%2,271,838	2Z.90 - Building Permit	134,000
Markups \$5,407,205 GENERAL CONDITIONS \$5,407,205 General Conditions 5,407,205 General Conditions 5,407,205 INDIRECTS \$5,113,052 Subcontractor Bonds 976,521 CMAR Contingency - 3.00% of Total 2,339,993 CA Services - Faith Group 73,657 CM Home Office Personnel - Exhibit E 315,500 Testing Allowance - 0.39% of CoW 254,310 Insurances Outside of OCIP - 0.48% of Total 373,073 CMR P&P Bonds - 1.00% of Total 779,998 CMR FEE \$2,271,838 CMR FEE \$2,271,838 CMR Fee - 3.00% 2,271,838	2Z.91 - General Requirements	727,660
General Conditions 5,407,205 INDIRECTS \$5,113,052 Subcontractor Bonds 976,521 CMAR Contingency - 3.00% of Total 2,339,993 CA Services - Faith Group 73,657 CM Home Office Personnel - Exhibit E 315,500 Testing Allowance - 0.39% of CoW 254,310 Insurances Outside of OCIP - 0.48% of Total 373,073 CMR FEE \$2,271,838 CMR FEE \$2,271,838 CMR FEE \$2,271,838	Markups	Subtotal \$65,207,661
General Conditions 5,407,205 INDIRECTS \$5,113,052 Subcontractor Bonds 976,521 CMAR Contingency - 3.00% of Total 2,339,993 CA Services - Faith Group 73,657 CM Home Office Personnel - Exhibit E 315,500 Testing Allowance - 0.39% of CoW 254,310 Insurances Outside of OCIP - 0.48% of Total 373,073 CMR P&P Bonds - 1.00% of Total 779,998 CMR FEE \$2,271,838 CMR Fee - 3.00% 2,271,838	GENERAL CONDITIONS	\$5,407,205
INDIRECTS \$\$5,113,0522 Subcontractor Bonds 976,521 CMAR Contingency - 3.00% of Total 2,339,993 CA Services - Faith Group 73,657 CM Home Office Personnel - Exhibit E 315,500 Testing Allowance - 0.39% of CoW 254,310 Insurances Outside of OCIP - 0.48% of Total 373,073 CMR P&P Bonds - 1.00% of Total 779,998 CMR FEE \$2,271,838 CMR Fee - 3.00% 2,271,838	General Conditions	5,407,205
Subcontractor Bonds 976,521 CMAR Contingency - 3.00% of Total 2,339,993 CA Services - Faith Group 73,657 CM Home Office Personnel - Exhibit E 315,500 Testing Allowance - 0.39% of CoW 254,310 Insurances Outside of OCIP - 0.48% of Total 373,073 CMR P&P Bonds - 1.00% of Total 779,998 CMR FEE \$2,271,838 CMR Fee - 3.00% 2,271,838	INDIRECTS	\$5,113,052
CA Services - Faith Group 73,657 CM Home Office Personnel - Exhibit E 315,500 Testing Allowance - 0.39% of CoW 254,310 Insurances Outside of OCIP - 0.48% of Total 373,073 CMR P&P Bonds - 1.00% of Total 779,998 CMR FEE \$2,271,838 CMR Fee - 3.00% 2,271,838	Subcontractor Bonds	976,521
CA Services - Faith Group 73,657 CM Home Office Personnel - Exhibit E 315,500 Testing Allowance - 0.39% of CoW 254,310 Insurances Outside of OCIP - 0.48% of Total 373,073 CMR P&P Bonds - 1.00% of Total 779,998 CMR FEE \$2,271,838 CMR Fee - 3.00% 2,271,838	CMAR Contingency - 3.00% of Total	2,339,993
CM Home Office Personnel - Exhibit E 315,500 Testing Allowance - 0.39% of CoW 254,310 Insurances Outside of OCIP - 0.48% of Total 373,073 CMR P&P Bonds - 1.00% of Total 779,998 CMR FEE \$2,271,838 CMR Fee - 3.00% 2,271,838	CA Services - Faith Group	73,657
Testing Allowance - 0.39% of CoW 254,310 Insurances Outside of OCIP - 0.48% of Total 373,073 CMR P&P Bonds - 1.00% of Total 779,998 CMR FEE \$2,271,838 CMR Fee - 3.00% 2,271,838	CM Home Office Personnel - Exhibit E	315,500
CMR P&P Bonds - 1.00% of Total 779,998 CMR FEE \$2,271,838 CMR Fee - 3.00% 2,271,838	Testing Allowance - 0.39% of CoW	254,310
CMR P&P Bonds - 1.00% of Total 779,992 CMR FEE \$2,271,838 CMR Fee - 3.00% 2,271,838	Insurances Outside of OCIP - 0.48% of Total	373,073
CMR FEE \$2,271,838 CMR Fee - 3.00% 2,271,838	CMR P&P Bonds - 1.00% of Total	779,998
CMR Fee - 3.00% 2,271,838		
	Tota	
ESTIMATE TOTAL \$77,999,756		NAMES, NO AN ADDRESS OF A DESCRIPTION OF A

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Bid Package 2 Rev 2 Clarifications, Assumptions & Exclusions:

Trades associated with CGMP 02:

Baggage Handling Systems, Passenger Boarding Bridges, Site Development, Site Concrete, Building Concrete, Fire Protection, Mechanical, Plumbing, Electrical, Low Voltage, Structural Steel, Miscellaneous Steel, Precast Concrete, Waterproofing, Sealants, Roofing, Fencing, Drywall, Framing, Rough Carpentry, Doors, Frames, Hardware, Overhead Doors, Glass, Glazing, Flooring, Painting, Building Specialties, Millwork, and Architectural Screen Walls.

General Clarifications:

- Precast Architectural Concrete is based upon utilizing Spring Precast, located in Cobb, GA, as the fabricator of the architectural precast panels.
- Site apron paving based upon fixed-form construction, not slip-form construction.
- The cost of work items within the estimate reflects "today" costs. Economic Price Adjustments covers potential cost increases, from today through the contracting/ purchasing of trade partners.
- Value from CGMP 02 Trade Partners Value for OCIP, if they were to add for General Liability and Excess Liability, has been provided. (OCIP covers G/L and Excess Liability, and these values are not included in Trade Partner pricing.)
- It is assumed that the Trade Partner markups listed within the trade bid forms will be honored by the Ownership/Architect team for all future funding authorizations and/or change orders.
- The testing responsibilities will be as outlined in the specifications and confirmed with the Master Test Register submitted to Gresham Smith and the Airport on 04/14/22 and subsequently approved on 04/27/22.
 - An allowance has been created to pick up special testing and inspections at the request of GARAA/Parsons.
- Assumes North Carolina DOR Form E-589CI, Affidavit of Capital Improvement, will be issued by GARAA to Hensel Phelps when requested by onsite Trade Partners.
- Assumes that GARAA will have their 3% Owner Contingency allocated to support CMGP 02 and the approval process to transfer funds will not be dictated by the Board Meeting schedule/frequency.
- Refer to the Bridge the Gap portion of this submission for specific C&A's associated with that scope.
- It is assumed that any remaining alternates as shown in CMGP 02 REV2 are void and GARAA has accepted the alternatives they wish to include.
- Minimal Security Escorts have been included as an allowance. The assumption included in the base proposal is that the trades all have a minimum of 1 foreman badged and those trades needing to perform work in restricted areas, have adequate badges to supervise the work per the schedule.



			62.040	
	FINAL CLEANING		\$3,810	
	SITE CONCRETE		\$1,181,000	
Allo	wances Carried:			
1	BHS DESIGN MODIFICATIONS	\$75,000		
2	BHS MISC STEEL CONNECTIONS	\$75,000		
3	PBB CARD READERS	\$12,000		Refer to Pre-Bid RFI#086
4	PBB UPGRADE/DESIGN MODIFICATIONS	\$240,000		By the time of procurement, it is assumed that there will be technology upgrades available that may be worth AVL review/approval.
5	LANDSCAPING	\$55,000		Currently no landscape design in BP 02. Allowance includes Arborist.
6	OUTSIDE GAS SERVICE	\$25,000		Interior gas service is under the plumber. This is for the exterior gas service gap between the Dominion install and the connection to interiors.
7	CEP CX/TURNOVER	\$60,000		Once Mechanical is under contract, need to discuss options of Load Bank/Manual start up vs warranty extensions to support CEP turnover.
7	TEMPORARY WAYFINDING SIGNAGE	\$10,000		
8	UNDERGROUND INVESTIGATIONS	\$20,000		
9	INDUSTRIAL HYGIENIST	\$16,800		
10	STONE RETAINING WALL	\$25,000		
11	TEMPORARY AIRCRAFT PAVEMENT MARKINGS	\$60,000		This is to cover the temporary safety envelopes and/or any changes/updates to the temporary markings required by GS/GARAA
12	TEMPORARY APRON POLE LTG	\$25,000		Request from Architect to boot exterior light levels associated with the temp walkways.
13	EXISTING STRUCTURE UNDERPINNING	\$50,000		
14	MATERIALS TESTING	\$254,310		Increased to pick up cost for Special Inspections. Further discussion still required w/ AHJ to confirm any conflict of interest.



CGMP 02 AVL Terminal Modernization Project

15	SECURITY ESCORT	\$105,000	
	SERVICES		
16	PERMITTING	\$134,000	
17	TEMPORARY	**	**Please refer to the backup included
	CONSTRUCTION		herein for these breakdowns.

*As outlined in the contract, whenever costs are more or less than the stated allowance, the Contract Sum shall be adjusted accordingly by Change Order.

Alternates Summary:

Alt 1	Delete One (1) Generator	(\$434,018)	As per specification section 01 2300 Alternates.
Alt 2	Delete One (1) Chiller	(\$734,091)	As per specification section 01 2300 Alternates.
Alt 3	Not Applicable for CGMP2		As per specification section 01 2300 Alternates.
Alt 4	Delete Two (2) Inbound BHS Systems	(\$999,088)	As per specification section 01 2300 Alternates.
Alt 5	Delete PBB Gates 1 & 2	(\$2,139,640)	As per specification section 01 2300 Alternates.
Alt 6	Delete CEP Building Screening	(\$470,347)	As per specification section 01 2300 Alternates.
Additional Alt 1	Delete Temp Bag Claim BHS	-	APPROVED and removed from this scope. The final requirements for the Temp Baggage Hall to be discussed prior to CGMP 03.
Additional Alt 2	Delete New S. Concourse BHS	(\$1,079,565)	Delete the furnishing and installation of the New South Concourse BHS. BHS to be deleted commences approximately at column line V.2/44.2 on drawing BH201C4.P2 and continues on drawings BH201C5.P2 and BH201C6.P2.
Additional Alt 3	CGMP 02 NC DBE % decrease	-	See NC Disadvantage Business Enterprise Section further in this narrative. This alternate was PARTIALLY APPROVED.
Additional Alt 4	Security Escorts	-	APPROVED and moved to an allowance.
Additional Al 5	Removal of AWI requirements	-	APPROVED and reflected in the cost of work.

Unit Price Summary:

Additional 30-Day BHS Operational Periods \$98,616

This is the unit price for additional 30-Day BHS operational periods required for BHS section

CGMP 02 AVL Terminal Modernization Project

turnovers; outside of the 6 required in the base scope.

General Exclusions:

HENSEL PHELPS Plan, Build, Manage,

- Installation of Duke Energy duct banks, cabling, equipment, patching asphalt parking area. Duke costs to be direct to owner.
- Gas line, service fees, and taps (up to and including the gas meter) is to be covered by an allowance. Further coordination is required with the local utility to advise on their inclusions/exclusions.
- Spray Applied Fireproofing in not anticipated and is excluded.
- Temporary Bagge Hall:
 - There have been some discussions about possibly adding a temporary baggage claim area, in the existing taxi waiting area. The foundations, structure, finishes, MEPT/FP requirements have yet to be developed. This CGMP does not include any work associated with this potential temporary baggage claim area, with the only exception being the temporary baggage handling system that might be incorporate. (See Additional Alternate #1 – Delete Temp Bag Claim BHS).
- HP is excluding monthly utility bills for water, sewer, and internet as those will be direct bill to the Owner.
- Any construction work beyond March of 2025 is excluded. The billable rates approved and included as part of the original Prime Agreement were for a construction schedule that outlined a March 2025 project completion.
 - In return, HP is excluding as part of CGMP 02, any cost-of-living adjustment or salary increases as those increases do not apply based on the anticipated construction schedule for CGMP 02.
 - Please note the CGMP 02 schedule included shows a 2024 finish; however, there are components that cannot be complete until the award/commencement of CGMP 03 and the terminal. Please refer to the schedule section of this narrative for specifics on what scope work must be completed in conjunction with the terminal build of CGMP03.
- AWI certified millwork/casework for CGMP 02 is excluded.

Temporary Construction:

For CGMP 02, temporary construction includes three main areas (all other areas will be part of CGMP 03). These areas were priced utilizing the Bluebeam Session Phased Drawing set provided by Gresham Smith to HP on 04/14/22.

- 1. The Temporary South Hold Room (THR)
- 2. The Temporary Walkways (TW)
- 3. The Temporary CBIS (CBIS/BHS)



HENSEL PHELPS Plan, Build, Manage,

• South Hold Room (THR) specific:

- The allowance included herein is based upon a clear span trailer purchase price. This scope will be further reviewed and potentially modified to a standard trailer layout and rental agreement post award.
- The warranty period for the South Hold Room trailers (assuming a purchase) will be 1 year from install. Extended warranty is excluded at this time. Personal property tax is also excluded from the proposal (\$1,625/mo) assuming a purchase.
- It is assumed the AVL janitorial staff will handle custodial and general maintenance
- HP is excluding Light bulb replacement, HVAC filter replacement and general maintenance.
- Excluding supply of furniture for temp hold room.
- Hensel Phelps has included within the overall Temp Hold Room Allowance a \$10,000
 value to assist with relocating furniture. Per conversations with GARAA, furniture
 relocation will be mostly completed by internal resources with HP on-call for large
 object moves as required.
- It is assumed due to size (under 6000 sf) and distance from terminal, that no fire suppression is required.
- Relocation of any additional gates is excluded outside of existing North Hold Room to Temporary South Hold Room.
- Allowance for American Airlines ATO Swing Space trailers are included, assumed allowance includes the cost for 1 set of double-wide trailers. Trailers consist of standard finishes and amenities included and is assumed to be located on airport property. Due to uncertainty of location, all underground utilities and connections are excluded from this allowance.
- Concrete patching (if required) is excluded for THR.
- Relocation of existing Trash/Recycling/Compactor containers is excluded (coordination with AVL on relocation for waste services access is still required).
- Pricing does not include design or install of stormwater for hold room trailer, assumed 300 LF of trench drain.
- High impact protection ratings of trailer windows (from wind/blast) is excluded. State code minimums are included.
- Relocation of the temp hold room trailers (assuming purchase) is excluded, but is an option that the vendor can support should GARAA chose to make that decision at a later date.

• Temporary Walkways (TW) specific:

- Assumption is based on temporary scaffold system, not inclusive of any overhead protection system that would require additional structural ratings above scaffolding. Standard wind load ratings and structural ratings of scaffold applies only.
- o Roof maintenance is excluded.
- Low profile light barriers will be provided by AVL, HP assumes cost for install and maintenance for the east face of TW/west face of temp tug path and excluded from west face of TW/east face of temp tug path.

CGMP 02 AVL Terminal Modernization Project



 Assumption at time of submission was per the Bluebeam Session which included Phasing Drawings (301B.P1) provided by Gresham Smith on_05.16.22.

• Temp CBIS specific:

- o Re-Mag and moving of TSA equipment is assumed by Owner.
- Excluding any early relocating of Blue Ridge grease trap that is in the way of the permanent foundations as that work is assumed to be part of CGMP 03.
- An allowance has been provided to assist with underpinning of exposed existing building foundations as required while completing the CBIS area of work.
- Excluding any additional antenna relocation outside of the North Concourse gray antenna that needs to be relocated due to install of the temp BHS pathway. HP assumes de-cabling and relocation within 100 feet and clear pathways for rehookup. (Any remedial roof patching is excluded.)
- All low voltage, communication and/or technical advancements needed to take existing airline proprietary systems to common use has been excluded within temp construction cost.
- It is assumed that the BHS is the only portion that needs to be covered for Overhead protection, personnel /tug protection is excluded in the tug pickup area of the temp BHS line.
- It is assumed that HP will be responsible for maintenance of temporary BHS systems, however, bag jams and/or mishandling of BHS equipment by airlines and/or AVL Operations is the responsibility of AVL.

NC Disadvantaged Business Enterprises Participation

CGMP 02 Specific Strategy and Recommendations:

In early conversations with GARAA, it was requested to include the Low Value bidders as part of the base proposal for CGMP 02. This approach offered 0% in CGMP 02 DBE participation. After further discussion and review of the NC DBE requirements for this development as well as the Trade Partner values offered, GARAA have chosen to move forward with a portion of the original recommended DBE participation. The approved and final amount of the DBE participation for CGMP 02 is 1.27% for this package (bringing us to 1.06% overall).



Total Est. Contract Value DBE Goal Percentage DBE Goal Value		\$ 249,265,120 4.80% \$ 11,964,774								
Work Package	Total	Est. Value	Co	st of Work	Ren	naining	DBE V Obtai	/alue ined/Required	% of Cost of Work (Future Bid Pack Req.'s)	% of Total CGMP
CGMP1	5	6,215,900	\$	4,479,797	5	1,736,103	5	22,045	0.49%	0.35%
CGMP2	5	77,999,756	\$	65,207,661	\$	12,792,095	\$	828,635	1.27%	1.05%
	5	165,050,464	5	135,594,459	5	29,456,005	S	11,114,094	8.20%	6.73%
CGMP3	14									

Figure 1 - Current (proposed) DBE Projection

Note: The values listed for CGMP 03 above have not been adjusted for current market conditions. HP reserves the right to continue to analyze the projected CGMP 03 values in further detail.

Please note the proposed contractors bringing participation for CGMP 02 are as follows:

- Mechanical
 - (w/ Cadence Lowest Responsive Bidder)
- Electrical
 - (w/ Fountain Lowest Responsive Bidder)

Additional Alternate #03 has been updated to show the remaining option for the PBB scope of work to obtain DBE participation at a premium of \$360k. Per the directive of GARAA, this alternate is not accepted at this time, and the team will refocus their efforts to get a higher participation value within CGMP 03 (as per the goals listed in the table above).

Overall Program Strategy:

The CGMP 2 Rev 2 submission includes 1.06% of NC DBE participation. Despite soliciting NCDOT firms that lineup with the Central Energy Plant, Site work and the Specialty Systems, the majority of the CGMP2 bid package trade scopes received less than 3 proposals from non-NC DBE firms, with little to no 2nd tier NC DBE participation included with the low bids. There was only one proposal received from a direct DBE firm for the Mechanical scope that came in 2nd place (dollarwise). In addition to the low NC DBE participation provided in proposals there was an overall challenge of market interest in the scopes and sizes of the opportunities of CGMP2.

The remaining CGMP3 work package has always been anticipated to have the most viable opportunities for NC DBE participation, with viable opportunities for the finish trades and other building scopes. Our projection plan is to obtain 8.5 - 8.6% NC DBE participation for the cost of work in the remaining package, which will result in exceeding the overall 4.8% goal. Our plan to accomplish this will begin with an outreach event being planned for mid-June 2022 ahead of the bid package release, with another "Pre-Bid" outreach event before proposals are due. Coupling the outreach events with one-on-one meetings to review scopes & drawings, encouraging relationship building for potential teaming relationships, and providing any other support necessary, we endeavor to encourage sufficient proposal submissions with viable NC DBE participation included.



Based on the CGMP3 scopes to be available and the anticipation of sparking interest in the project, we feel there is opportunity to obtain proposals with substantial NC DBE participation.

Schedule Narrative:

The schedule revision is based upon CGMP 02 gaining Conditional Approval at the July 8th Board Meeting and Notice to Proceed to be received on July 11th, 2022, with an executed contract to be issued no later than July 12th, 2022.

Scopes Included

The scopes included within this CGMP 2 schedule are the CEP building, civil work around the CEP, the access roads to the CEP, DPS, and employee parking lot. The installation of the south hold room and temporary baggage and CBIS relocation enabling work to start the North Concourse.

Scopes Excluded

The scopes excluded from the CGMP 2 schedule due to future work package issuances, is the Civil work associated near the existing and future terminal and concourses, the Baggage System and Passenger Boarding Bridge.

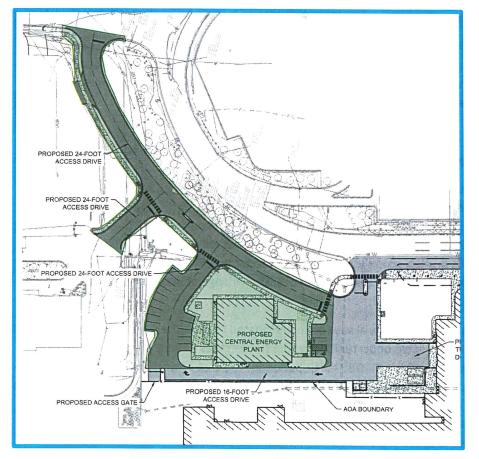


Figure 2 Areas of CGMP 02 Schedule



Critical Path

The current critical path to complete the CEP building is through WP 1 and getting the network switch installed and relocating the existing telecom to the new pathway, in order to demolish the existing telecom. This is required to start the CEP building and finish the civil work around the building to also complete the remaining access drive at Wright Brothers Way.

The current critical path to complete the south hold room is through board approval and releasing of the hold room trailer for delivery and trailer buildout.

The current critical path to complete the temporary baggage and CBIS relocation is from completing the south hold room and moving the existing gates from the North Concourse to the south hold room and installing the new temporary baggage and then relocating the existing EDS machine to connecting the new EDS machine to the temporary baggage belt.

Schedule Concerns

The following items are schedule concerns for scope included in this schedule.

- Long lead times on equipment and materials, currently there 40 different material lead times that are 12 weeks or longer associated with the included scope of work. The most critical of these materials are the south hold room trailers, baggage handling equipment for the temporary bag line, and roofing for the CEP building.
- This schedule revision submission includes the Stop Work notice for the Hensel Phelps Trailers and Bridge the Gap services. Depending on when this stop work is released this has some potential to impact CGMP 02 schedule with demo of the existing allegiant building in time for the CEP to start. Secondly, the Bridge the Gap services has the potential to impact the future CGMP bidding and submission schedule. Once the stop work has been released further evaluation can occur.

The project is scheduled using 5-day work week calendar plus federal holidays. Saturday and Sundays are utilized to make up for weather delays.

CX/Turnover – The CEP as designed in the Bid Package 02 construction documents will not operate. There is no load for the mechanical equipment, nor are there electronic/smart controls, or control valves which will prevent full final Commissioning of the system as installed. It is assumed that the CEP will be accepted for Substantial Completion at the end of the date shown in the accompanying CPM schedule and the warranty will commence as outlined in the Prime Contract.

*Please note, an allowance has been established to support the CX and turnover of the CEP, to Airport Operations. It is anticipated after contract award that the design team, in conjunction with the Airport and the Contractor will brainstorm Best Practice Solutions which could include a temporary load bank and manual start up scenario, a strategic method of install to avoid "moth balling" equipment, or warranty extensions.

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	Delete 1 Generator	Delete 1 Chiller	N/A CGMP 2	Delete 2 Inbound Systems	Delete PBB Gates 1 & 2	Delete CEP Bldg Screening	Delete Temp Bag Claim BHS	Delete New S. Concourse BHS	Delete DBE Participation	ADD Security Escort Allowance for Bid Package 2	Allow Non- AWI Certified Millwork & Cabinetry
CGMP 02											
2A.01 Baggage Handling Systems	N/A	N/A	N/A	(000'006)	N/A	N/A	(381,617)	(985,000)	N/A	N/A	N/A
2A.02 Passenger Boarding Bridges	N/A	N/A	N/A	N/A	(1,935,218)	N/A	N/A		(360,858)	N/A	N/A
2B.01 Site Development	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	(136,000)	(658,000)	N/A	N/A	N/A	N/A	N/A	N/A	(60,144)	N/A	N/A
	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	(260,000)	(20,000)	N/A	(11,500)	(17,000)	N/A	N/A	N/A	(60,000)	N/A	N/A
	N/A	N/A	N/A	N/A	N/A	(138,000)	N/A	N/A	N/A	N/A	N/A
	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Τ	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	N/A	N/A	N/A	A/A	N/A	A/A	A/A	N/A	N/A	N/A	N/A
	N/A	N/A	N/A	A/A	N/A	N/A	A/A	N/A	N/A	N/A	N/A
	N/A	N/A	N/A	N/A	N/A	N/A	A/A	N/A	N/A	N/A	N/A
	N/A	N/A	N/A	N/A	N/A	N/A	AIN	N/A	N/A	N/A	N/A
	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
╇											
2E.10.1 Signage	N/A	A/M	A/VI	A/M		VIN	VIN				
+	N/A	A/M	V/N			VIN					
ZE.TU.3 DITEL ACCESSOFIES				A/N	N/A	N/A	N/A	N/A	N/A	N/A	N/A
+	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
+	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
12	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	(37,771)
	N/A	N/A	N/A	N/A	N/A	(291,147)	N/A	N/A	N/A	N/A	N/A
2E.13 Bridge the Gap Services	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	NIA
Τ	N/A	N/A	N/A	N/A	N/N	N/N	VIN	VIN			
Τ	N/A	N/A	N/A	N/A	N/A	NIA	A/M	A/M			
T	N/A	N/N	N/N	D/N	A/N	N/A	N/A	N/A	N/A	N/A	N/A
22.60 COV ESCARATION CONTINUERICY	A/N N/A	N/A	A/N	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Τ	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	105,000	N/A
TOT	(396.000)	(678.000)		(911,500)	(1,952,218)	(429,147)	(381,617)	(985,000)	(481,002)	105,000	(37,771)
Subcontractor Bonds	(5.940)	(10,170)		(13,673)	(29,283)	(6,437)	(5,724)	(14,775)	(7,215)	1,575	(567)
CMAR Contingency - 3.00% of Total	(13,021)	(22,293)		(29,970)	(64,189)	(14,110)	(12,548)	(32,387)	(15,815)	3,452	(1,242)
Insurances Outside of OCIP - 0.48% of Total	(2,076)	(3,554)		(4,778)	(10,234)	(2,250)	(2,001)	(5,164)	(2,522)	550	(198)
CMR P&P Bonds - 1.00% of Total	(4,340)	(7,431)		(066'6)	(21,396)	(4,703)	(4, 183)	(06/10L)	(717'C)	101'1	(+ 1+)
SUBTOTAL	(421,377)	(721,448)	and the second	(969,911)	(2,077,321)	(456,648)	(406,072)	(1,048,121)	(911,826)	2 252	(131)
CMR Fee - 3.00%	(12,641)	(21,643)		(29,097)	(62,320)	(13,699)	(12,182)	(31,444)	(ccc'cl)	700'5	
TOTAL	(434,018)	(743,091)	•	(800'666)	(2,139,640)	(470,347)	(418,254)	(1,0/9,565)	(181,126)	190,011	(41,331)
ΔVI Δccentance / Rejection >>>	Rejected	Rejected	N/A CGMP 2	Rejected	Rejected	Rejected	ACCEPTED	Rejected	ACCEPTED	ACCEPTED	ACCEPTED
									for Mech & Elec		

AVL TERMINAL MODERNIZATION PROJECT BP 2 - ALTERNATES

AVL TERMINAL MODERNIZATION PROJECT OCIP TRACKING

	CGMP Cost of Work (Curr	ent Subcontracts)	
#	Scope	Trade Partner	OCIP Alternate ADDS
CGMP	02		
2A.01	Baggage Handling Systems	ASI	38,950
2A.02	Passenger Boarding Bridges	TK Airport Solutions	0
2B.01	Site Development	NHM Constructors	19,204
2B.02	Site Concrete	SCOPE TO BE PURCHASED	0
2B.03	Building Concrete	SCOPE TO BE PURCHASED	0
2C.01	Fire Protection	FE Moran	236
2C.02	Mechanical	Cadence	25,000
2C.03	Plumbing	TP Howards	1,557
2C.04	Electrical & Technology	Fountain Electric	5,840
2D.01	Structural & Misc. Steel	Dave Steel	0
2D.02	Precast	Spring Precast	2,500
2E.01	Waterproofing and Sealants	ABG Caulking	5,720
2E.02	Roofing	Benton	0
2E.03	Fencing	NHM Constructors	0
2E.04	Drywall & Related	Precision Walls	7,955
2E.05	Doors, Frames and Hardware	GoForth Builders	380
2E.06	Overhead Doors	GoForth Builders	380
2E.07	Glass and Glazing	MSJ Glass	110
2E.08	Flooring	Real Floors	2,000
2E.09	Painting	United Painting	1,930
2E.10	Building Specialties		
2E.10.1	Signage	Poblocki	0
2E.10.2	Wall & Door Protection	Accessories Unlimited	0
2E.10.3	Toilet Accessories	Accessories Unlimited	0
2E.10.4	Emergency Aid Equipment	Accessories Unlimited	0
2E.10.5	Fire Extinguishers	Accessories Unlimited	0
2E.10.6	Metal Canopies	Elite Awnings	0
2E.11	Millwork, Cabinetry & Countertops	Lentz	0
2E.12	Wall Panels & Siding	Carros Metal Concepts	1,745
2Z.40	Aggregate Piers	Wurster Bettergound	0
TOTAL	CGMP 02 PROJECTED SUBCONTRA	CTED	113,507

*Similar to the CGMP 01 Submission; Hensel Phelps will work with McGriff to get the OCIP program well understood and enrolled with each new trade partner recommended above. The trades that listed \$0 above have been contacted and Hensel Phelps will work with them to better understand what is being requested.

** Updated in	CGMP 2	2, Revision	1
** Updated in	CGMP 2	2, Revision	2

HENSEL PHELPS Plan. Build. Manage		AV	AVL - GCs BP	2 - 220630	530				Project: /	H Asheville Air	P Selfwork Col port Terminal	HP Selfwork Combined Report Project: Asheville Airport Terminal Modernization
			Labor		Material	rial	Subcontract	tract	Equipment	nent	Tc	Total
Description	Quantity	Crew MH/Unit	t Hours Unit cost	Amount	Unit cost	Amount	Unit cost	Amount	Unit cost	Amount	Unit cost	Amount
BP2 Bid Package 2 - Central Energy Plant, Civil, PBB, BHS		1 34 347 44 3										
01-10-10.00 Supervision and Administration	10.00	44 14 42 W		1000	198 C 14 10						(
Project Superintendent #1		10 M 10 P	19 748 00	110,275	1934				*** **		00.627,02	5393,851 5275 717
Area Superintendent #1		17 94 149 48 S	18,491.00		18 - 44 30		- -				18,491.00	\$443,784
Project Engineer #1	23.00 mnth	ne ner 14 ne	15,889.00				una ang tak ang		55.55 At 18		15,889.00	\$365,447
Project Engineer #2 Decign Manager	19.00 mnth	ua (nil 1911 191	15,889.00				The loss dust tot		20 10 10 1		15,889.00	\$301,891
Scheduler		140 446 340 4	22,070.00	100.080	. 10 - 10 - 10 - 10		6. AN 100 100 1		*****		22,070.00	\$100 080
Safety Manager		* 11, 10, 11	17,972.00	251,608	* ** ** **		ut pa no 100				17,972.00	\$251,608
CQC Lead		16 V V8 I	16,089.00	321,780	bi 30 4		i phe fuit ton a				16,089.00	\$321,780
Lead VDC Engineer	17.00 mnth	- 14 H	15,424.00	262,208	()*****		n an an an a		6.00 Million		15,424.00	\$262,208
Omce Engineer #2 Office Engineer #1	20.00 mnth	5 (V 58 (S)	15,077.00	301,540			10. AN 10. JA		50 145 Jai 145		15,077.00	\$301,540 \$205 452
Field Engineer #2		te 55.08 mil	14,694.00	323,268	M # 143#				***		14,694.00	\$323,268
Field Engineer #1		in 10 10 10	14,694.00	323,268	** 14 14 14		,	K	54 etc. 44 (14		14,694.00	\$323,268
Lead Estimator		M 36 67 1	17,913.00	125,391	Pr 57 PR 6						17,913.00	\$125,391
Serior Estimator Chief Estimator	2.00 mnth	0 (* 01) (*	20,412,00 22,878,00	123,084 45 756					H 80 H		20,514.00	\$123,084 ¢AE 766
Admin / Secretary		0- 14 sp- 44	11,932.00	226,708			50 50 70 50		****		11.932.00	\$226.708
Intern (OE/FE) #1	3.00 mnth	in 10 50 7	10,204.00	30,612					- 94. (n) - 94		10,204.00	\$30,612
Manager of Supplier Diversity	0.75 mnth	6- 61 66 AT	21,405.00	16,054			ar us per as				21,405.00	\$16,054
Total Supervision and	ion and Administration	96 AN AN A	ante de 195 de la	\$4,717,320	40 34 x4 x	n	940 AN 100 S		17 is ar y		~~~	\$4,717,320
01-10-20.00 Misc Supervision and Administration	164.00 22	5 AT 15. AL			00000	000 101			n vy 54 oc		00 000	000 1014
Personnel Training	1.00 ls	66 Sin 44 Sin 4	** ** ** **	****	5,000.00	2,000	ini (de nuel, per		a a a a		5,000.00	000'5\$
Moving & Relocate (FE/OE)	1.00 ea	.ar 56 ar.	60 (14 - 60 (1	35-01565			12,000.00	12,000			12,000.00	\$12,000
Moving & Relocate (AS)	1.00 ea	90 56 49 59	n, ~~ 14 (m.				35,000.00	35,000			35,000.00	\$35,000
Moving & Relocate (Safety)	1.00 ea	59-40 55 N	40° 94 (n. e)		1 200 10 10		35,000.00	35,000	98 - 44 M (14		35,000.00	\$35,000
Intern Lemporary Housing Total Mica Survavia	Total Misc Supervision and Administration	98.96 or y			****	¢136 200	14.97 % A	\$82,000			~~~~	¢218.200
1 Otal Misc Supervision 01-10-30 00 Plans and Printing			ter tet, joge oge	of 14- 42 (44		ημα, στις		000,200	ad ad an bar bar a			002,0126
Project Plans / Printing / As-Builts	1.00 ls	91 34 4 9 54		* < * <	12,000.00	12,000	14 at 17 44		* ** ** **		12,000.00	\$12,000
	Total Plans and Printing	D# 46-5.10				\$12,000			14 ar or 10		64) 46- 47 M	\$12,000
01-10-40.00 Safety and First Aid		(46) (47)					No. 10. 10.				-	40.000
Pre-employment / Random Screenings To	10.00 ea Total Safety and First Aid	in de tel de set	19 16 10 19 10 10				200.00	2,000 \$2,000	****		200.00	\$2,000 \$2,000
01-10-50.00 Temporary Facilities		500 500	u na oo na n								96 m 14 p	
Conference Office Trailer 24'X60'		64 DK 24 K	a a ta a	5 5655 W	• • • •		d ble der bei		2,140.00	29,960	2,140.00	\$29,960
Office Trailer 60'X60'	14.00 mnth	15 M 16-0	~ ~ ~ ~				450.00	12.600	טט.טכב,כ	/4,500	450.00	\$12.600
Iralier Holding Tariks (nr + Owner) Professional Photos		198 JU 101		- 14 14 14 14			4,500.00	4,500	** ** *		4,500.00	\$4,500
Time Lapse Photos (Earth Cam)		nte del tell telle	er sa, sar sa				1,100.00	15,400	6 146 - 541 548 <i>2</i>		1,100.00	\$15,400
Site Security Camera		14 14 -					1,100.00	15,400			1,100.00	\$15,400 \$2,403
Monthly Req'd Aerial Photos		4 ×4 ×4 14 ×					178.00	2,492	14. no na n		150.00	\$2,492 \$2,400
Badging	16.00 ea	* 16 * **	14. 242 44. 25		DO:DCT	2,400	750.00	10,500	6 64 64 m		750.00	\$10,500
Postage & Snipping Office Supplies & Fourinment		L (n - 40 - 40 - 40			500.00	7,000			14 in 64 in		500.00	\$7,000
Jobsite Copy/Fax/Printer									500.00	2,000	500.00	\$7,000
Laptop Computer		ne niv nel (ne	no 100 mm m		40.00	11,400	1 100 00	15 400	1.00 /dr 1.4 (0		1 100 00	\$11,400 \$15,400
3rd Party Document Control / Linked Plans	14.00 mnth 14.00 mnth		en for very se		* *** *** ***		3,600.00	50,400	Mar. ar 5		3,600.00	\$50,400
Jobsite Softwares (Souch on Souch and Sou Cellahone Equipment Purchase	3.00 ea	98 - 00 - 56 5 60	* 19.54 40				1,200.00	3,600			1,200.00	\$3,600
Hot Spots (Office (2) - Monthly Charge	28.00 mnth	M 14 41 4	14 MP 44 (14		*****		150.00	4,200			150.00	\$4,200
Ice & Cups	14.00 mnth	4 10- 41 16 I					300.00	4,200 27 300	14 io ot io		300.00	\$27.300
Temp Toilets (Service 3x a week) Towoon Heilities Trailers (Flar Mater/Internet)	14.00 mnth	61 88 AP 161			b 100 M2 Na n		3,500.00	49,000	ter ins na us		3,500.00	\$49,000
	Total Temporary Facilities	19 al 18 de 1	an da ya a ya ya		fi in octa in	\$20,800		\$214,992		\$111,860		\$347,652
01-10-60.00 Building Services and Clean Up Demotors Boost (Tradice & Craft Booking (Material Landoun)	14 00 mnth	(H 14 10 10 1	1 × 1 × 1 × 1 × 1		- 74) 56- 16- 56 (A		250.00	3,500	18 19 18 18 18 19		250.00	\$3,500
Dumpster Dump Fees (Trailer & Craft Parking - Smaller) (Material Laydown)	44.00 dump				40 14 40 14		100.00	4,400	15 AP 14 16		100.00	\$4,400

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AVL - GCs BP 2 - 220630

HENSEL PHELPS		A	- 7V	AVL - GCs BP 2 - 220630	2 - 2206	30				Project: /	HF Asheville Airp	HP Selfwork Combined Report Project: Asheville Airport Terminal Modernization	ıbined Report Aodernization
				Labor		Material	rial	Subcontract	tract	Equipment	nent	Total	lai
Description	Quantity	Crew MH/Unit		Hours Unit cost	Amount	Amount Unit cost	Amount	Amount Unit cost	Amount	Amount Unit cost Amount	Amount	Unit cost	Amount
Trailer Rodent/Pest Control	14.00 mnth			90				(ye. 94)		200.00	2,800	200.00	\$2,800
HP & Owner Trailer Janitorial Services	14.00 mnth		e e u ;	in 14 mm				101. Jan 401.		2,000.00	28,000	2,000.00	\$28,000
Total	Total Building Services and Clean Up	a 29 46)	ar 64 54 7			~ ~ ~		***	\$7,900	****	\$30,800		\$38,700
01-10-70.00 Inspection and Quality Control			N 58 AV 5			*** ** *		** *** ,00 =		N 9 N .		te jan on t	
Outreach / Partnering	1.00 ls							12,000.00	12,000			12,000.00	\$12,000
Total	Total Inspection and Quality Control	t be ar to	1 Hr 14 pa						\$12,000	6 M.M			\$12,000
01-10-90.00 Equipment and Transportation	2	* **	~ 56 18									- 14.48	
Job Truck/ATV	11.00 mnth		or 14 ar			576.00	6,336	ar 100 m		1,024.00	11.264	1,600.00	\$17,600
HP Vehicles - Repairs & Maintenance	73.00 mnth	- 14 Ar	56 MP 1993				c			400.00	29,200	400.00	\$29,200
Project Warranty Expense	156,664.00 sf							les en rel		0.08	12,533	0.08	\$12,533
Total	Total Equipment and Transportation	6 10 11 1	w w ja n	****			\$6,336	-to 40° (40° a		10 16 10 10 1	\$52,997	64, 34, 49 -	\$59,333
Total Bid Package 2 - Central Energy Plant,	l Energy Plant, Civil, PBB, BHS	. NA 64 AF 14 1			\$4,717,320	1.00 AB 05.79	\$175,336	n nga paga nat baha	\$318,892		\$195,657		\$5,407,205
	Subtotal				\$4,717,320		\$175,336		\$318,892		\$195,657	66) 14 - 44 - 14 - 14	\$5,407,205
	LECTINAATE TOTAL				000 212 44		700 7004			e el er er in			
		616.0			U2C,111,44			14. 14. 14.	268,812¢		1/20,2414		cU2,1UP,c¢

Hensel Phelps		AVL - GRs BP2 Rev 2 - 2	220630		Project: Ashe	HP S Wille Airpor	elfwork Com t Terminal N	HP Selfwork Combined Report Project: Asheville Airport Terminal Modernization
		Labor	Material	Subcontract	Equipment		Total	al
Description	Quantity	Crew MH/Unit Hours Unit cost Amount	t Unit cost Amount	Unit cost An	Amount Unit cost Amount		Unit cost	Amount
BP2 CEP, Civil, PBBs, & BHS					yt 160 46 10		*	
22.91 General Requirements			54.40.00					000 PC2
Protessional surveyor Craft Labor (x2) - Clean/Minor Temp Work/Lawn Maintenance	80.00 hours 2.880.00 hours	36.90 106.272		~~~~			36.90	\$106,272
CEP - Asphalt (Base Rock, Tack and Prime Coat)				50.00	11,150		50.00	\$11,150
CEP - Barricades w/ Fence	275.00 If	4 34 - 44 (M)	n 94. no 94. 1		7,500		100.00	\$27,500
CEP - Demo of Temp Road	223.00 sy	an ang pan ang pan		465 00 1	2,6/6		465.00	\$11 160
CEP - Fence Signage					1,400		100.00	\$1,400
CEP - Fire Extinguishers	3.00 ea				201		67.00	\$201
CEP - Pavement Markings	220.00 If				1,100		5.00	\$1,100
CEP - Relocation of Existing Security Gate	2.00 15		an an 15 a	9,250.00	18,500		9,250.00	\$18,500
CEP - Road Signage CEP - Tomm AOA Ennre	5.00 ea				35,120		87 80	\$35,120
CEP - Temp AOA Tence CFP - Temp Construction Fence	1.605.00 ea		56 JK 10 J		29.051		18.10	\$29.051
CEP - Temp Construction Gate	4.00 ea		- 94 (se) au		3,252		813.00	\$3,252
CEP - Temp Fence Fabic/Screen				~~~~	5,160		2.58	\$5,160
CEP - Temp Light Barricades					5,750		115.00	\$5,750
CEP - Temp Sidewalk Lighting	3.00 ea		r 81. 117 51.	2,000.00 1 1	15,000 15,000	л «	2,000,00	\$15,000
CEP - Tree Retrioval CEP - Sidewalk Concrete		** 4. or 4			33.600	n 	112.00	\$33.600
Craft Break Area (Lunch Tent / Field Shelter)					20,000	20	20,000.00	\$20,000
Temp Weather Protection (Opening Infills, Dehumidify)					20,000	20	20,000.00	\$20,000
Bulletin Boards			- 64 34 14 1		1,300		650.00	\$1,300
Field/Site White Boards	2.00 ea	10. 10. 10. 10. 10. 11. 10. 10. 10. 10.	et act out pa	200.00	2 500	~	3 500.00	\$400 \$3 500
MISC JODDICE DIGNS			• • • •		4.000	n ⊢	00.000.1	\$4.000
Internet Hard Wire Basement Office (minimal)			et 20 - 0 - 04		5,000		5,000.00	\$5,000
Hot Spot Backup for Basement Office			* * * *		800		100.00	\$800
CEP Perimeter/Crane Road Compaction-Maintenance-Crane Mats		 4 10 - 40 (10 - 10) (10 - 10 (10 - 10 (10 - 10 (10 - 10 (10 - 10 (10 - 10 (10 - 10 (10 - 10 (10 - 10) (10 - 10 (10 - 10 (10 - 10) (10 - 10) (10 - 10) (10 - 10) (10 - 10) (10 - 10 (10 - 10) (10 - 10	- 44 + 44		8,000	00	8,000.00	\$8,000
Third Party Crane Inspections	1.00 Is			2,500.00	2,500	2 01	2,500.00	\$2,500
Street Sweeper/vad iruck - Fuli Joosite & Laydown/ Irailer Areas Lawn Maintanance Equipment	11 DD 11		- 201 - 201 - 201		4 400	T	400.00	54 400
Temp Toilets (Service 3x a week)	85.00 mnth	1, 16, 16, 16, 17, 17, 17, 17, 17, 17, 17, 17, 17, 17			23,192		272.85	\$23,192
Temp. Handwash Station (Service 3x a week)	28.00 mnth	10 10 00 00 00 00	50 54 00 M	~~~~~	8,988		321.00	\$8,988
Dumpsters					34,943		465.90	\$34,943
Rodent/Pest Control (contruction zone) Radios	11.00 mnth 4 00 ea		5 60 10 or 1	750.00	3,000		750.00	\$3,000
Safety Supplies (Entire Staff)					8,838		37.45	\$8,838
Safety Hand Rails (Roof Protection) - Cattle Guards	50.00 ea		****		18,723		374.45	\$18,723
Lightning Meter	1.00 ea		()		254		254.25	\$254
Safety Awards (Peak Manpower / Kate) Unio Ecotoritico (Elouricod / Econologia)	100.00 ea		- 04 30- 04	80.25 AA 5A	8,025		62.U8	620,8¢
AED Recertification	1.00 yr	10 40 50 50 50 m	× 01 ≠	133.75	134		133.75	\$134
Hand Sanitizer Stations		*****	94 94 <i>74</i> 94	*** 64 50 20	85		42.53	\$85
Fire Extinguishers				104.86	1,049		104.86	\$1,049 \$1 815
Hre Extinguisher Stands Fire Extinguisher Certifications	10.00 ea	- 20-000			128		12.84	\$128 \$128
rite Extinguiarier certaireations Infrared Gun		90 90 90 90 90 90			2,140	2	2,140.00	\$2,140
Moisture Meter		94 94 94 97 97 97		214.00	214		214.00	\$214
Temperature Gun				107.00	107		107.00	\$107
Smart Level	1.00 ea			428.00	1 070		107.00	\$1 070 \$1 070
Flash Lights	5.00 ea			•••••	161		32.10	\$161
Laser Points				21.40	43		21.40	\$43
Circuit Tracer					268		267.50	\$268
QC Reconignation Program	1.00 ea	10 30 40 40 40		3,000.00	3,000	ຕັດ	3,000.00	\$3,000 \$3 210
Water Leak Detection (Contruction) Small Tools MH/Rate (Field Staff (FF/Safetv/DC/AS/PS))	100.00 mm				3,210	n` 	133.75	\$13,375
Gangbox	1.00 ea				1,175	1	1,174.86	\$1,175
Sump Pumps				278.20	556		278.20	\$556
Water hoses	4.00 ea			100.65	T40		00.65	04T¢

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AVL - GRs BP2 Rev 2 - 220630

Amount 51,500 51,202 51,118 51,021 51,552 52,765 53,276 56,019 56,741 51,317 56,010 56,741 51,317 56,010 53,27,660 5727,660 HP Selfwork Combined Report Project: Asheville Airport Terminal Modernization Equipment Total Unit cost 1,500.00 1,221.94 1,118.15 340.26 1,53.15 1,382.44 10.90 80.25 561.75 1,317.17 1,317.17 1,317.17 1,317.17 2,326.35 4,500.00 29,455.28 95.49 Unit cost Amount Amount Subcontract 1,500.00 1,221.94 1,118.15 340.26 1,51.15 1,382.44 1,382.44 10.90 80.25 561.75 1,317.17 366.175 4,500.00 29,455.28 Unit cost Amount Material Unit cost \$106,272 \$106,272 Amount \$106,272 Crew MH/Unit Hours Unit cost Labor Total General Requirements Subtotal ESTIMATE TOTAL 1.00 ea 1.00 ea 3.00 ea 3.00 ea 2.00 ea 75.00 mm 12.00 wm 12.00 ea 1.00 ea 1.00 ea 1.00 ea 1.00 ea Quantity Description Power Washer Generator Generator Pallet Jack Dumpster Covers Fion trash cans Tipop Torrash cans Tipop Trash cans

\$727,660

\$621,388



HENSEL PHELPS Plan. Build. Manage.

AVL - Temp Construction BP2 - 220630

			Total
Description	Quantity	Unit co	st Amou
CEP, Civil, PBBs, & BHS			17 may 100 m
2Z.50 Temporary Construction Allowance			
BHS N - Air Purifiers	2.00 ea	a 799.0	0 \$1,
BHS N - Baggage Pick-Up for Tugs (Tents)	150.00 lf	200.0	0 \$30,
BHS N - Concrete patching	100.00 sf	22.7	2 \$2,
BHS N - Hard Ceiling (CBIS to Tug Pick-Up)	174.00 lf	200.0	0 \$34,
BHS N - Lighting Temp pickup and walkways	5,671.00 sf		0 \$17,
BHS N - Re-grading for Tugs / BHS	2,000.00 sf		· · · · ·
BHS N - Safety Protection for Tug Pick-Up	443.00 lf		
BHS N - Secrurity Card Reader	1.00 ea		
BHS N - Signage (Tugs & People)	10.00 ea		1,
BHS N - Temp Door	1.00 ea		0 \$12,
BHS N - Temp Fence Fabric / Screen	20.00 lf		
BHS N - Temp Striping for Tug Pick-Up	1,350.00 lf		
BHS N - Temp Walls	525.00 lf	30.0	+
BHS N - Wall Patching	162.00 sf		
CBIS - Antenna Relocation (Direct TV)	1.00 ls		1
CBIS - Cattle Guards / Sida Line @ Roof	29.00 ea		
CBIS - Door Security Set	1.00 ea	_,	
CBIS - Employee Badging	4.00 ea		
CBIS - Impact Protection for BHS for Tug Pick-Up	225.00 ea		
CBIS - Low Voltage and Computer Relocation for Ticket Offices CBIS - Motorized push cart for oversize items	6.00 ea		
CBIS - Porters	2.00 ea		
CBIS - Temp Rolling Counters	576.00 hi		
THR - Access Control	3.00 ea		
THR - Bathroom Accessories Upgrade	6.00 ea		
THR - Employee Badging	1.00 ls		1
THR - Existing Apron Striping Demo	4.00 ea		
THR - Existing Dry Storage Modification (Walls & Doors)	2,709.00 lf		
THR - Existing Gate Counters Elec & Low Voltage Reconfiguration	1.00 ea		
THR - Existing SIDA Fence Relocation	3.00 ea		
THR - Fire Watchman Service	488.00 lf		
THR - Holdroom Furniture (Relocate)	160.00 h 1.00 L		
THR - Impact Protection	594.00 lf		
THR - Insurance	24.00 m		
THR - IP TV Move & Setup	1.00 ls		
THR - Professional Surveyor	1.00 ls		
THR - Relocate Existing GSE Power Panel	1.00 is		
THR - Skirting/Ramp/Stairs	1.00 ls		
THR - Temp Demo (GSE Bollard & Light Poles)	1.00 ls		
THR - Temp Power Hook-Up	1.00 is		
THR - Temp Roadways & Access	1,410.00 sy		1
THR - Temp Signage	1.00 ls		1
THR - Temp Striping for Tug Path	2,709.00 lf		1
THR - Traffic Control	240.00 h		
THR - Wayfinding Signage (Existing Concourse, THR, Walkways)	1.00 ls		
THR - Wifi & Wireless Access Points	1.00 ls		
TW - Block In-Fill at Existing Terminal	2.00 e		
TW - Concrete Patching (Anchors)	700.00 lf		
TW - Hauling To & From Job	2.00 e		
TW - Impact Protection	700.00 lf		
TW - Lighting & EMT	1.00 ls		
TW - Screen Walls	700.00 lf		
TW - Security Cameras	24.00 m		00 \$2 00 \$3
TW - Temp Fire Alarm (Horn & Strobes)	1.00 ls		
TW - Temp Signage	1.00 ls		1
TW - Temp Wall Bracing (2x4s)	700.00 lf		
TW - Temp Walls	700.00 lf		
a service a service servic	700.00 11	23. 23.	25 \$16



HENSEL PHELPS Plan. Build. Manage.

AVL - Temp Construction BP2 - 220630

		-	Total
Description	Quantity	Unit cost	Amount
TW - Temporary Walkways	700.00 lf	502.26	\$351,582
TW - Wifi & Wirless Access Points	1.00 ls	10,500.00	\$10,500
TW Dumpster Rental	2.00 ea	465.00	\$930
TW - Ramps (following PBB #2/3 removal)	1.00 ls	10,000.00	\$10,000
THR - Purchase & Sell Back (Option #2) +Bond (2.5%)	1.00 ls	1,266,908.00	\$1,266,908
THR - Gutters & Downspouts	1.00 ls	15,000.00	\$15,000
CBIS - ATO Swing Space Trailers (1 Trailer)	1.00 ea	79,000.00	\$79,000
CBIS - Canopy / Awning Demo	1.00 ea	15,000.00	\$15,000
THR - 20' Connector (Weather Protection Holdroom to Existing)	1.00 ls	62,400.00	\$62,400
THR - 20' Connector Door Sets to Concourse	2.00 ea	2,500.00	\$5,000
THR Additional Power/Data	1.00 ls	75,000.00	\$75,000
THR Restoration to Existing	1.00 ls	25,000.00	\$25,000
THR - Temp Fire Alarm (Horns & Strobes)	1.00 ls	50,000.00	\$50,000
THR - Temp Water/Sewer/Trench Drain	3.00 ls	31,666.67	\$95,000
THR - Water/Sewer Concessions	1.00 ls	20,000.00	\$20,000
THR - Low Profile Airport Barriers (Install/Maintenance West Tug/South THR)	827.00 lf	7.67	\$6,343
	Construction Allowance	503.96	\$3,840,177
	Subtotal	de vez ano por en	\$3,840,177
	ESTIMATE TOTAL		\$3,840,177



MEMORANDUM

TO: Members of the Airport Authority

FROM: Jared Merrill Planning Manager

DATE: July 8, 2022

ITEM DESCRIPTION – New Business Item B

Approve Amendment to Design Contract with Pond & Company, Inc. for the Air Traffic Control Tower and Associated Facilities Project

BACKGROUND

The Authority entered into a contract with Pond & Company, Inc. on March 12, 2021 for design and construction administration services in the amount of \$4,157,923.00 for the new Air Traffic Control Tower and Associated Facilities Project. The design effort recently achieved the 70 percent milestone and is scheduled to be complete in August of this year. The scope of this project included design of the new tower, and an approximately 9,600 sq ft. base building which would house FAA offices and the Terminal Radar Approach Control (TRACON) facilities. This project when undertaken, was required to be funded entirely by the Authority.

The Federal Aviation Administration (FAA) has recently requested to increase the size of the base building by approximately 3,000 square feet. This change comes with substantial additional cost to the program, estimated to be \$5.5M, which FAA has agreed to fund through grants or other reimbursements to the Authority. Of this amount, \$722,133.00 (not to exceed) is the portion associated with re-design efforts which needs to get underway shortly in order for the project to remain on schedule. The remaining cost would be associated directly with increased construction costs.



GREATER ASHEVILLE REGIONAL AIRPORT AUTHORITY New Business Item B Amendment to Design Contract with Pond & Company, Inc. for the Air Traffic Control Tower and Associated Facilities Project Page 2

ISSUES

None.

ALTERNATIVES

The Board could elect to not move forward with this approval. However, this would delay the tower relocation and subsequently delay the terminal project.

FISCAL IMPACT

The current approved contract amount is \$4,157,923.00, which includes both design and resident project representative services during construction. The total cost for the required additional design services is not to exceed \$722,133.00. This additional cost will be paid for utilizing FAA funds that will be in addition to any other federal funding that may be received for this project. The FY 21/22 budgeted amount for these services, which will be carried over into ensuring fiscal years as appropriate, is \$5M.

RECOMMENDED ACTION

It is respectfully requested that the Airport Authority Board resolve to (1) approve the amendment to the design contract of the new Air Traffic Control Tower and Associated Facilities with Pond & Company, Inc. in the amount of \$722,123.00; and (2) authorize the President and CEO to execute the necessary documents.



Responsive People. Real Partners

Architects Engineers Planners Planners

Pond & Company, Inc.

3500 Parkway Lane Suite 600 Norcross, GA 30092 P 678.336.7740 F 678.336.7744 www.pondco.com

July 5, 2022

Mr. Michael Reisman, A.A.E., Deputy Executive Director Greater Asheville Regional Airport Authority 61 Terminal Drive, Suite 1 Fletcher, North Carolina 28732

RE: Additional Services Request #1 Air Traffic Control Tower (ATCT) and Associated Facilities Project Asheville Regional Airport (AVL); Asheville, NC

Dear Mr. Reisman,

Pond & Company (Pond) understands that the Federal Aviation Authority (FAA) has requested, and the Greater Asheville Regional Airport Authority (GARAA) has agreed to provide, an additional 3,000 square feet (approx.) in the TRACON building. Pond is pleased to submit this scope of work and not to exceed professional fees for providing the additional Architectural and Engineering services for the proposed Airport Traffic Control Tower (ATCT) and Associated Facilities project for the GARAA at the Asheville Regional Airport (AVL) for your review and feedback. Due to the expedience required to address the FAA requested changes, it was necessary that each discipline presume a worse case approach to changes would be needed. Following the Task 1 event, Pond will further develop the currently estimated costs for the work associated with Task's 2 & 3. In conjunction with the actual design services, Pond has included the continued coordination with appropriate FAA technical review groups.

The attached scope of work (Attachment A) outlines the anticipated services of Tasks that we are anticipating being needed for this change to our scope of work in support of GARAA and the project.

Task 1	Design Charrette with GARAA & FAA Stakeholders to develop a new TRACON Floor Plan.
Task 2	Development of a Construction Document Addenda reflecting the changes in the TRACON Floor Plan
	Includes one (1) additional design submittal review at
	approx. 70% complete with the Addenda Package.
	Includes one (1) additional Design Review Meeting to be
	held at AVL.
Task 3	Processing of revised construction documents required for issuance
	of the Building Permit, including coordination with the Henderson

County AHJ and local Fire Marshal.

The following professional fees and attachments outline the Summary Page (Attachment B) covers the scope of work proposed in support of

PROFESSIONAL FEES:

Pond proposes to accomplish the above additional services work under a Lump Sum Task Order modification for the following amount as illustrated in the enclosed spreadsheet.

Task 1 – Redesign Charrette	\$ 31,263.00
Task 2 - Redesign and update od CD's (Estimated)	\$609,867.38
Task 3 – Processing AHJ Permit revisions (Estimated)	<u>\$ 20,000.00</u>
Total Estimated Fees	\$661,133.00

The following Alternate Scope of Work items are also being presented to GARAA based on communication from the FAA to assist GARAA in improving the operational date of the new facility by including certain items into the Airports project. Communication from the FAA indicates that the FAA will provide a scope of work package that the design team would need to integrate into the construction Documents

Alternate Design Scope of Work items:

A. FAA Equipment Console base Slatwall system	\$40,000.00
B. FAA Electronics Equipment Racks	\$6,000.00

C. FAA provided Back-up Power System \$15,000.00

a. Est. of between 80 and 100 hours Elect. Engineer time

Schedule

- Task 1 is schedule to be held July 6 and 7, 2022 at the AVL Airport
 - Meeting minutes and concept plan to be provided within 7 business days of the charrette.
 - Refined, final lump sum fee estimate to be provided to GARAA within 3-weeks following the redesign charrette.
- Task 2 To be determined following redesign Charrette
- Task 3 –Update construction document package to be submitted to the AHJ offices within 5 business days of final acceptance of the revised documents,

We look forward to the opportunity to continue our support for GARAA and the AVL Staff on this exciting project. Thank you for the confidence in Pond for your project and please advise should you have any questions related to this outline please do not hesitate to contact me.

P. Wook

David R. Woods, AIA Project Manager

Attachment A – Scope of Work

Pond Scope of Work

- Task 1Design Charrette with GARAA & FAA Stakeholders to develop a
new TRACON Floor Plan.
- Task 2Development of a Construction Document Addenda reflecting the
changes in the TRACON Floor Plan
 - Includes one (1) additional design submittal review at approx. 70% complete with the Addenda Package. Includes one (1) additional Design Review Meeting to be held at AVL.
- Task 3 Processing of revised construction documents required for issuance of the Building Permit, including coordination with the Henderson County AHJ and local Fire Marshal.

Based upon the email notification that the FAA made a commitment to GARAA related to this added square footage, and upon your request, we are proposing the following:

Task 1

- Pond will facilitate a 2-day design charrette, on-site with all the critical project stakeholders. This includes GARAA staff, Headquarters FAA, Engineering Services FAA and local FAA, along with the design team project manager and architect.
 - The charrette will obtain a consensus of the revised floor plan by all parties for the development of an updated design package.

Task 2

- Following the charrette, the design team will make the applicable revisions to the construction documents reflecting the new floor plan including changes for all design disciplines, updated calculations on building systems, re-selection of building system equipment and components as well as any new building details.
- Pond will provide GARAA with a supplemental design submittal package incorporating the revised floor plan and updated construction documents.
 - The supplemental submittal will be similar in detail to the recently provided 70% design level package, it will be reviewed by GARAA, and it will be provided to FAA for an expedited review as well.
 - Following GARAA & FAA review of the interim submittal, if needed, there will be an on-site design review meeting to discuss any critical comments by any of the stakeholders.
- Following the design review period or design review meeting, Pond will make final adjustments as a result of comment resolution (agreed to at the review meeting by all stakeholders) and will then completed the construction documents to a 100% completion level.

- Pond will provide GARAA with an updated100% design submittal package reflecting the design to be constructed.
 - The 100% submittal, in accordance with the original contract, will be reviewed by GARAA and it will be provided to FAA for an expedited review as well.

Task 3

- The updated construction documents will then be submitted to the Henderson County AHJ and local Fire Marshal for review of the revised documents.
 - An in person meeting with the Henderson County AHJ and local Fire Marshal will be scheduled to review the revised TRACON plans and answer any questions they present.

Other Misc. Task items:

- Pond will provide an updated Cost Estimate and anticipated Construction Schedule, in representative detail to the milestone submittal, in a CSI Format Breakout including:
 - Site development and Building Facilities (sub-structure, superstructure, exterior envelope, interior build out & finishes, mechanical, plumbing, fire protection, electrical, communications, security infrastructure and communications).
 - Provide Summary Report breakout in accordance with the CSI format.
 - Provide a summary deviation report at each milestone identifying changes from previous submittals.
 - Update the anticipated construction schedule, including milestones in accordance with GARAA's requirements.
- Project Design Scheduling:
 - Due to the various possibilities of arrangement on the floor plan, each creating different impacts to the building system trades, a firm schedule of deliverables is not currently able to be developed.
 - The design team will meet following the charette to review the new floor plan and discuss the timing of the interim submittal.
 - To minimize the impact to the overall schedule to GARAA, as discussed at the end of the design review meeting, we are planning to submit the current design documents for permit reviews and to assist GARAA is starting the procurement package.
- Pond will submit the new design documents as an Addendum for permit update when ready.
 - Henderson County indicated an understanding of the need to process the permit in this manner and will be accepting of a "For Permit Only" set to do the initial reviews and provide comments keeping the project moving along.

• GARAA will provide the bidding contractors the Addendum set for final pricing and contracting of the work.

Alternate Scope of Work Items:

The following Alternate Scope of Work items have been presented to GARAA by the FAA to assist GARAA in improving the operational date of the new facility by including certain items into the Airports project in lieu of waiting for the FAA to implement these items.

- A. FAA Equipment Console base Slatwall system Pond is very familiar with the current FAA approved vendors. Should this alternate scope of work be added to our scope of work, our architectural documents will be updated using an FAA provided statement of work to incorporate added plan details, sections and specifications to the project documents.
- **B.** FAA Electronics Equipment Racks Pond is also familiar with the current style of electronics equipment racks the FAA uses. Should this alternate scope of work be added to our scope of work, our communications engineering documents will be updated using an FAA provided statement of work to incorporate any necessary plan details, sections and specifications to the project documents.
- C. FAA provided Back-up Power System Pond has experience coordinating with the FAA on government provided Equipment including the Emergency Generator and Uninterrupted Power Supply (UPS) Systems. Should GARAA agree for the FAA to provide this equipment, Ponds electrical engineering documents need to be evaluated for any impacts, revise the electrical system design that is already complete and provide new specifications outlining the GFM requirements

Qualifications for the additional Scope of Work items

- 1. This proposal is limited to changes of approx. 3,000 SF of added TRACON space to align it with the FAA's Final RDWB.
- 1. No change to the ATCT plans is planned.
- 2. No updates related to conformance with any new FAA TFDS requirements are included.
- 3. No movement or relocation of the Tower is planned; therefore, no added wind tunnel testing or geotechnical investigation work is included.
 - a. If, during the redesign process, the Tower is required to move, additional engineering will be required along with additional wind tunnel testing and geotechnical investigation.
- 4. Alternate scope items identified above, shall only be included based on written direction from GARAA.
- 5. Design Fees for Tasks #2 & #3 are currently estimated costs and will be re-evaluated following the re-design charrette.
- 6. Unless noted otherwise, design fees identified for the alternate scope of work items, have been calculated based on a generalized 10% cost using the FAA provided ROM cost for each item. After review of the FAA provided scope of work documents, Pond will confirm the fees presented.

NEW AVL ATCT & TRACON at GARAA

Disc	<u>Discipline</u>		<u>Design Fee</u>	Remarks
CV	AVCON	\$	100,000.00	Assumes we have to develop multiple additional schematics (based on any options in floor plan development), then move one site design forward
Airfield	AVCON	\$	-	No anticipated change for airfield cabling work
AR/ID	Pond	\$	166,779.38	Includes 2-day Charrette and misc. follow-up to get Revit Model ready for the supporting disciplines
ST	Pond	\$	162,400.00	If 2-story structure is not needed, cost drops by +/-\$100,000 and time reduces.
EL	Pond	\$	40,000.00	New service calculations will be needed and some panels / feeders, equipment sizing will change
PM	Pond	\$	40,260.00	
ME(h) ME(p) FP	VoltAir	\$	63,900.00	We will have to rerun the entire HVAC load, reselect equipment, revise duct runs, move or modify plumbing if needed and relocate and modify the sprinkler system as well.
Telcom				
FA	Arora	\$	26,550.00	
ACS				
Cost Est	Connico	\$	49,641.00	Same as initial 70% to do revised submittal
Schedule	Connico	\$	11,600.00	Same as initial 70% to do revised submittal
Total Design Rela F		S	661,130.38	No change to ATCT; No updates to TFDS requirements included; No Movement of Tower, therefore no CPP or Geotech impact. If Tower moves, will need to involve both. No change in RPR if it stays within 24 months. FAA Scope and Agreement with Airport remain the same with maintenance falling to the airport as an airport owned building.
Est. Addec	l Const. Cost for 3,000 sl	5	2,853,180.00	Est Cost per Square Foot using same mark ups as 70% estimate.

Est. Added Const. Cost for 500 SF Misc.	\$	475,530.00	Est Cost per Square Foot using same mark ups as 70% estimate.
Anticipated Escalation	\$	249,653.25	Projecting 7.5%
FAA Slatwall Consoles	\$	440,000.00	FAA Estimated Costs + Design Coordination (specs, drawings, etc.)
FAA IT Comm Racks	\$	66,000.00	FAA Estimated Costs + Design Coordination (specs, drawings, etc.)
FAA E/G Changes - Coordination	\$	15,000.00	FAA Estimated Costs + Design Coordination (specs, drawings, etc.)
Total Estimated Impact to Project	\$ 4	1,760,493.63	Does not include GARAA associated Costs to costs for any Temporary ATCT work.



Architects = Engineers = Planners

New ATCT and Base Building Facility for Asheville Regional Airport (AVL)Prepared for Greater Asheville Regional Airport (GARAA)Asheville, NC6/29/2022Ad Service #1 - Add 3,000 SF per

FAA Request

		SIGN RELATED SERVI	CES
Discipline	2-Day Redesign Charrette	N/A	N/A
Project Management POND	\$8,721.62	\$0.00	\$0.00
Subconsultant - Civil-Site, Utilities & Landscape AVCON	\$1,248.00	\$0.00	\$0.00
Architecture POND	\$12,370.06	\$0.00	\$0.00
Structural Engineering POND	\$0.00	\$0.00	\$0.00
Subconsultant - Mechanical Engineering VOLT AIR (DBE)	\$0.00	\$0.00	\$0.00
Subconsultant - Plumbing Engineering VOLT AIR (DBE)	\$0.00	\$0.00	\$0.00
Subconsultant - Fire Protection VOLT AIR (DBE)	\$0.00	\$0.00	\$0.00
Electrical (Power, Lighting, IT) Engineering POND	\$0.00	\$0.00	\$0.00



Special Systems (Fire Alarm, Security Infrastructure) Engineering Arora Engineering (DBE)	\$0.00	\$0.00	\$0.00
Travel & Expenses POND	\$1,129.52	\$0.00	\$0.00
Subconsultant - Cost Estimating Connico, Inc. (DBE)	\$7,794.00	\$0.00	\$0.00
Subconsultant Management - Waived	\$0.00	\$0.00	\$0.00
Subtotal -A/E Design Services	\$31,263.20	\$0.00	\$0.00
Total - A/E Services		\$31,263	



New ATCT and Base Building Facility for Asheville Regional Airport (AVL)Prepared for Greater Asheville Regional Airport (GARAA)Asheville, NC6/29/2022Ad Service #1 - Add 3,000 SF per FAA Request

			DESI	GN RELA	FED SEF	RVICES		
		2-Day Redesign C	harrette	•		N/A		
Project Management Services (POND)	Prog Mgr	Proj Mgr Dpty PM	Spec Writer	Clerical	Prog Mgr	Proj Mgr Dpty PM	Spec Writer	Clerical
Engineering Services: Design Team Kick-off Meeting with Owner Design Team Kick-off Meeting Engineer Narrative Report Cost Estimate Coordination Code Research & Review Review AVL & FAA Design Standards and Criteria Coordination Meetings with Local AHJ Prepare/Review Preliminary Load Calculations Task 2 – Design Services Scope of Work: 2-day Charrette with GARAA & FAA, & follow up Revisions to Design and Floor Plans based on Changes resulting from FAA's request for approx. 3,000 SF NO ADJUSTMENT TO CA SERVICES	2	28						



New ATCT and Base Building Facility for Asheville Regional Airport (AVL)Prepared for Greater Asheville Regional Airport (GARAA)Asheville, NC6/29/2022Ad Service #1 - Add 3,000 SF per FAA Request

				DESI	GN RELA	TED SER	VICES					
	2-Day Redesign Charrette						N/A					
Project Management Services (POND)	Prog Mgr	Proj Mgr	Dpty PM	Spec Writer	Clerical	Prog Mgr	Proj Mgr	Dpty PM	Spec Writer	Clerical		
Total Hours	2	28	0	0	0	0	0	0	0	0		
Hourly Rates	\$320.75	\$288.58	\$218.07	\$149.83	\$100.82	\$320.75	\$288.58	\$218.07	\$149.83	\$100.82		
LEED Administration Subtotal Fees by Category Subtotal Fees Total	\$642	\$8,080	\$0 \$8,722	\$0	\$0 \$8.	\$0 722	\$0	\$0 \$0	\$0	\$0		

New ATCT and Base Building Facilityfor Asheville Regional Airport (AVL) Preazed for Greater Asheville Reaional Airport (GARAA) Asheville, KC 6/23/2022 Ad Service #1 - Add 3,000 SF per FAA Request

r	DESIGN RELATED SERVICES		DESIGN RELATED SERVICES								
	Up to 10% PPD Effort (No Review Meetings)	45% Design Submittal	2-Day Redesign Charrette	N/A	Final Design 0	N/A					
Civil Engineering Services (AVCON)	Principal ^y Sr., Project Sr., Engineer Jr., CAD Admin, QAVOC Manager Manager Engineer Engineer Clerica	Principal Sr. Project Sr. Engineer Jr. CAD Admin GAVC Manager Manager Engineer Engineer CAD Clerica	Principal Sr. Project Sr. Engineer Jr. CAD Admin GAVGC Manager Manager Engineer Engineer CAD Clerica	/ Principal/ Sk. Project Sr. Engineer Jr. CAD Admin. J GAGC Manager Manager Engineer Engineer CAD Cerica	Principal Sr. Project Sr. Engineer Jr. CAD Admin/ GAVGC Manager Manager Engineer Engineer CAD Clerical	Sr. Principal Project Sr. Engineer Jr. CAD Admin/ OA/OC Manager Manager Engineer Engineer Cabine					
Engineering Services: Description Standbord Mustering Michael Environe Narrative Recort Cast Environe Narrative Recort Cast Environe Constraints Review AVI. & FAA Descis Standbord and Cherne Constraints Meetings and Laborations Cast Review AVI. & FAA Descis Standbord Cast Review Enrow National Actionations Cast Review Enrow National Actionation Task 2- Design Services Scoord Work Previous to Descing Instants for Ford-Prior resulting from FAA's manast for action. 2003 SF NO ADJUSTMENT TO CA SERVICES			e								
Total Hours	0 0 0 0 0 0 0	0 0 0 0 0 0 0	0 6 0 0 0 0 0	0 0 0 0 0 0 0	0 0 0 0 0 0 0	0 0 0 0 0 0 0					
Hourly Rates	\$240.00 \$208.00 \$176.00 \$151.00 \$111.00 \$106.00 \$105.00 \$85.00	\$240.00 \$208.00 \$176.00 \$151.00 \$111.00 \$106.00 \$105.00 \$85.00	\$240.00 \$208.00 \$176.00 \$151.00 \$111.00 \$106.00 \$105.00 \$85.00	0 \$240.00 \$208.00 \$176.00 \$151.00 \$111.00 \$106.00 \$105.00 \$85.00	\$240.00 \$208.00 \$176.00 \$151.00 \$111.00 \$106.00 \$105.00 \$85.00	\$246.00 \$214.00 \$183.00 \$157.00 \$115.00 \$110.00 \$109.00 \$89.00					
LEED Administration Subtotal Fees by Category	\$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0	\$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0	\$0 \$1.248 \$0 \$0 \$0 \$0 \$0 \$0 \$0	\$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0	\$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0	\$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0					
Subtotal Fees Total	\$0 \$0 \$1 248	\$0	\$1.248	50	ŝo	\$0					



New ATCT and Base Building Facility for Asheville Regional Airport (AVL)Prepared for Greater Asheville Regional Airport (GARAA)Asheville, NC6/29/2022Ad Service #1 - Add 3,000 SF per FAA Request

		DESIGN RELATED SERVICES											
			2-Day Redes	sign Charrett	e		N	I/A					
	l e / Interior Design Services (POND)	Sr. Arch.	Arch.	CADD	Clerical	Sr. Arch.	Arch.	CADD	Clerical				
<u>Task 2 – De</u>	Services: Design Team Kick-off Meeting Engineer Narrative Report Cost Estimate Coordination Code Research & Review Review AVL & FAA Design Standards and Criteria Coordination Meetings with Local AHJ Prepare/Review Preliminary Load Calculations QC Review Energy Modeling and confirmation sign Services Scope of Work: 2-day Charrette with GARAA & FAA, & follow up Revisions to Design and Floor Plans based on Changes resulting from FAA's request for approx. 3,000 SF NO ADJUSTMENT TO CA SERVICES	32	32										
	Total Hours	32	32	0	0	0	0	0	0				



New ATCT and Base Building Facility for Asheville Regional Airport (AVL)Prepared for Greater Asheville Regional Airport (GARAA)Asheville, NC6/29/2022Ad Service #1 - Add 3,000 SF per FAA Request

		DESIGN RELATED SERVICES											
	:	2-Day Redes	ign Charrette	9	N/A								
e / Interior Design Services (POND)	Sr. Arch.	Arch.	CADD	Clerical	Sr. Arch.	Arch.	CADD	Clerical					
Hourly Rates accounting for Project Duration up to 4 years	\$223.20	\$163.37	\$125.35	\$100.82	\$223.20	\$163.37	\$125.35	\$100.82					
LEED Design Fee Subtotal Fees by Category	\$7,142	\$5,228	\$0	\$0	\$0	\$0	\$0	\$0					
Subtotal Fees I otal		\$12,370.06 \$0.00 \$12,370.06											



New ATCT and TRACON Facility for Asheville Regional Airport (AVL) Prepared for Greater Asheville Regional Airport (GARAA) Asheville, NC 6/29/2022 Ad Service #1 - Add 3,000 SF per FAA Request

									DES	IGN RELAT	TED SERVI	CES								
				2-	Day Redes	sign Charre	ette								N	I/A				
oject Cost Estimating Services (CONNICO)	Principal	Director	Chief Cost	Senior Cost	Senior Cost	Senior Cost	Senior Project	Analyst III	Analyst I	Admin Specialist	Principal	Director	Chief Cost	Senior Cost	Senior Cost	Senior Cost	Senior Project	Analyst III	Analyst I	Admin Specialis
imating and Scheduleing Services																				
Provide cost estimate for Interim Desing Submittal including:																				
 Provide detailed cost estimates for use in the decomposite time 																				
 Provide Cost Estimates, in representative detail to the particular milestone submittal, in a CSI Format Breakout including site development and building facilities (grading, drainage site utilities, site improvements, sub-structure, super-structure, exterior envelope, interior build out & finishes, mechanical, plumbing, fire protection, electrical, communications, security infrastructure and communications). Provide Summary Report breakout in accordance with the CSI format Provide summary deviation report at each milestone identifying changes from previous submittals. Prepare and maintain (i.e.: update at each design milestone submittal) an anticipated construction schedule including milestones in accordance with GARAA's requirements. 																				
Attend / Support 2-day Charrette		24			8															
Total Hours Original Proposed	0	24	0	0	8	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Hourly Rates accounting for Project Duration up to 4 years	\$319.00	\$234.00	\$212.00	\$182.00	\$181.00	\$172.00	\$133.00	\$114.00	\$88.00	\$91.00	\$319.00	\$234.00	\$212.00	\$182.00	\$181.00	\$172.00	\$133.00	\$114.00	\$88.00	\$91.0
LEED Administration					.															•
Subtotal Fees by Category Subtotal Fees	\$0	\$5,616	\$0	\$0	<u>\$1,448</u> \$7,	\$0 ,064	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	<u>\$0</u>	<u>\$0</u> \$0	\$0	\$0	\$0	\$0
Travel Expenses Total						730				\$7.	70.4									
	1									\$ 7,	194									



Architects
Engineers
Planners

New ATCT and Base Building Facility for Asheville Regional Airport (AVL) Prepared for Greater Asheville Regional Airport (GARAA) Asheville, NC 6/29/2022 Ad Service #1 - Add 3,000 SF per FAA Request

POND TRAVEL COSTS & EXPENSES

TRACON Re-design Charrette

PURPOSE OF TRIP Charrette (PM, 2-Arch for 2 days and 1 night) 1)

Rental Car Airfare Airport Parking Baggage Fees and Mileage Gasoline Subsistence - Hotel Subsistence - Meals	3No. Days0No. People0No. Days0No. People3Days Rental2No. Nights4No. Days	No. of People = 2 No. of Days = 2 No. of Nights = 1 X \$ 112.00 X \$ 112.00 X \$ 12.00 X \$ 12.00 X \$ 75.00 \$ 30.00 \$/Day X \$ 221.76 \$ 65.00 \$/Day TRIP SUBTOTAL =	\$336.00 \$0.00 \$0.00 \$90.00 \$443.52 \$260.00 \$1,129.52
Interim Design Review Meeting 2) PURPOSE OF TRIP Interim De	esign Review Meeting	TRACON Re-design Charrette = No. of People = 0 No. of Days = 0 No. of Nights = 0	\$1,129.52
Rental Car Airfare Airport Parking Baggage Fees and Mileage Gasoline Subsistence - Hotel Subsistence - Meals	0No. Days0No. People0No. Days0No. People0Days Rental0No. Nights0No. Days	x \$ 112.00 \$/Day x \$ 448.00 \$/Flight x \$ 12.00 \$/Day x \$ 75.00 \$/person \$ 30.00 x \$ 221.76 \$/Night x \$ 65.00 \$/Day TRIP SUBTOTAL =	\$0.00 \$0.00 \$0.00 \$0.00 \$0.00 \$0.00 \$0.00 \$0.00

Interim Design Review Meeting =

\$0.00

Wildcard Meeting

PURPOSE OF TRIP Interim Design Review Meeting 2)

\\SWITCHBLADE\Projects\FY21\1210250\01.PM\01.02.Contract - Fees\FAA Impact\Master Fee Prop - AVL ATCT 6-28-2022_R1_ (Ad Serv 1a).xlsx 7/5/2022 / 2:57 PM **Travel Costs & Expenses**



Architects

Engineers

Planners

New ATCT and Base Building Facility for Asheville Regional Airport (AVL) Prepared for Greater Asheville Regional Airport (GARAA) Asheville, NC 6/29/2022 Ad Service #1 - Add 3,000 SF per FAA Request

POND TRAVEL COSTS & EXPENSES

					١	No. of People =	1	
						No. of Days =	1	
						No. of Nights =	0	
Rental Car	0	No. Days	х	\$ 112.00	\$/Day			\$0.00
Airfare	0	No. People	х	\$ 448.00	\$/Flight			\$0.00
Airport Parking	0	No. Days	х	\$ 12.00	\$/Day			\$0.00
Baggage Fees and Mileage	0	No. People	х	\$ 75.00	\$/person			\$0.00
Gasoline	0	Days Rental		\$ 30.00				\$0.00
Subsistence - Hotel	0	No. Nights	х	\$ 221.76	\$/Night			\$0.00
Subsistence - Meals	0	No. Days	х	\$ 65.00	\$/Day			\$0.00
		_		 TRIP	SUBTOTA	L =		\$0.00
				Wildca	ard Meeting	a =		\$0.00
						5		*

TOTAL TRAVEL & REPRODUCTION EXPENSES = \$1,129.52



MEMORANDUM

TO: Members of the Airport Authority

FROM: Lew Bleiweis, A.A.E., President & CEO

DATE: July 8, 2022

ITEM DESCRIPTION – Information Section Item A

May, 2022 Traffic Report – Asheville Regional Airport

SUMMARY

May, 2022 overall passenger traffic numbers were up 27.8% compared to the same period last year. Passenger traffic numbers reflect a 27.8% increase in passenger enplanements from May, 2021. Enplanements for Fiscal Year to Date total 758,944, which is a 96.0% increase over the same period last year.

AIRLINE PERFORMANCE

<u>Allegiant Airlines</u>: Year over Year passenger enplanements for Allegiant in May 2022 were up by 35.6%. There were 37 flight cancellations for the month.

<u>American Airlines</u>: American's May 2022 passenger enplanements represent a 9.4% increase over the same period last year. There were 10 flight cancellations for the month.

<u>Delta Airlines</u>: Enplanements for Delta in May 2022 increased by 44.1%. There were no flight cancellations for the month.

<u>United Airlines</u>: In May 2022, United Airlines saw a decrease in enplanements by 16.3% over the same period last year. There were no flight cancellations for the month.

Monthly Traffic Report Asheville Regional Airport



May 2022

Catagory	May 2000	May 2004	Percentage	*0VTD 2022	*OVTD 2024	Percentage	*MOV/42 2022	*MOV/40 0004	Percentage
Category	May 2022	May 2021	Change	*CYTD-2022	*CYTD-2021	Change	*MOV12-2022	*MOV12-2021	Change
Passenger Traffi	с								
Enplaned	79,946	62,546	27.8%	307,358	195,581	57.2%	827,792	398,881	107.5%
Deplaned	<u>78,709</u>	<u>61,605</u>	27.8%	<u>304,295</u>	<u>193,584</u>	57.2%	<u>822,962</u>	<u>395,004</u>	108.3%
Total	158,655	124,151	27.8%	611,653	389,165	57.2%	1,650,754	793,885	107.9%
Aircraft Operatio	ons								
Airlines	1,422	1,314	8.2%	5,673	5,421	4.6%	14,355	11,394	26.0%
Commuter/ Air Taxi	<u>889</u>	<u>1,123</u>	-20.8%	3,059	3,330	-8.1%	12,317	8,169	50.8%
Subtotal	<u>2,311</u>	<u>2,437</u>	-5.2%	<u>8,732</u>	<u>8,751</u>	-0.2%	<u>26,672</u>	<u>19,563</u>	36.3%
General Aviation	4,299	4,504	-4.6%	17,791	16,233	9.6%	46,203	41,916	10.2%
Military	<u>394</u>	<u>285</u>	38.2%	<u>2,385</u>	<u>1,437</u>	66.0%	<u>5,350</u>	<u>3,069</u>	74.3%
Subtotal	<u>4,693</u>	<u>4,789</u>	-2.0%	<u>20,176</u>	<u>17,670</u>	14.2%	<u>51,553</u>	<u>44,985</u>	14.6%
Total	7,004	7,226	-3.1%	28,908	26,421	9.4%	78,225	64,548	21.2%
Fuel Gallons									
100LL	14,194	16,308	-13.0%	59,973	65,880	-9.0%	177,603	168,823	5.2%
Jet A (GA)	156,462	148,904	5.1%	572,886	514,068	11.4%	1,911,820	1,493,028	28.0%
Subtotal	<u>170,656</u>	<u>165,212</u>	3.3%	<u>632,859</u>	<u>579,948</u>	9.1%	<u>2,089,423</u>	<u>1,661,851</u>	25.7%
Jet A (A/L)	<u>646,866</u>	<u>555,966</u>	16.3%	<u>2,935,400</u>	<u>2,646,340</u>	10.9%	<u>8,207,991</u>	<u>5,232,417</u>	56.9%
Total	817,522	721,178	13.4%	3,568,259	3,226,288	10.6%	10,297,414	6,894,268	49.4%

*CYTD = Calendar Year to Date and *Mov12 = Moving Twelve Months.

Airline Enplanements, Seats, and Load Factors Asheville Regional Airport



May 2022

	May 2022	May 2021	Percentage Change	*CYTD-2022	*CYTD-2021	Percentage Change
Allegiant Air						
Enplanements	38,130	28,128	35.6%	148,703	96,913	53.4%
Seats	43,983	40,587	8.4%	188,157	171,564	9.7%
Load Factor	86.7%	69.3%	25.1%	79.0%	56.5%	39.9%
American Airlines						
Enplanements	18,608	17,010	9.4%	66,171	52,244	26.7%
Seats	20,724	21,525	-3.7%	80,206	86,462	-7.2%
Load Factor	89.8%	79.0%	13.6%	82.5%	60.4%	36.5%
Delta Air Lines						
Enplanements	17,555	12,182	44.1%	68,899	32,408	112.6%
Seats	20,276	16,209	25.1%	86,537	60,670	42.6%
Load Factor	86.6%	75.2%	15.2%	79.6%	53.4%	49.1%
Sun Country						
Enplanements	1,279	0	#Div/0!	5,677	0	#Div/0!
Seats	1,488	0	#Div/0!	8,184	0	#Div/0!
Load Factor	86.0%	#Num!	#Type!	69.4%	#Num!	#Type!
United Airlines						
Enplanements	4,374	5,226	-16.3%	17,908	14,016	27.8%
Seats	4,750	6,176	-23.1%	21,420	23,376	-8.4%
Load Factor	92.1%	84.6%	8.8%	83.6%	60.0%	39.4%
Totals						
Enplanements	79,946	62,546	27.8%	307,358	195,581	57.2%
Seats	91,221	84,497	8.0%	384,504	342,072	12.4%
Load Factor	87.6%	74.0%	18.4%	79.9%	57.2%	39.8%

*CTYD = Calendar Year to Date and *Mov12 = Moving Twelve Months.

Airline Flight Completions Asheville Regional Airport

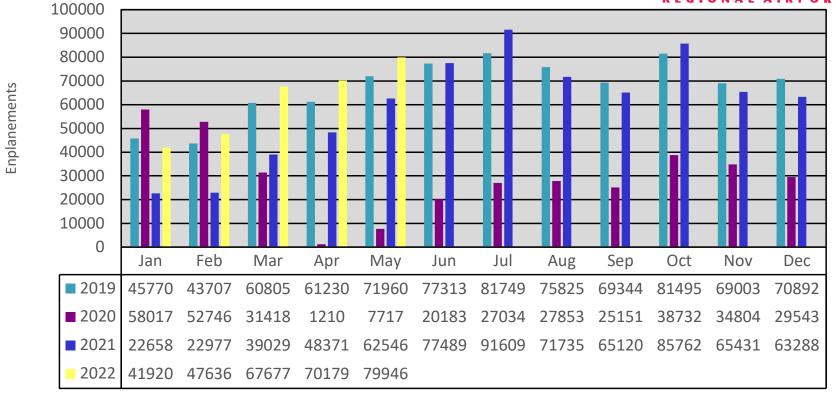




	Scheduled		Cancellatio	ons Due To	Total	Percentage of		
Airline	Flights	Field	Mechanical	Weather	Other	Cancellations	Completed Flights	
Allegiant Air	281	0	0	0	37	37	90.0%	
American Airlines	306	0	0	10	0	10	96.7%	
Delta Air Lines	202	0	0	0	0	0	100.0%	
Sun Country	8	0	0	0	0	0	100.0%	
United Airlines	92	0	0	0	0	0	100.0%	
Total	889	0	0	10	37	47	94.7%	

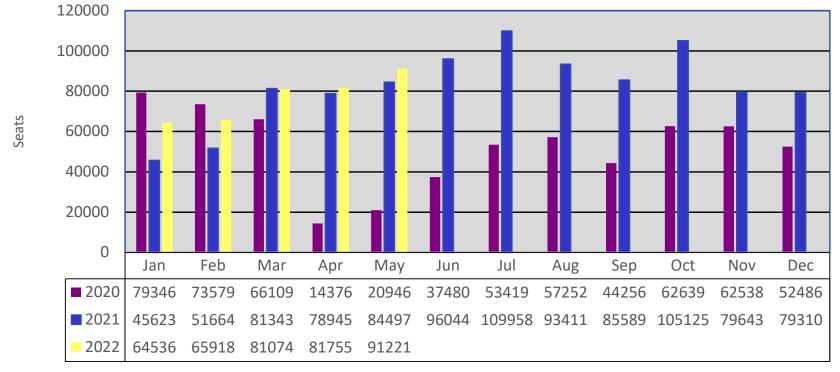






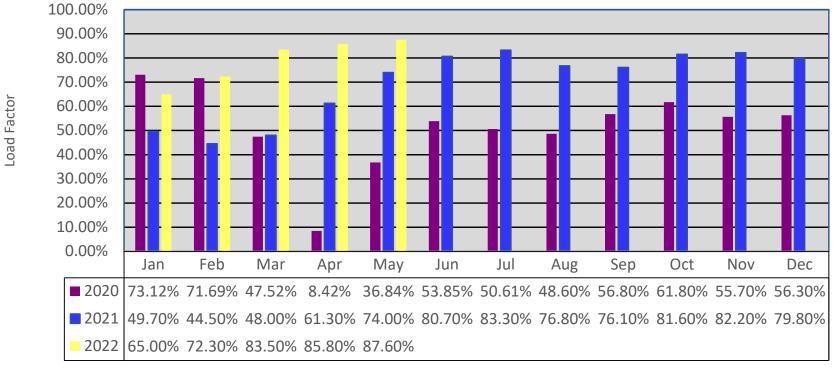
Monthly Seats By Year Asheville Regional Airport

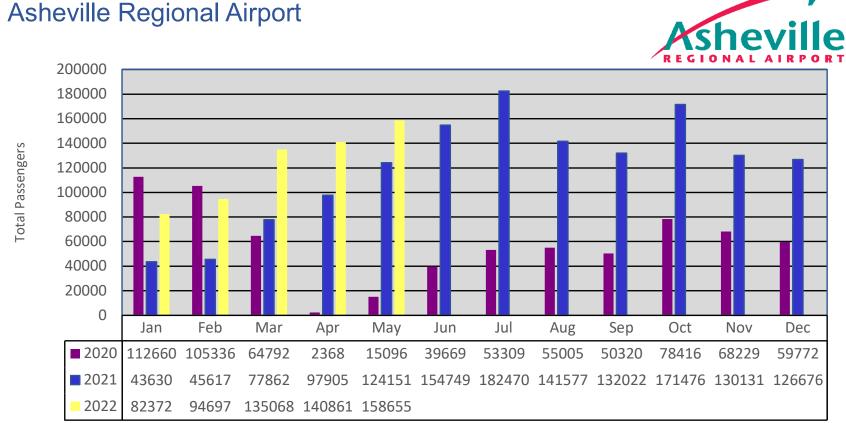










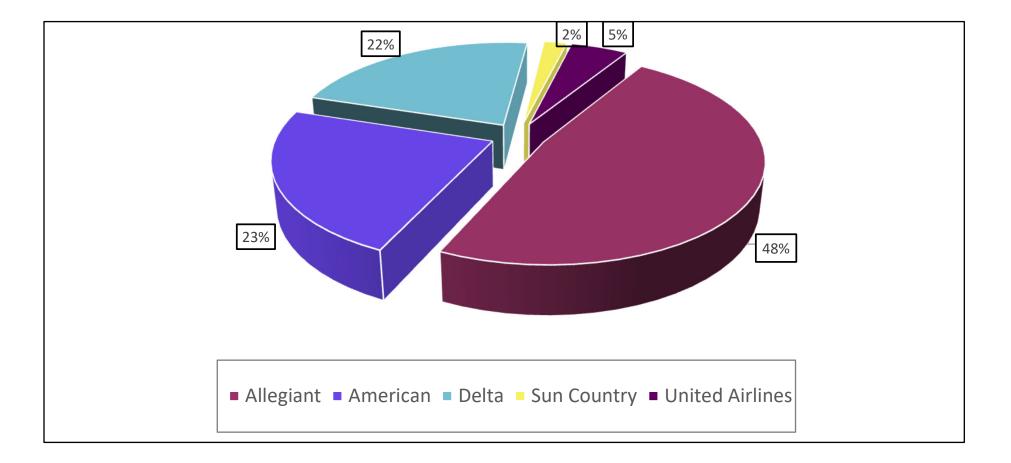


Total Monthly Passengers By Year Asheville Regional Airport

Airline Market Share Analysis (Enplanements) Asheville Regional Airport



Report Period From May 2022 Through May 2022



AVL - Three month schedule Summary Report August 2022 to October 2022 vs. August 2021 to October 2021 vs. August 2020 to October 2020 27-Jun-22

	Travel Pe		D	Aug 2022	Aug 2022	Aug 2021	0	Aug 2020	0	Diff		Percent		Diff 21		Percent D	
Mkt Al	AUS-AVL	Orig AUS	Dest AVL	Ops/Week	Seats 76	Ops/Week	Seats 0	Ops/Week	Seats	Ops/Week	Seats 76	Ops/Week	Seats	Ops/Week	Seats 76	Ops/Week	Seats
AA	AVL-AUS	AVL	AUS	1	76	ŏ	ō	ő	ō	1	76	-		1	76	-	-
AA	AVL-BOS	AVL	BOS	1	76	1	76	0	0	0	0	0.0%	0.0%	1	76	-	-
AA	BOS-AVL AVL-CLT	BOS	AVL	1 49	76	1	76 2.959	0	0	0	0 684	0.0%	0.0%	1	76	- 58.1%	54.6%
AA AA	CLT-AVL	AVL CLT	CLT AVL	49	3,643 3.643	48 48	2,959	31 31	2,356 2,356	1	684	2.1% 2.1%	23.1% 23.1%	18 18	1,287 1.287	58.1%	54.6%
AA	AVL-DCA	AVL	DCA	9	684	7	521	0	0	2	163	28.6%	31.3%	9	684	-	-
AA	DCA-AVL	DCA	AVL	9	684	7	521	0	0	2	163	28.6%	31.3%	9	684	-	-
AA	AVL-DFW	AVL	DFW	15	1,140	21	1,596	7	532	(6)	(456)	(28.6%)	(28.6%)	8	608	114.3%	114.3%
AA AA	DFW-AVL AVI -I GA	DFW AVI	AVL I GA	15 1	1,140 76	21	1,596 521	7	532	(6) (6)	(456) (445)	(28.6%) (85.7%)	(28.6%) (85.4%)	8	608 76	114.3%	114.3%
ÂĂ	LGA-AVL	LGA	AVL	1	76	7	521	ő	ŏ	(6)	(445)	(85.7%)	(85.4%)	1	76	-	-
AA	AVL-MIA	AVL	MIA	7	532	0	0	0	Ó	7	532	-	-	7	532	-	-
AA	MIA-AVL	MIA	AVL	7	532	0	0	0	0	7	532		-	7	532	-	-
AA	AVL-ORD	AVL	ORD	7	532	7	455	0	0	0	77	0.0%	16.9%	7	532	-	-
AA AA	ORD-AVL AVL-PHL	ORD AVL	AVL	7	532 455	7	455 665	0	0	0 (6)	77 (210)	0.0% (46.2%)	16.9% (31.6%)	7	532 455	-	-
AA	PHL-AVL	PHL	AVL	7	455	13	665	0	ō	(6)	(210)	(46.2%)	(31.6%)	7	455	-	
B6	AVL-BOS	AVL	BOS	7	700	0	0	0	0	7	700	(·····	(7	700	-	-
B6	BOS-AVL	BOS	AVL	7	700	0	0	0	0	7	700			7	700	-	-
DL	ATL-AVL	ATL	AVL	35	3,850	34	3,672	33	2,984	1	178	2.9%	4.8%	2	866	6.1%	29.0%
DL	AVL-ATL	AVL	ATL	35	3,850	34	3,672	33	2,984	1	178	2.9%	4.8%	2	866	6.1%	29.0%
DL	AVL-DTW	AVL	DTW AVL	0	0	0	0	0	0	0	0	-	-	0	0	-	-
DL DL	DTW-AVL AVL-LGA	DTW AVL	AVL LGA	13	0 939	0	0	0	0	13	0 939	-		0 13	0 939	-	
DL	LGA-AVL	LGA	AVL	13	939	0	0	0	0	13	939	-		13	939	-	-
DL	AVL-MSP	AVL	MSP	1	132	ō	ō	ō	0	1	132	-	-	1	132	-	-
DL	MSP-AVL	MSP	AVL	1	132	0	0	0	0	1	132	-	-	1	132	-	
G4 G4	AUS-AVL AVI -AUS	AUS AVI	AVL AUS	2	354 354	2	354 354	2	354 354	0	0	0.0%	0.0%	0	0	0.0%	0.0%
G4 G4	AVL-AOS AVL-BOS	AVL	BOS	4	708	2	354	0	0	2	354	100.0%	100.0%	4	708	0.0%	0.0%
G4	BOS-AVL	BOS	AVL	4	708	2	354	ō	ō	2	354	100.0%	100.0%	4	708	-	-
G4	AVL-BWI	AVL	BWI	3	510	2	354	2	372	1	156	50.0%	44.1%	1	138	50.0%	37.1%
G4	BWI-AVL	BWI	AVL	3	510	2	354	2	372	1	156	50.0%	44.1%	1	138	50.0%	37.1%
G4 G4	AVL-DEN DEN-AVL	AVL DEN	DEN AVL	4	666 666	2	354 354	2	354 354	2	312 312	100.0% 100.0%	88.1% 88.1%	2	312 312	100.0% 100.0%	88.1% 88.1%
G4	AVL-EWR	AVI	EWR	5	843	4	708	2	354	1	135	25.0%	19.1%	2	489	150.0%	138 1%
G4	EWR-AVL	EWR	AVL	5	843	4	708	2	354	1	135	25.0%	19.1%	3	489	150.0%	138.1%
G4	AVL-EYW	AVL	EYW	2	312	0	0	0	0	2	312	-	-	2	312	-	-
G4	EYW-AVL	EYW	AVL	2	312	0	0	0	0	2	312	-	-	2	312	-	-
G4 G4	AVL-FLL FLL-AVL	AVL FLL	FLL	12 12	1,977 1,977	11 11	1,947 1 947	7	1,239 1,239	1	30 30	9.1% 9.1%	1.5% 1.5%	5	738 738	71.4% 71.4%	59.6% 59.6%
G4 G4	AVL-HOU	AVL	HOU	2	312	2	354	2	354	ò	(42)	0.0%	(11.9%)	0	(42)	0.0%	(11.9%)
G4	HOU-AVL	HOU	AVL	2	312	2	354	2	354	0	(42)	0.0%	(11.9%)	0	(42)	0.0%	(11.9%)
G4	AVL-LAS	AVL	LAS	2	312	2	354	0	0	0	(42)	0.0%	(11.9%)	2	312	-	-
G4	LAS-AVL	LAS	AVL MDW	2	312 354	2	354 354	0	0	0	(42)	0.0%	(11.9%)	2	312	- 0.0%	- 0.0%
G4 G4	AVL-MDW MDW-AVL	AVL MDW	AVL	2	354	2	354	2	354 354	0	0	0.0%	0.0%	0	0	0.0%	0.0%
G4	AVL-MSP	AVL	MSP	2	354	õ	0	õ	0	2	354	-	-	2	354	-	-
G4	MSP-AVL	MSP	AVL	2	354	0	0	0	0	2	354	-	-	2	354	-	-
G4	AVL-PBI	AVL	PBI	2	354	2	354	2	354	0	0	0.0%	0.0%	0	0	0.0%	0.0%
G4 G4	PBI-AVL AVL-PGD	PBI AVL	AVL PGD	2	354 1,197	2	354 726	2	354 717	0	0 471	0.0% 75.0%	0.0% 64.9%	0 3	0 480	0.0% 75.0%	0.0%
G4 G4	PGD-AVL	PGD	AVI	7	1,197	4	726	4	717	3	471	75.0%	64.9%	3	480	75.0%	66.9%
G4	AVL-PIE	AVL	PIE	12	1,893	9	1,593	8	1,434	3	300	33.3%	18.8%	4	459	50.0%	32.0%
G4	PIE-AVL	PIE	AVL	12	1,893	9	1,593	8	1,434	3	300	33.3%	18.8%	4	459	50.0%	32.0%
G4	AVL-SFB	AVL SFB	SFB	11	1,863	10 10	1,824	6	1,062	1	39 39	10.0%	2.1%	5	801	83.3%	75.4%
G4 G4	SFB-AVL AVL-SRQ	AVL	AVL SRQ	11 2	1,863 354	10	1,824 354	6 2	1,062 354	1	39	10.0% 0.0%	2.1% 0.0%	5	801 0	83.3% 0.0%	75.4% 0.0%
G4 G4	SRQ-AVL	SRQ	AVL	2	354	2	354	2	354	0	0	0.0%	0.0%	0	0	0.0%	0.0%
G4	AVL-VPS	AVL	VPS	1	156	2	354	ō	0	(1)	(198)	(50.0%)	(55.9%)	1	156	-	· · ·
G4	VPS-AVL	VPS	AVL	1	156	2	354	0	0	(1)	(198)	(50.0%)	(55.9%)	1	156	-	-
NK NK	AVL-FLL FLL-AVL	AVL FLL	FLL AVL	0	0	0	0	0	0	0	0	-		0	0	-	
NK	AVL-GSO	AVL	GSO	0	0	0	0	0	0	0	0	-		0	0	-	-
NK	AVL-MCO	AVL	MCO	ŏ	ō	ŏ	ō	ő	ō	ő	ŏ	-		ő	0	-	-
NK	MCO-AVL	MCO	AVL	0	0	0	0	0	0	0	0	-		0	0	-	-
NK	AVL-TPA	AVL	TPA	0	0	0	0	0	0	0	0	-	-	0	0	-	-
NK SY	TPA-AVL AVL-MSP	TPA AVL	AVL MSP	0	0 372	0	0	0	0	0	0 372	-		0 2	0 372	-	
SY	MSP-AVL	MSP	AVL	2	372	0	0	0	0	2	372	-		2	372	-	-
UA	AVL-EWR	AVL	EWR	14	1,028	7	350	ő	ō	7	678	100.0%	193.7%	14	1,028	-	-
UA	EWR-AVL	EWR	AVL	14	1,028	7	350	0	0	7	678	100.0%	193.7%	14	1,028	-	-
UA UA	AVL-IAD	AVL IAD	IAD AVL	0	0	21 21	1,232 1.232	14 14	700 700	(21)	(1,232)	(100.0%)	(100.0%)	(14)	(700)	(100.0%) (100.0%)	(100.0%) (100.0%)
UA	IAD-AVL AVL-ORD	AVI	ORD	14	700	21	1,232	14	700	(21)	(1,232) (882)	(100.0%) (50.0%)	(100.0%) (55.8%)	(14)	(700)	(100.0%)	(100.0%)
UA	ORD-AVL	ORD	AVL	14	700	28	1,582	14	700	(14)	(882)	(50.0%)	(55.8%)	ő	0	0.0%	0.0%
			Total	516	54,908	504	47,934	280	29,148	12	6,974	2.4%	14.5%	236	25,760	84.3%	88.4%

Mkt Al AA	AUS-AVL	Orig AUS	Dest AVL	Ops/Week	Seats 0	Ops/Week	Seats 0	Ops/Week 0	Seats 0	Ops/Week	Seats 0	Ops/Week	Seats	Ops/Week	Seats 0	Ops/Week	Seats
AA AA	AVL-AUS AVL-BOS	AVL AVL	AUS BOS	0	0 76	0	0 76	0	0	0	0	0.0%	0.0%	0	0 76	-	-
AA AA	BOS-AVL AVL-CLT	BOS AVL	AVL CLT	1 43	76 3,633	1 43	76 2,879	0 35	0 2,660	0	0 754	0.0%	0.0% 26.2%	1 8	76 973	23%	37%
AA AA AA	CLT-AVL AVL-DCA DCA-AVL	CLT AVL DCA	AVL DCA AVL	43 8 8	3,633 608 608	43 7 7	2,879 521 521	35 0 0	2,660 0 0	0 1 1	754 87 87	0.0% 14.3% 14.3%	26.2% 16.7% 16.7%	8 8 8	973 608 608	23%	37%
AA AA AA	AVL-DFW DFW-AVL	AVL DFW	DFW AVL	0 14 14	1,064	14 14	1,064	7	532 532	0	0	0.0%	0.0%	7	532 532	100% 100%	100% 100%
AA AA	AVL-LGA LGA-AVL	AVL LGA	LGA AVL	1 1	76 76	0	0	0	0	1	76 76	-	-	1	76 76	-	-
AA AA AA	AVL-MIA MIA-AVL AVL-ORD	AVL MIA AVL	MIA AVL ORD	7 7 5	532 532 325	0 0 6	0 0 456	0	0 0	7 7 (1)	532 532 (131)	(16.7%)	(28.7%)	7 7 5	532 532 325	-	-
AA AA AA	ORD-AVL AVL-PHL	ORD AVL	AVL	5	325 325 455	6 13	456 650	0	0	(1) (1) (6)	(131) (131) (195)	(16.7%) (16.7%) (46.2%)	(28.7%) (28.7%) (30.0%)	5	325 325 455	-	-
AA B6	PHL-AVL AVL-BOS	PHL AVL	AVL BOS	7	455 0	13 0	650 0	0	0	(6) 0	(195)	(46.2%)	(30.0%)	7	455 0	:	-
B6 DL	BOS-AVL ATL-AVL	BOS ATL	AVL AVL	0 34	0 3,536	0 34	0 3,536	0 33	0 2,746	0	0	0.0%	0.0%	0	0 790	3%	29%
DL DL DL	AVL-ATL AVL-LGA LGA-AVL	AVL AVL LGA	ATL LGA AVL	34 13 13	3,536 952 952	34 0 0	3,536 0 0	33 0 0	2,746 0 0	0 13 13	0 952 952	0.0%	0.0%	1 13 13	790 952 952	3%	29%
DL	AVL-MSP MSP-AVL	AVL MSP	MSP AVL	1	76 76	0	0	0	0	1	952 76 76	-		1	952 76 76	-	-
G4 G4	AUS-AVL AVL-AUS	AUS AVL	AVL AUS	2 2	372 372	2 2	354 354	0	0 0	0	18 18	0.0%	5.1% 5.1%	2 2	372 372	:	-
G4 G4 G4	AVL-BOS BOS-AVL AVL-BWI	AVL BOS AVL	BOS AVL BWI	3 3 2	558 558 312	2 2 2	372 372 312	2 2 2	372 372 312	1 1 0	186 186 0	50.0% 50.0% 0.0%	50.0% 50.0% 0.0%	1 1 0	186 186 0	50.0% 50.0% 0.0%	50.0% 50.0% 0.0%
G4 G4 G4	BWI-AVL AVL-DEN	BWI AVL	AVL DEN	2 2	312 372	2 2	312 372	2	312 0	0	0	0.0%	0.0%	0	0 372	0.0%	0.0%
G4 G4	DEN-AVL AVL-EWR	DEN AVL	AVL EWR	2 6	372 1,056	2	372 372	0	0 372	0 4	0 684	0.0% 200.0%	0.0% 183.9%	2 4	372 684	200.0%	183.9%
G4 G4 G4	EWR-AVL AVL-EYW EYW-AVL	EWR AVL EYW	AVL EYW AVL	6 2 2	1,056 312 312	2 0 0	372 0 0	2 0 0	372 0 0	4 2 2	684 312 312	200.0%	183.9%	4 2 2	684 312 312	200.0%	183.9%
G4 G4	AVL-FLL FLL-AVL	AVL FLL	FLL AVL	12 12	2,148 2,148	10 10	1,788 1,788	4	708 708	2 2	360 360	20.0% 20.0%	20.1% 20.1%	8	1,440 1,440	200.0% 200.0%	203.4% 203.4%
G4 G4	AVL-HOU HOU-AVL	AVL HOU	HOU AVL	0	0	2 2	372 372	2 2	372 372	(2) (2)	(372) (372)	(100.0%) (100.0%)	(100.0%) (100.0%)	(2) (2)	(372) (372)	(100.0%) (100.0%)	(100.0%) (100.0%)
G4 G4	AVL-LAS LAS-AVL	AVL LAS	LAS AVL MDW	2 2	312 312	2	372 372	0	0 0	0	(60) (60)	0.0%	(16.1%) (16.1%)	2 2 0	312 312 0	- 0.0%	0.0%
G4 G4 G4	AVL-MDW MDW-AVL AVL-MSP	AVL MDW AVL	AVL MSP	2 2 0	372 372 0	2 2 0	372 372 0	2 2 0	372 372 0	0	0 0 0	0.0%	0.0%	0	0	0.0%	0.0%
G4 G4	MSP-AVL AVL-PBI	MSP AVL	AVL PBI	0	0 372	0	0 372	0	0 372	0	0	0.0%	0.0%	0	0	- - 0.0%	0.0%
G4 G4	PBI-AVL AVL-PGD	PBI AVL	AVL PGD	2	372 735	2	372 372	2	372 372	0 2	0 363	0.0% 100.0%	0.0% 97.6%	0	0 363	0.0% 100.0%	0.0% 97.6%
G4 G4 G4	PGD-AVL AVL-PIE PIE-AVL	PGD AVL PIE	AVL PIE AVL	4 8 8	735 1,398 1,398	2 4 4	372 744 744	2 4 4	372 708 708	2 4 4	363 654 654	100.0% 100.0% 100.0%	97.6% 87.9% 87.9%	2 4 4	363 690 690	100.0% 100.0% 100.0%	97.6% 97.5% 97.5%
G4 G4	AVL-SFB SFB-AVL	AVL SFB	SFB AVL	8	1,398 1,398	5	921 921	4	654 654	3	477 477	60.0% 60.0%	51.8% 51.8%	4	744 744	100.0%	113.8% 113.8%
G4 G4	AVL-SRQ SRQ-AVL	AVL SRQ	SRQ AVL	2	372 372	0	0	0	0	2 2	372 372	-	:	2	372 372	:	1
G4 G4 SY	AVL-VPS VPS-AVL AVL-MSP	AVL VPS AVL	VPS AVL MSP	0 0 2	0 0 372	2 2 0	372 372 0	0	0 0 0	(2) (2) 2	(372) (372) 372	(100.0%) (100.0%)	(100.0%) (100.0%)	0 0 2	0 0 372	1	-
SY UA	MSP-AVL AVL-EWR	MSP AVL	AVL EWR	2 2 14	372 372 1,052	0 7	0 350	0	0	2 2 7	372 372 702	100.0%	200.6%	2 2 14	372 372 1,052	-	-
UA UA	EWR-AVL AVL-IAD	EWR AVL	AVL IAD	14 0	1,052 0	7 21	350 1,050	0 13	0 650	7 (21)	702 (1,050)	100.0% (100.0%)	200.6% (100.0%)	14 (13)	1,052 (650)	(100.0%)	(100.0%)
UA UA UA	IAD-AVL AVL-ORD ORD-AVL	IAD AVL ORD	AVL ORD AVL	0 21 21	0 1,414 1,414	21 28 28	1,050 1,400 1,400	13 14 14	650 700 700	(21) (7) (7)	(1,050) 14 14	(100.0%) (25.0%) (25.0%)	(100.0%) 1.0% 1.0%	(13) 7 7	(650) 714 714	(100.0%) 50.0% 50.0%	(100.0%) 102.0% 102.0%
5	UND AVE	0110	Total	456	48,520	430	38,898	256	23,804	26	9,622	6.0%	24.7%	200	24,716	78.1%	102.0%
	Travel Per	riod		0.1.0000													
Mkt Al		Orig	Dest	Oct 2022 Ops/Week	Oct 2022 Seats	Oct 2021 Ops/Week	Seats	Oct 2020 Ops/Week	Seats	Diff Y Ops/Week	oY Seats	Percent I Ops/Week	Diff YoY Seats	Diff 2 Ops/Week	YoY Seats	Percent D Ops/Week	
Mkt Al AA AA	AUS-AVL AVL-AUS	Orig AUS AVL	Dest AVL AUS	Ops/Week 0 0	Oct 2022 Seats 0 0	Ops/Week 0 0	Seats 0 0	Ops/Week 0 0	0	Ops/Week 0 0	Seats 0 0	Ops/Week	Seats	Ops/Week 0 0	Seats 0 0	Percent D Ops/Week	iff 2YoY Seats
AA AA AA AA	AUS-AVL AVL-AUS AVL-BOS BOS-AVL	Orig AUS AVL AVL BOS	AVL AUS BOS AVL	Ops/Week 0 0 0 0	0 0 0	Ops/Week 0 0 1 1	0 0 76 76	Ops/Week 0 0 0 0 0	0 0 0 0	Ops/Week 0 (1) (1)	Seats 0 (76) (76)	Ops/Week (100.0%) (100.0%)	Seats (100.0%) (100.0%)	Ops/Week 0 0 0 0 0	Seats 0 0 0 0	Ops/Week	Seats
AA AA AA AA AA AA	AUS-AVL AVL-AUS AVL-BOS BOS-AVL AVL-CLT CLT-AVL	Orig AUS AVL AVL BOS AVL CLT	AVL AUS BOS AVL CLT AVL	Ops/Week 0 0 0	0 0 0 3,973 3,973	Ops/Week 0 1 1 47 47	0 76 76 3,390 3,390	Ops/Week 0 0 0	0 0 0 2,725 2,725	Ops/Week 0 0 (1)	Seats 0 (76) (76) 583 583	Ops/Week 	Seats	Ops/Week 0 0 0	Seats 0 0 0 0 1,248 1,248		
AA AA AA AA AA AA AA AA	AUS-AVL AVL-AUS AVL-BOS BOS-AVL AVL-CLT CLT-AVL AVL-DCA DCA-AVL AVL-DFW	Orig AUS AVL AVL BOS AVL CLT AVL DCA AVL	AVL AUS BOS AVL CLT AVL DCA AVL DFW	Ops/Week 0 0 0 44 44 7 7 7 14	0 0 0 3,973 3,973 532 532 1,064	Ops/Week 0 1 1 47 47 47 0 0 0 14	0 0 76 3,390 3,390 0 0 1,064	Ops/Week 0 0 0 36 36 36 0 0 7	0 0 2,725 2,725 0 0 532	Ops/Week 0 (1) (1) (3) (3) 7 7 0	Seats 0 0 (76) 583 583 532 532 0	Ops/Week (100.0%) (100.0%) (6.4%) (6.4%) 0.0%	Seats (100.0%) (100.0%) 17.2% 17.2% - - 0.0%	Ops/Week 0 0 0 8 8 8 7 7 7 7 7	Seats 0 0 0 1,248 1,248 532 532 532 532	Ops/Week	Seats
AA AA AA AA AA AA AA AA AA AA	AUS-AVL AVL-AUS AVL-BOS BOS-AVL AVL-CLT CLT-AVL AVL-DCA DCA-AVL AVL-DFW DFW-AVL AVL-LGA	Orig AUS AVL BOS AVL CLT AVL DCA AVL DFW AVL	AVL AUS BOS AVL CLT AVL DCA AVL DFW AVL LGA	Ops/Week 0 0 0 0 44 44 7 7 14 14 1	0 0 3,973 3,973 532 532 1,064 1,064 65	Ops/Week 0 1 1 47 47 0 0 14 14 14 0	0 0 76 3,390 3,390 0 1,064 1,064 0	Ops/Week 0 0 0 0 36 36 0 0 7 7 0	0 0 2,725 2,725 0 0 532 532 0	Ops/Week 0 (1) (1) (3) (3) 7 7	Seats 0 0 (76) 583 583 532 532 0 0 65	Ops/Week (100.0%) (100.0%) (6.4%) (6.4%)	Seats (100.0%) (100.0%) 17.2% 17.2%	Ops/Week 0 0 0 8 8 8 7 7 7	Seats 0 0 0 1,248 1,248 532 532 532 532 532 65	Ops/Week	Seats
44 44 44 44 44 44 44 44 44 44 44 44 44	AUS-AVL AVL-AUS AVL-BOS BOS-AVL AVL-CLT CLT-AVL AVL-DCA DCA-AVL AVL-DFW DFW-AVL AVL-LGA LGA-AVL AVL-MIA MIA-AVL	Orig AUS AVL BOS AVL CLT AVL DCA AVL DFW AVL LGA AVL MIA	AVL AUS BOS AVL CLT AVL DCA AVL DFW AVL LGA AVL MIA AVL	Ops/Week 0 0 44 44 7 7 14 14 1 1 1 7 7 7	0 0 3,973 532 532 1,064 1,064 65 65 532 532	Ops/Week 0 1 1 47 47 47 0 0 14 14	0 0 76 3,390 3,390 0 1,064 1,064 0 0 0 0 0 0	Ops/Week 0 0 0 0 0 0 0 36 36 0 0 7 7 7 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 2,725 2,725 0 0 532 532 0 532 0 0 0 0 0 0	Ops/Week 0 0 (1) (3) (3) 7 7 0 0 0 1 1 7 7 7	Seats 0 0 (76) (76) 583 583 532 532 532 0 0 65 65 532 532	0ps/Week (100.0%) (100.0%) (6.4%) (6.4%) 0.0% 0.0%	Seats (100.0%) (100.0%) 17.2% 17.2% 0.0% 0.0%	Ops/Week 0 0 0 8 8 7 7 7 7 7 7 7 1	Seats 0 0 0 1,248 532 532 532 532 532 532 532 532 532 532 532 532 532 532 532	Ops/Week	Seats
44 44 44 44 44 44 44 44 44 44 44 44 44	AUS-AVL AVL-AUS BOS-AVL AVL-CLT CLT-AVL AVL-DCA DCA-AVL AVL-DFW DFW-AVL AVL-DFW DFW-AVL AVL-LGA LGA-AVL AVL-MIA MIA-AVL AVL-ORD ORD-AVL	Orig AUS AVL BOS AVL CLT AVL DCA AVL DFW AVL LGA AVL MIA AVL ORD	AVL AUS BOS AVL CLT AVL DCA AVL DFW AVL LGA AVL MIA AVL ORD AVL	Ops/Week 0 0 0 0 44 44 7 7 14 14 14 1 7 7	0 0 3,973 532 532 1,064 1,064 65 65 532 532 532 532 455	Ops/Week 0 0 1 47 47 0 0 14 14 0 0 0 0 7 7	0 0 76 3,390 3,390 0 1,064 1,064 1,064 0 0 0 532 532	Ops/Week 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 2,725 2,725 0 532 532 532 0 0 0 0 0 0 0 0 0 0 0 0	Ops/Week 0 0 (1) (1) (3) 7 7 0 0 1 1 7 7 0 0 0 0 0 0 0 0 0 0 0 0 0	Seats 0 0 (76) (76) 583 532 532 0 0 65 65 532 532 0 (77)	Ops/Week (100.0%) (100.0%) (6.4%) (6.4%) 0.0% 0.0% 0.0% 0.0%	Seats (100.0%) (100.0%) 17.2% 17.2% 0.0% 0.0% (14.5%) (14.5%)	Ops/Week 0 0 0 8 8 7 7 7 7 1 1 1 7 7 7 7 7 7 7 7	Seats 0 0 0 1,248 1,248 532 535	Ops/Week	Seats
44 44 44 44 44 44 44 44 44 44 44 44 44	AUS-AVL AVL-AUS BOS-AVL AVL-CLT CLT-AVL AVL-DCA DCA-AVL AVL-DFW DFW-AVL AVL-DFW DFW-AVL AVL-LGA LGA-AVL AVL-ORD ORD-AVL AVL-ORD ORD-AVL AVL-PHL AVL-PHL	Orig AUS AVL BOS AVL CLT AVL DCA AVL DFW AVL LGA AVL LGA AVL ORD AVL ORD AVL ORD	AVL AUS BOS AVL CLT AVL DCA AVL DFW AVL LGA AVL MIA AVL MIA AVL ORD AVL PHL	Ops/Week 0 0 44 44 7 7 14 14 1 1 7 7 7 7 7 7 7 7	0 0 3,973 3,973 532 532 1,064 1,064 65 65 532 455 532 455 532 455 532 532	Ops/Week 0 0 1 47 47 0 14 14 14 0 0 0 7 7 14 14 14	0 0 76 3,390 3,390 0 1,064 1,064 1,064 0 0 0 532 532 700 700	Ops/Week 0 0 0 36 36 0 0 7 7 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 2,725 2,725 0 532 532 0 0 532 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	Ops/Week O 0 0 (1) (3) (3) 7 7 0 0 1 1 7 7 0 0 1 7 7 0 0 (7) (7)	Seats 0 0 (76) 583 583 532 532 0 65 65 532 532 532 (77) (77) (168) (168)	Ops/Week (100.0%) (100.0%) (6.4%) (6.4%) 0.0% 0.0%	Seats (100.0%) (100.0%) 17.2% 17.2% 0.0% 0.0% (14.5%)	Ops/Week 0 0 8 8 7 7 7 7 1 1 1 7 7 7 7 7 7 7 7 7 7 7	Seats 0 0 1,248 1,248 1,248 532 532 532 532 65 65 65 532 532 455 455 455 532 532 532 532 532 532 532 5	Ops/Week	Seats
AA AA AA AA AA AA AA AA AA AA AA AA AA	AUS-AVL AVL-AUS BOS-AVL AVL-CLT CLT-AVL AVL-DCA DCA-AVL AVL-DCA DCA-AVL AVL-DFW DFW-AVL AVL-DFW DFW-AVL AVL-ORD DFW-AVL AVL-ORD ORD-AVL AVL-ORD ORD-AVL AVL-PHL PHL-AVL BOS-AVL ATL-AVL	Orig AUS AVL AVL BOS AVL CLT AVL DCA AVL DFW AVL DFW AVL DFW AVL MIA AVL MIA AVL BOS ATL	AVL AUS BOS AVL CLT AVL DCA AVL DFW AVL LGA AVL ORD AVL PHL AVL BOS AVL AVL	Ops/Week 0 0 44 44 7 7 14 14 1 1 7 7 7 7 7 7 0 0 42	0 0 3,973 532 532 1,064 65 65 532 532 455 532 455 532 532 532 532 0 0 0 4,620	Ops/Week 0 0 1 47 0 14 0 0 14 0 0 14 14 0 0 0 0 0 0 0 0 0 0 34	0 0 76 3.390 0 1.064 1.064 0 0 0 532 532 700 700 0 0 0 3.502	Ops/Week 0 0 0 36 36 0 0 7 7 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 2,725 2,725 0 532 532 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	Ops/Week 0 0 (1) (3) 7 0 1 7 0 1 7 0 0 1 7 0 0 (7) 0 (7) 0 0 (7) 0 8	Seats O 0 0 (76) 583 583 532 532 0 0 65 65 532 532 532 (77) (168) (168) 0 0 1,118	Ops/Week (100.0%) (100.0%) (6.4%) (6.4%) (6.4%) (6.4%) (5.0%) (50.0	Seats (100.0%) (100.0%) 17.2% 17.2% 0.0% 0.0% 0.0% (14.5%) (24.0%) (24.0%) (24.0%) (24.0%) 31.9%	Ops/Week 0 0 0 8 8 7 7 7 7 1 1 1 7 7 7 7 7 7 7 7	Seats 0 0 0 0 0 0 1,248 1,248 532 532 532 532 532 555 552 552 532 532 532 555 532 532 532 532 532 532 532 0 0 0 0 2,112 112 12	Ops/Week	Seats 45.8% 45.8% 100.0% 100.0% 84.2%
AA AA AA AA AA AA AA AA AA AA AA AA AA	AUS-AVL AVL-AUS AVL-BOS BOS-AVL AVL-CLT CLT-AVL AVL-DCA DCA-AVL AVL-DFW DFW-AVL AVL-DFW DFW-AVL AVL-GA AVL-MIA MIA-AVL AVL-ORD ORD-AVL AVL-PHL PHL-AVL AVL-ATL AVL-ATL AVL-ATL AVL-ATL AVL-ATL AVL-ATL AVL-ATL	Orig AUS AVL AVL AVL CLT CLT CLT CLT CLT CLT CLT CLT CLT CL	AVL AUS BOS AVL CLT AVL DCA AVL DFW AVL LGA AVL PHU AVL BOS AVL BOS AVL AVL LGA	Ops/Week 0 0 0 44 44 7 7 14 1 1 1 7 7 7 7 7 7 7 0 0 42 42 42 14 13 14 14 14 14 14 14 14 14 14 14	0 0 0 3,973 3,973 532 532 532 1,064 65 532 532 532 532 532 532 532 532 532 53	Ops/Week 0 1 47 47 0 14 14 0 0 7 7 14 0 0 0 34 0	0 0 76 3,390 3,390 0 1,064 1,064 0 0 0 0 532 532 532 700 0 3,502 3,502 0 0 0 0 0 0 0 0 0 0 0 0 0	OpenWeek 0 0 36 36 0 0 7 7 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 2,725 2,725 0 532 0 0 532 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	Ops/Week 0 0 (1) (3) 7 7 0 1 1 7 0 0 1 1 7 0 0 0 (3) 7 7 0 0 1 1 7 0 0 0 1 1 1 1 1 1 1 1 1 1 1 1 1	Seats O 0 0 (76) 583 583 532 532 0 0 65 552 532 (77) (168) (118) 0 1.118 1.118 986 986	Ops/Week (100.0%) (100.0%) (6.4%) (6.4%) 0.0% 0.0% 0.0% (50.0%) (50.0%)	Seats (100.0%) (100.0%) 17.2% 17.2% 0.0% 0.0% (14.5%) (24.0%) (24.0%)	Ops/Week 0 0 0 0 8 8 7 7 7 7 1 1 7 7 7 7 7 7 7 7 7 7 9 9 9 14	Seats 0 0 0 0 0 1,248 532 532 532 532 532 532 532 532 532 532 532 532 532 0 0 2,112 2,112 2,112 2,112 986 986	Ops/Week	Seats 45.8% 45.8% 100.0%
AA AA AA AA AA AA AA AA AA AA AA AA AA	AUS-AVL AVL-AUS BOS-AVL AVL-CLT CLT-AVL AVL-CLT CLT-AVL AVL-DCA DCA-AVL AVL-DCA DCA-AVL AVL-LGA LGA-AVL AVL-DFW DFW-AVL AVL-AVL AVL-AVL AVL-PHL AVL-BOS BOS-AVL ATL-AVL ATL-AVL	Orig AUS AVL AVL BOS BOS AVL CLT AVL DFW AVL DFW AVL LGA AVL DFW AVL BOS ATL BOS ATL AVL	AVL AUS BOS AVL CLT AVL DCA AVL DFW AVL UCA AVL ORD AVL AVL ORD AVL AVL AVL AVL AVL AVL AVL AVL AVL AVL	Ops/Week 0 0 0 44 7 14 14 1 1 7 7 7 7 7 7 7 0 42	0 0 3,973 3,973 532 532 1,064 65 65 532 532 532 532 532 532 532 532 532 53	Ops/Week 0 1 1 47 47 0 14 14 0 0 0 0 0 0 7 7 14 14 0 0 34 34	0 0 76 3.390 0 1.064 1.064 1.064 0 0 532 532 532 700 700 0 0 3.502 3.502	Ops/Week 0 0 0 0 0 0 36 0 0 7 7 7 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 2,725 2,725 0 532 532 532 532 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	Ops/Week 0 0 (1) (3) (3) 7 7 0 1 1 1 7 7 0 0 (7) (7) 0 0 8 8	Seats O 0 0 (76) 583 583 532 532 532 0 0 65 532 (77) (77) (77) (168) 0 0 1.118 1.118	Ops/Week (100.0%) (100.0%) (6.4%) (6.4%) (6.4%) (6.4%) (5.0%) (50.0	Seats (100.0%) (100.0%) 17.2% 17.2% 0.0% 0.0% 0.0% (14.5%) (24.0%) (24.0%) (24.0%) (24.0%) 31.9%	Ops/Week 0 0 8 8 7 7 7 7 7 1 1 1 7 7 7 7 7 7 7 7 7 7	Seats O 0 0 0 1,248 1,248 532 532 532 532 532 532 455 455 532 532 532 532 323 65 532 323 65 532 323 63 532 532 532 32 0 0 0 1,112 2,112 2,112 112	Ops/Week	Seats 45.8% 45.8% 100.0% 100.0% 84.2%
AA AA AA AA AA AA AA AA AA AA AA AA AA	AUS-AVL AVL-AUS AVL-BOS DOS-AVL AVL-BOS DOS-AVL AVL-DOSA DOC-AVL AVL-DOSA DOC-AVL AVL-DOSA DOC-AVL AVL-DOW DOC-AVL AVL-DOW ORD-AVL AVL-MIA AVL-AVL AVL	Orig AUS AVL AVL BOS AVL CLT AVL CLT AVL AVL AVL AVL AVL AVL AVL AVL BOS AVL AVL BUS AVL AVL AVL AVL AVL AVL AVL AVL AVL AVL	AVL AUS BOS AVL CLT AVL DCA AVL DFW AVL DFW AVL DFW AVL BOS AVL AVL AVL AVL AVL AVL AVL AVL AVL AVL	Ops/Week 0 0 0 0 0 44 44 7 7 7 7 7 7 7 7 7 7 7 7 7	0 0 0 3.973 532 532 532 1.064 1.064 1.064 1.064 4.65 532 532 532 532 532 0 4.620 4.620 986 996 110 372 372	OpsWeek 0 0 1 1 47 47 0 0 14 14 0 0 7 7 14 14 0 0 7 7 14 14 0 0 34 0 0 34 0 0 2 2	0 76 76 3,390 3,390 0 0 0 0 0 0 0 0 0 0 0 0 0	OpenWeek 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 2,725 2,725 2,725 532 532 532 532 532 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	OpenWeek 0 0 (1) (3) (3) (3) 7 7 0 1 1 7 0 0 1 1 7 0 0 1 1 7 0 0 1 1 7 0 0 1 1 1 7 0 0 1 1 1 0 0 1 1 1 1 0 0 1 1 1 1 1 1 1 1 1 1 1 1 1	Seats O 0 0 (76) (76) (76) 582 582 532 0 0 65 532 532 (77) (778) (168) 0 0 1.118 986 110 0 0 0	Ops/Week (100.0%) (100.0%) (100.0%) (6.4%) (6.4%) 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.	Soats (100.0%) (100.0%) 17.2% 17.2% 0.0% 0.0% (14.5%) (24.0%) (24.0%) (24.0%) 19% 31.9% 31.9%	Ops/Week 0 0 0 0 8 8 7 7 7 7 7 7 7 7 7 7 7 7 7	Seats O 0 0 0 0 1,248 532 1,248 532 532 532 532 532 532 532 532 552 532 532 532 532 532 0 0 2,112 986 986 110 0 0 0	Ops/Week	Seats 45.8% 45.8% 100.0% 100.0% 84.2% 84.2%
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AA	AUS-AVL AVL-AUS AVL-BOS BOS-AVL AVL-CCL AVL-CCL CLI-AVCA AVL-CCL CLI-ACA AVL-CCL AVL-CCA AVL-C	Orig AUS AVL AVL BOS AVL AVL CLT AVL AVL AVL CA AVL CA AVL CA AVL CA AVL CA AVL CA AVL CA AVL CA AVL CA AVL CA AVL CA AVL AVL CA AVL AVL CA AVL AVL CA AVL AVL CA AVL AVL CA AVL AVL CA AVL AVL CA AVL AVL AVL AVL AVL AVL AVL AVL AVL AV	AVL AUS BOS AVL CLT AVL DFW AVL DFW AVL DFW AVL DFW AVL BOS AVL AVL AVL BOS AVL AVL BOS AVL BOS AVL BVS AVL	Ops/Week 0 0 0 0 0 0 0 0 0 0 0 0 14 1 1 1 1 1 1 7 7 7 7 7 7 7 7 7 7 7 7 7	0 0 3,973 532 1,064 6 552 532 552 552 552 552 552 552 552 552	OpsWeek 0 1 1 1 4 7 4 7 7 14 0 0 14 0 0 7 7 14 14 0 0 7 7 14 14 0 0 0 2 2 2 2 2 2 2	0 76 3.390 3.390 0 1.064 1.064 0 0 0 532 700 0 0 3.502 0 0 3.502 0 0 3.502 0 0 3.502 0 0 3.502 0 0 3.502 0 0 3.502 0 0 3.502 0 0 3.502 0 0 3.502 0 0 3.502 0 0 3.502 0 0 3.502 0 0 3.502 0 0 0 0 0 0 0 0 0 0 0 0 0	OpesWeek 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 2.725 2.725 2.725 2.725 0 0 552 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	OpenWeek 0 0 (1) (3) (3) (3) (3) 7 7 0 0 1 1 1 7 0 0 1 1 1 7 7 0 0 1 1 1 1 7 7 0 0 1 1 1 1 2 2 0 0 0 0 0 0 0 0 0 0 0 0 0	Seats Seats 0 0 (76) (76) (78) 552 532 532 532 532 532 532 532 532 (168) 0 0 0 1,118 1,118 1,118 986 986 986 910 110 0 372	Ops/Week Ops/Week (100.0%) (100.0%) (100.0%) (6.4%) 0.0% 0.0% 0.0% 0.0% (50.0%)	Seats (100.0%) (100.0%) 17.2% 17.	OpexWeek 0 0 0 0 0 8 8 7 7 7 7 7 7 7 7 7 7 7 7 7	Seats O 0 0 0 0 1,248 1,248 1,248 532 532 532 532 552 5532 5532 5532 5532 5532 5532 5532 5532 5532 5532 5532 5532 5532 5532 5532 500 0 0 0 2,112 2,112 2,112 2,112 9186 9180 110 0 0 3772	Ops/Week	Seats
AA	AUS-AVL AVL-AUS AVL-BO	Orig AUS AVL AVL BOS AVL CLT AVL CLT AVL DFW AVL DFW AVL DFW AVL DFW AVL DFW AVL BOS ATL AVL BOS ATL AVL BOS AVL BOS AVL BOS AVL BOS AVL BOS AVL BOS AVL AVL CLT CLT CA AVL CLT CA AVL CLT CA CLT CA CA CLT CA CA CA CA CA CA CA CA CA CA CA CA CA	AVL AUS BOS AVL CLT AVL DCA AVL DFW AVL LGA AVL LGA AVL AVL AVL AVL AVL AVL AVL AVL AVL AV	Ops:Week 0 0 0 0 44 444 444 4 1 1 1 7 7 7 7 7 0 0 42 41 1 1 1 2 4 4 1 1 1 2 2 4 2 2 2 2 7	0 0 3,973 3,973 3,873 532 532 532 532 532 532 532 532 532 53	OpelWeek 0 1 1 1 1 7 4 7 0 0 1 4 7 0 1 4 0 0 1 4 0 0 7 7 7 1 4 0 0 0 7 7 7 1 4 0 0 0 1 1 4 0 0 0 1 1 4 0 0 1 1 1 1	0 76 3.390 3.390 0 1.064 1.064 0 0 532 532 532 700 0 3.502 0 3.502 0 0 3.502 3.502 0 0 3.502 3.522 3.722 3.724 3.744 3.74	OpesWeek 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 2.725 2.725 2.725 2.725 2.725 2.725 0 0 532 0 0 0 0 0 0 0 0 0 0 0 0 0	OpenWeek 0 0 (1) (3) (3) (3) (3) (3) (3) 7 7 0 0 1 1 7 7 0 0 1 1 7 7 0 0 1 1 7 7 0 0 1 1 7 7 0 0 1 1 7 7 0 0 1 7 7 0 0 1 7 7 0 0 1 7 7 0 0 1 7 7 0 0 1 7 7 0 0 1 7 7 0 0 1 7 7 0 0 1 7 7 0 0 1 7 7 0 0 0 7 7 0 0 0 1 1 7 7 0 0 0 0 1 1 7 7 0 0 0 0 0 0 0 0 0 0 0 0 0	Soats Soats 0 0 (76) (76) (77) (78) 532 532 532 532 532 532 (77) (168) 1.118 986 110 0 0 372 372 0 (30) (30) (30) (30)	Ops/Week Ops/Week Ops/Week Ops/Ups/Ups/Ups/Ups/Ups/Ups/Ups/Ups/Ups/U	Soats (100.0%) (100.0%) 17.2% 17.2% 17.2% 0.0% 0.0% 0.0% (14.5%) (24.0%) (24.0%) (24.0%) (24.0%) 19% 31.9% 31.9% 0.0% 0.0% (0.0%) 0.0% (0.0%) (100.0%) (14.5%) (24.0%) (100.0%) (100.0%) (14.5%) (24.0%) (100.0%) (100.0%) (14.5%) (24.0%) (100.0%) (100.0%) (11.5%) (24.0%) (100.0%)	OperWeek 0 0 0 0 0 0 0 0 7 7 7 7 7 7 7 7 7 7 7 7 7	Seats 0 0 0 0 0 1,248 1,248 532 532 532 532 532 532 532 532 532 532 532 0 2,112 986 986 986 986 110 0 372 372 372 372 3810	Ops/Week 22.2% 22.2% 22.2% 22.2% 100.0% 100.0% 27.3% 27.3% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0%	Seats
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A A A A A A A A A A A A A A A A A A A	AUS-AVL AVL-AUS AVL-BOS BOS-AVL-T AVL-BOS OL-AVL AVL-DCA DCA-AVL AVL-DCA DCA-AVL AVL-DCA DCA-AVL AVL-DCA DCA-AVL AVL-DCA DCA-AVL AVL-DCA DCA-AVL AVL-DCA DCA-AVL AVL-DCA AVL-DCA DCA-AVL AVL-DCA AVL-D	Orga AUS AVL BD02A AVL AVL AVL AVL AVL AVL AVL AVL AVL AV	AVL BUSS BUSS AVL CLT CLT CLT DDA AVL CLT CLT DDA AVL CLT AVL AVL AVL AVL AVL AVL AVL AVL AVL AVL	Ops:Week 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 3.973 3.973 3.973 3.973 3.973 4.823 4.552 5.32	OpelWeek 0 1 1 1 1 7 4 7 0 0 1 4 7 7 0 1 4 0 0 1 4 0 0 7 7 7 1 4 0 0 0 7 7 7 1 4 0 0 0 7 7 7 4 4 0 0 0 1 1 1 2 2 2 2 2 2 2 2 2 2 2 2 2 2	0 0 76 3.390 0 1.064 1.064 0 0 0 0 0 0 0 0 0 0 0 0 0	OpesWeek 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 2,725 0 0 552 550 0 0 0 0 0 0 0 0 0 0 0 0 0	OpenWeek 0 0 0 0 0 0 0 0 0 1 7 7 0 0 1 1 7 7 0 0 1 1 7 7 0 0 1 1 7 7 0 0 1 1 7 7 0 0 1 7 7 0 0 1 7 7 0 0 1 7 7 0 0 1 7 7 0 0 1 7 7 0 0 1 7 7 0 0 1 7 7 0 0 1 7 7 0 0 0 1 7 7 0 0 0 7 7 0 0 0 1 7 7 0 0 0 0 1 1 7 7 0 0 0 0 0 0 0 0 0 0 0 0 0	Seats Seats 0 0 (76) (77) (77) 553 553 552 0 65 552 552 0 65 552 552 0 65 552 532 0 0 0 10 1108 1.118 110 0 0 3172 327 0 0 3372 3438 4388 4381 2345) (645) (645) (680) 1245)	Ops/Week Ops/Week Ops/Week Ops/Ups/Ups/Ups/Ups/Ups/Ups/Ups/Ups/Ups/U	Soats (100.0%) (100.0%) 17.2% 17.2% 17.2% 17.2% 14.5%) (14.5%) (24.0%) (24	OpexWeek 0 0 0 0 8 8 7 7 7 7 7 7 7 7 7 7 7 7 7	Seats 0 0 0 0 0 1.248 1.248 5.32 5.32 5.32 5.32 5.32 5.32 5.32 5.32 0 2.112 2.112 986 110 0 372 372 312 967 (60) (60) (60)	Ops/Week	Seats 45.8% 45.8% 100.0% 100.0% 100.0% 100.0% 44.2% 44.2% 44.2% 44.2% 44.2% 44.2% 44.2% 44.2% 44.2% 44.2% 44.2% 44.2% 44.2% 44.2% 45.8% 42.2% 45.8% 42.2% 45.8% 42.2% 45.8\% 45.8\% 45
AA BBB LL LLL L	AUS-AVL AVL-AUS AVL-BOS BOS-AVL AVL-BOS DOS-AVL AVL-DCA DOCA-AVL AVL-DCA DOCA-AVL AVL-DCA DOCA-AVL AVL-DCA DOCA-AVL AVL-DCA DOCA-AVL AVL-DCA DOCA-AVL AVL-AVL AVL-AVL AVL-MSP AVL-BOS DOS-AVL AVL-MSP AVL-AVL AVL-AVS DOS-AVL	Orga AUS AVL BOSS AVL BOSS AVL AVL AVL AVL AVL AVL AVL AVL AVL AVL	AVL BOS AVL CLT L CLT L	Ops:Week 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 3.973 3.973 3.973 5.32 7.44 7.44 7.42	OpelWeek 0 1 1 1 1 1 4 7 4 7 0 1 4 7 7 7 1 4 0 0 1 4 0 0 7 7 7 1 4 0 0 0 7 7 7 1 4 0 0 0 7 7 7 4 4 0 0 0 1 1 1 1 4 7 4 7 4 7 7 2 2 2 2 2 2 2 2 2 2 2 2 2	0 0 76 3.390 0 1.064 1.064 0 0 532 532 532 532 0 0 0 3.502 0 0 3.502 0 0 3.502 3.502 0 0 3.502 3.502 0 0 3.522 3.722	OpesWeek 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 2,725 0 0 552 2,725 0 0 0 552 0 0 0 0 0 0 0 0 0 0 0 0 0 0	OpenWeek 0 0 0 0 0 0 0 0 0 1 1 7 7 0 0 1 1 7 7 0 0 1 1 7 7 0 0 1 1 7 7 0 0 1 1 7 7 0 0 1 7 7 0 0 1 7 7 0 0 1 7 7 0 0 1 7 7 0 0 1 7 7 0 0 1 7 7 0 0 1 7 7 0 0 0 1 7 7 0 0 0 1 7 7 0 0 0 1 7 7 0 0 0 0 1 7 7 0 0 0 0 0 0 0 0 0 0 0 0 0	Seats 0 <td>Ops/Week Ops/Week Ops/Week Ops/Ups/Ups/Ups/Ups/Ups/Ups/Ups/Ups/Ups/U</td> <td>Soats (100.0%) (100.0%) 17.2% 17.2% 17.2% 1.0% 0.0% 0.0% 0.0% (14.5%) (24.0%) (24.0%) 1.1% 1.1% 0.0</td> <td>OperWeek 0 0 0 0 0 0 0 0 0 7 7 7 7 7 7 7 7 7 7 7 7 7</td> <td>Seats O 0 0 0 0 0 1.248 1.248 5.32 532 5.32 532 5.32 532 5.32 552 5.32 532 5.32 532 5.32 532 5.32 532 5.32 532 5.32 532 5.32 532 5.32 532 5.32 532 5.32 532 5.32 532 5.32 532 5.32 532 5.32 532 5.32 532 5.32 532 5.32 532 5.32 60 908 986 980 810 810 312 312 312 312 312 312 312 312</td> <td>Ops/Week</td> <td>Seats 45.8%, 45.8%, 45.8%, 100.0%, 100</td>	Ops/Week Ops/Week Ops/Week Ops/Ups/Ups/Ups/Ups/Ups/Ups/Ups/Ups/Ups/U	Soats (100.0%) (100.0%) 17.2% 17.2% 17.2% 1.0% 0.0% 0.0% 0.0% (14.5%) (24.0%) (24.0%) 1.1% 1.1% 0.0	OperWeek 0 0 0 0 0 0 0 0 0 7 7 7 7 7 7 7 7 7 7 7 7 7	Seats O 0 0 0 0 0 1.248 1.248 5.32 532 5.32 532 5.32 532 5.32 552 5.32 532 5.32 532 5.32 532 5.32 532 5.32 532 5.32 532 5.32 532 5.32 532 5.32 532 5.32 532 5.32 532 5.32 532 5.32 532 5.32 532 5.32 532 5.32 532 5.32 532 5.32 60 908 986 980 810 810 312 312 312 312 312 312 312 312	Ops/Week	Seats 45.8%, 45.8%, 45.8%, 100.0%, 100
A A A A A A A A A A A A A A A A A A A	AUS-AVL AVL-AUS AVL-BOS BOS-AVL CLI-AUS AVL-CCL CLI-AUS AVL-CCL CLI-AUS AVL-CCL AVL-DFW DC-A-AVL AVL-DFW DC-A-AVL AVL-CAS LGA-AVL AVL-CAS BOS-AVL AVL-AVS AVL-AS BOS-AVL AVL-AS BOS-AVL AVL-AS BOS-AVL AVL-AS BOS-AVL AVL-AS BOS-AVL AVL-AS BOS-AVL AVL-AS BOS-AVL AVL-AS BOS-AVL AVL-AS BOS-AVL AVL-AS BOS-AVL AVL-AS BOS-AVL AVL-AS BOS-AVL AVL-AS BOS-AVL AVL-AS BOS-AVL AVL-AS BOS-AVL AVL-AS BOS-AVL AVL-AS AVL-AS BOS-AVL AVL-AS BOS-AVL AVL-AS BOS-AVL AVL-AS BOS-AVL AVL-AS BOS-AVL AVL-AS BOS-AVL AVL-AS BOS-AVL AVL-AS BOS-AVL AVL-AS BOS-AVL AVL-AS BOS-AVL AVL-AS BOS-AVL AVL-AS AVL-AS BOS-AVL AVL-AS BOS-AVL AVL-AS A	Orga AUS AVL BOS VAVL BOS VAVL BOS VAVL CLIL AVL CLIL AVL AVL AVL AVL AVL AVL AVL AVL AVL AV	AVL BOS AVL T AVL	Ops/Week 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 3.373 5.375 5.375 5.375 5.375 5.375 5.375 5.325 5.325 5.325 5.325 5.325 5.325 5.325 0 4.650 4.650 9.866 9.865 9.865 9.866 9.86	OpsIWeek 0 1 1 1 1 1 1 1 1 1 1 1 1 1	0 0 76 3.390 0 1.064 1.064 1.064 1.064 0 0 0 0 0 0 0 0 0 0 0 0 0	OpenWeek OpenWeek 0 0 0	0 0 0 2.725 0 0 532 0 0 0 0 0 0 0 0 0 0 0 0 0	OpenWeek 0 0 (1) (3) (3) (3) (3) (3) (3) (3) (3	Seats Seats 0 0 (76) (76) (77) (76) (76) (76) (72) 552 552 552 552 552 (77) (168) (77) (168) 986 1.118 1.118 1.986 986 100 0 0 3722 0 0 (30) 438 312 (345) (345) (80) (60)	Ops/Week Ops/Week Ops/Ups/Ups/Ups/Ups/Ups/Ups/Ups/Ups/Ups/U	Soats (100.0%) (100.0%) 17.2% 17.2% 0.0% 0.0% 0.0% (24.0%) (24.0%) (24.0%) 31.9% 31.9% 31.9% 31.9% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% (8.1%) (6.1%) 0.0% (14.5%) (14.5%) (14.5%) (14.5%) (16.1%) 0.0%	OpexWeek 0 0 0 0 0 0 0 8 8 7 7 7 7 7 7 7 7 7 7 7 7 7	Seats 0 0 0 0 0 0 1,248 1,248 1,248 5,32 5,532 5,532 5,532 5,532 5,532 5,532 5,52 5,32 5,52 5,32 5,32 5,32 5,32 5,32 5,32 5,32 5,32 5,32 5,32 5,32 5,32 5,32 5,32 5,32 5,32 5,32 5,12 5,23 986 110 0 0 0 0 372 (60) (70) (80) 312 <	Ops/Week	Seats 45.8% 45.8% 100.0% 100.0% 100.0% 100.0% 42% 84.2% 84.2% 100.0% (16.1%) (16.1%) (16.1%) (16.1%) (16.1%)
A A A A A A A A A A A A A A A A A A B B L L L L	AUS-AVL AVL-AUS AVL-BOS BOS-AVL AVL-CATS AVL-CGA AVL-C	Ordg AUS AVL BOS AVL BOS AVL BOS AVL BOS AVL BOS AVL AVL AVL AVL AVL AVL AVL AVL AVL AVL	AVL BOS AVL CLTLU CLTLU CLTLU CLTLU CLTLU CLTLU CLTLU CLTLU CLTLU CLTLU AVL BOS AVL AVL AVL BOS AVL AVL BOS AVL AVL AVL AVL AVL AVL AVL AVL AVL AVL	Ops/Week 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 3.973 3.973 3.973 5.32 5.22	OpsWeek 0 1 1 1 4 7 4 7 7 1 4 0 0 1 4 0 0 0 7 7 1 4 0 0 0 7 7 1 4 0 0 0 1 4 0 0 1 4 0 0 1 4 0 0 1 4 0 0 0 1 4 0 0 0 1 4 0 0 0 1 4 0 0 0 0 1 4 0 0 0 0 1 4 0 0 0 0 0 0 0 0 0 0 0 0 0	0 76 3.390 3.390 0 1.064 1.064 0 0 0 0 0 0 0 0 0 0 0 0 0	OpenWeek OpenWeek 0 0 0 0 0 0 36 36 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 2 2 2 2 2 2 2 2 0 0 0 0 0 0 0 0 2 2 2 2 0 6 6 2 0 0 2 2 0 0 2 0 0 0 0 0	0 0 0 2,725 0 0 532 2,506 0 0 0 0 0 0 0 0 0 0 0 0 0	OpenWook 0 0 (1) (3) (3) (3) (3) 7 7 0 1 1 7 0 0 1 1 7 0 0 1 1 7 0 0 1 1 7 0 0 1 1 7 0 0 1 1 7 0 0 1 1 7 0 0 1 1 7 0 0 0 1 1 7 0 0 0 1 1 7 0 0 0 1 1 7 0 0 0 0 0 1 1 7 0 0 0 0 0 0 0 0 0 0 0 0 0	Seats General Sector 0 0 (76) (76) (77) (78) 583 582 582 582 582 582 582 532 (77) (168) 0 0 110 110 110 110 110 0 0 372 312 (345) (60) 0 0 372 312 (50)	Ops/Week Ops/Week Ops/Week Ops/Ups/Ups/Ups/Ups/Ups/Ups/Ups/Ups/Ups/U	Soats (100.0%) (100.0%) 17.2% 17.2% 17.2% 14.5%) (14.5%) (24.0%) (24.0%) (24.0%) 24.0% 1.9% 31.9% 31.9% 31.9% 31.9% 58	OpexWeek 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	Seats 0 0 0 0 0 1,248 5,32 533	Ops/Week	Seats
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A A A A A A A A A A A A A A A A A A A	AUS-AVL AVL-AUS AVL-BOS BOS-AVL-T AVL-BOS OTD-AVL AVL-DCA DCA-AVL AVL-DCA DCA-AVL AVL-DCA DCA-AVL AVL-DCA DCA-AVL AVL-DCA DCA-AVL AVL-DCA DCA-AVL AVL-DCA DCA-AVL AVL-DCA DCA-AVL AVL-AVL AVL-AVL AVL-AVL AVL-AVL AVL-AVS DCA-AVL AVL-AVS DCA-AVL AVL-BOS DCA-BOS DCA-	Orga AUS AVL BOSD AVL BOSD AVL AVL AVL AVL AVL AVL AVL AVL AVL AVL	AVL BUSS AVL CLTL CLTL DDAVL DDAVL AVL AVL AVL AVL AVL AVL AVL AVL AVL	Ops:Week 0 0 0 0 0 44 444 7 7 14 1 1 7 7 7 7 7 0 0 42 4 4 4 1 1 1 2 4 4 2 2 2 2 2 2 2 2 2	0 0 0 0 3.973 3.973 3.973 3.973 3.973 3.973 3.973 4.624 4.555 5.325 5.35	OpelWeek 0 1 1 1 1 7 4 7 4 7 0 1 4 7 7 7 1 4 0 0 1 4 0 0 7 7 7 1 4 0 0 0 7 7 7 1 4 0 0 0 7 7 7 1 4 0 0 0 1 4 0 0 1 1 1 7 4 7 7 0 0 1 1 7 4 7 7 0 0 1 1 7 4 7 7 0 0 1 1 7 4 7 7 0 0 1 1 7 4 7 7 7 7 7 7 7 7 7 7 7 7 7 7 7 7	0 0 76 3.390 0 1.064 1.064 1.064 0 0 0 532 532 532 532 532 532 532 532	OpenWeek 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 2 2 2 2 2 2 2 2 0 0 2 2 2 2 2 2 0 0 2 2 0 0 2 2 0 0 2 2 0 0 2 2 0 0 2 2 0 0<	0 0 0 2,725 0 0 552 2,725 0 0 552 2,725 0 0 552 2,725 0 0 0 0 0 0 0 0 0 0 0 0 0	OpenWeek 0 0 0 0 0 0 0 0 0 1 7 7 0 0 1 7 7 0 0 1 1 7 7 0 0 1 1 7 7 0 0 1 1 7 7 0 0 1 7 7 0 0 1 7 7 0 0 1 7 7 0 0 1 7 7 0 0 1 7 7 0 0 0 7 7 0 0 1 7 7 0 0 0 1 7 7 0 0 0 7 7 0 0 0 1 7 7 0 0 0 0 1 7 7 0 0 0 0 0 0 0 0 0 0 0 0 0	Seats 0 <td>Ops/Week Ops/Week Ops/Week Ops/Ups/Ups/Ups/Ups/Ups/Ups/Ups/Ups/Ups/U</td> <td>Soats (100.0%) (100.0%) 17.2% 17.2% 17.2% 17.2% 17.2% 14.5%) (14.5%) (24.0%) (24.0%) (24.0%) 19% 31.9% 31.9% 31.9% 58.9% 100.0% 58.9% 58.9% (14.5%) (14.5%) (14.5%) (14.5%) (14.5%) (14.5%) (14.5%) (14.5%) (14.5%) (14.5%) (14.5%) (14.5%) (14.5%) (15.5%) (14.5%) (14.5%) (14.5%) (14.5%) (14.5%) (14.5%) (14.5%) (14.5%) (14.5%) (14.5%) (14.5%) (15.5%) (14.5%) (15.5%) (14.5%) (15.</td> <td>OperWeek 0 0 0 0 0 0 0 0 7 7 7 7 7 7 7 7 7 7 7 7 7</td> <td>Seats 0 0 0 0 0 1.248 1.248 5.32 5.33 986 986 986 986 986 986 986 986 986 986 986 986 986 987 987 987 <tr tr=""></tr></td> <td>Ops/Week</td> <td>Seats 45.8%, 45.8%, 100.0%, 100.0%, 100.0%, 100.0%, 44.2%, 84.2%, 84.2%, 84.2%, 100.0%, 111.5%, 100.0%, 100.0%, 111.5%, 11</td>	Ops/Week Ops/Week Ops/Week Ops/Ups/Ups/Ups/Ups/Ups/Ups/Ups/Ups/Ups/U	Soats (100.0%) (100.0%) 17.2% 17.2% 17.2% 17.2% 17.2% 14.5%) (14.5%) (24.0%) (24.0%) (24.0%) 19% 31.9% 31.9% 31.9% 58.9% 100.0% 58.9% 58.9% (14.5%) (14.5%) (14.5%) (14.5%) (14.5%) (14.5%) (14.5%) (14.5%) (14.5%) (14.5%) (14.5%) (14.5%) (14.5%) (15.5%) (14.5%) (14.5%) (14.5%) (14.5%) (14.5%) (14.5%) (14.5%) (14.5%) (14.5%) (14.5%) (14.5%) (15.5%) (14.5%) (15.5%) (14.5%) (15.	OperWeek 0 0 0 0 0 0 0 0 7 7 7 7 7 7 7 7 7 7 7 7 7	Seats 0 0 0 0 0 1.248 1.248 5.32 5.33 986 986 986 986 986 986 986 986 986 986 986 986 986 987 987 987 <tr tr=""></tr>	Ops/Week	Seats 45.8%, 45.8%, 100.0%, 100.0%, 100.0%, 100.0%, 44.2%, 84.2%, 84.2%, 84.2%, 100.0%, 111.5%, 100.0%, 100.0%, 111.5%, 11
A A A A A A A A A A A A A A A A A A A	AUS-AVL AVL-AUS AVL-BOS BOS-AVL CLLADCA AVL-CCL CLLADCA AVL-CCL AVL-DEW DC-AVL AVL-DEW DC-AVL AVL-CA AVL-CA AVL-CA AVL-CA AVL-CA AVL-CA AVL-CA AVL-CA AVL-CA AVL-AVL A	Orga AUS AVL BOS AVL BOS AVL CLAL AVL AVL CLAL AVL CLAL AVL CLAL AVL CLAL AVL CLAL AVL CLAL AVL CLAL AVL CLAL AVL CLAL AVL CLAL AVL CLAL AVL CLAL AVL CLAL AVL CLAL AVL CLAL AVL AVL CLAL AVL AVL CLAL AVL AVL CLAL AVL AVL AVL AVL AVL CLAL AVL AVL CLAL AVL AVL AVL AVL AVL AVL AVL AVL AVL	AVL BOS AVL T AVL	Ops:Week 0 0 0 0 44 44 47 7 14 1 1 1 7 7 7 7 0 0 2 42 42 42 4 14 11 1 1 2 2 2 4 4 2 2 2 2	0 0 0 0 3.973 5.927 5.927 5.964 1.064 6.532 5.522 0 4.620 4.620 4.655 5.522 0 4.620 8.666 986 986 986 986 986 986 986	OpesWeek 0 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 0 13 2 2 2 2 2 2 2 2 2 2 3<	0 0 76 3.390 0 1.064 1.064 1.064 1.064 0 0 0 0 0 0 0 0 0 0 0 0 0	OpenWeek O 0 0 2 2 2 2 2 2 0 0 0 0 2 2 2 2 2 2 2 2 0 0 2 2 2 2 2 2<	0 0 0 2.725 0 552 0 552 0 0 0 0 0 0 0 0 0 0 0 0 0	OpenWeek 0 0 (1) (3) (3) (3) 7 7 0 1 1 7 7 0 0 1 1 7 7 0 0 1 1 7 7 0 0 1 1 7 7 0 0 1 1 7 7 0 0 1 1 7 7 0 0 1 1 7 7 0 0 1 1 7 7 0 0 1 1 7 7 0 0 1 1 7 7 0 0 0 1 1 1 7 7 0 0 0 1 1 1 7 7 0 0 0 0 1 1 1 7 7 0 0 0 0 0 0 0 0 0 0 0 0 0	Seats Seats 0 0 (76) (76) (77) (78) (78) 583 582 582 582 582 582 582 (76) (76) (77) (168) (777) (168) (1180) 0 0 1.118 1.118 986 1.118 986 1.118 986 0 0 372 0 0 0 3722 0 0 0 3722 0 0 0 372 0.0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	Ops/Week Ops/Week Ops/Week Ops/Ups/Ups/Ups/Ups/Ups/Ups/Ups/Ups/Ups/U	Soats (100.0%) (100.0%) 17.2% 17.2% 0.0% 0.0% 0.0% (14.5%) (14.5%) 19% 11.9% 31.9% 0.0%	OpexWeek 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	Seats 0 0 0 0 0 0 0 0 0 0 0 0 0 1,248 532 533 60 72 372 372 372 372 <td>Ops/Week</td> <td>Seats </td>	Ops/Week	Seats
A A A A A A A A A A A A A A A A A A A	AUS-AVL AVL-AUS AVL-BOS BOS-AVL AVL-CAT AVL-CA	Org AUS AVL BOS VAVL BOS VAVL BOS VAVL BOS VAVL AVL AVL AVL AVL AVL AVL AVL AVL AVL	AVL BOS AVL CLTLU CLTLU CLTLU CLTLU CLTLU CLTLU CLTLU CLTLU CLTLU CLTLU AVL AVL AVL AVL AVL AVL AVL AVL AVL AVL	Ops:Week 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 3.973 3.973 3.973 4.923 4.924 4.955 4.955 4.955 4.955 4.925 5.922 5.92	OpesWeek 0 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 0 13 2 2 2 2 2 2 2 2 2 2 2<	0 76 3.390 3.390 0 1.064 1.064 0 0 0 0 0 0 0 0 0 0 0 0 0	OpenWeek O 0 0 0 0 0 0 36 0 7 7 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 2 2 2 2 2 2 0 0 0 0 2 2 2 2 2 2 0 0 2 2 2 0 0 2 2 4 6 6 6 6 2 2	0 0 0 2,725 0 0 532 2,725 0 0 532 2,725 0 0 0 0 0 0 0 0 0 0 0 0 0	OpenWeek 0 0 (1) (3) (3) (3) (3) (3) 7 7 0 1 1 7 0 0 1 1 7 0 0 1 1 7 0 0 1 1 7 0 0 1 1 7 0 0 1 1 7 0 0 1 1 7 0 0 1 1 7 0 0 1 1 7 0 0 0 1 1 7 0 0 0 1 1 7 0 0 0 0 0 0 0 0 0 0 0 0 0	Seats 0 0 (76) (76) (76) (76) (76) (76) (77) (78) 582 532 552 532 (77) (168) 0 0 1.118 1.110 0 0<	Ops/Week Ops/Week Ops/Week Ops/Ups/Ups/Ups/Ups/Ups/Ups/Ups/Ups/Ups/U	Soats (100.0%) (100.0%) 17.2% 17.2% 17.2% 1.7.2% 1.4.5%) (14.5%) (24.0%) (24.0%) (24.0%) 1.2% 1.31.9% 31.9% 31.9% 31.9% 31.9% 31.9% (14.5%) 100.0% 83.9% (14.5%) (15.5%)	OpexWeek 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	Seats 0 0 0 0 0 1,248 1,248 1,248 5,32 65 532 552 532 552 532 552 532 552 532 552 532 552 532 552 532 552 532 552 532 532 532 532 532 532 532 532 532 532 532 532 630 640 601 602 603 633 539 539 539 539 <t< td=""><td>Ops/Week </td><td>Seats Seats Seats</td></t<>	Ops/Week	Seats
A A A A A A A A A A A A A A A A A A A	AUS-AVL AVL-AUS AVL-BOS BOS-AVL-T AVL-BOS OT AVL AVL-DCA DCA-AVL-AVL-DCA DCA-AVL-AVL-DCA DCA-AVL-AVL-DCA DCA-AVL-AVL-AVL-AVL-DCA DCA-AVL-AVL-DCA DCA-AVL-AVL-D	Org AUS AUL AUL AUL AUL AUL AUL AUL AUL AUL AUL	AVL BOSS AVL CLTLV CLTLV CLTLV CLTLV CLTLV CLTLV CLTLV CLTLV AVL AVL AVL AVL AVL AVL AVL AVL AVL A	Ops:Week 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 3.973 3.973 1.064 1.064 65 552 552 552 552 552 552 552	OpelWeek 0 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 0 0 0 0 0 0 0 0 0 0 0 0 0 11 12 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2	0 76 3.390 0 1.064 1.064 0 0 0 0 0 0 0 0 0 0 0 0 0	OpenWeek OpenWeek 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 2 2 2 2 2 2 2 2 0 0 2 2 2 2 2 2 0 0 2 2 0 0 2 2 0 0 2 2 0 0 2 2 0 0 2 2 0	0 0 0 2,725 0 0 552 2,725 0 0 0 552 0 0 0 0 0 0 0 0 0 0 0 0 0	QuenWeek 0 0 (1) (3) (3) (3) (3) (7) 7 7 0 1 1 7 7 0 0 1 1 7 7 0 0 1 1 7 7 0 0 1 1 7 7 0 0 1 1 7 7 0 0 1 1 7 7 0 0 1 1 7 7 0 0 1 1 7 7 0 0 1 1 7 7 0 0 0 1 1 7 7 0 0 0 1 7 7 0 0 0 0 7 7 0 0 0 0 0 0 0 0 0 0 0 0 0	Seats 0 10 10 0 110 0 3722 3722 0 3722 312 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	Ops/Week Ops/Week Ops/Week Ops/United State Ops/United St	Soats (100.0%) (100.0%) 17.2% 17.2% 17.2% 17.2% 14.5%) (14.5%) (24.0%) (25	OperWeek 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	Seats 0 2 2 2 2 2 2 2 2 2 2 2 110 0 0 0 0 312 357 0 0 0 0 0 0 0 0 0 0 0 0 0 <td< td=""><td>Ops/Week </td><td>Seats </td></td<>	Ops/Week	Seats
A A A A A A A A A A A A A A A A A A A	AUS-AVL AVL-AUS AVL-BOS BOS-AVL AVL-BOS DOS-AVL AVL-DCA DOCA-AVL AVL-DCA DOCA-AVL AVL-DCA DOCA-AVL AVL-DCW DOCA-AVL AVL-DCW DOCA-AVL AVL-DCW DOCA-AVL AVL-DCW DOCA-AVL AVL-DCW DOCA-AVL AVL-AVL AVL-AVL AVL-AVL AVL-AVS DOCA-AVL AVL-AVS DOCA-AVL AVL-AVS DOCA-AVL AVL-BOS DOCA-AVL AVL-BOS DOCA-AVL AVL-BOS DOCA-AVL AVL-BOS DOCA-AVL AVL-BOS DOCA-AVL AVL-BOS DOCA-AVL AVL-BOS DOCA-AVL AVL-BOS DOCA-AVL AVL-AVS DOCA-AVL AVL-AVS DOCA-AVL AVL-BOS DOCA-AVL AVL-BOS DOCA-AVL AVL-BOS DOCA-AVL AVL-BOS DOCA-AVL AVL-AVS AVL-BOS DOCA-AVL AVL-AVS DOCA-AVL AVL-AVS DOCA-AVL AVL-AVS AVL-BOS DOCA-AVL AVL	Orga AUS AVL BOSS AVL BOSS AVL C AVL C AVL	AVL BOSS AVL CLTLU	Ops:Week 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 3.973 3.973 3.973 5.024 1.064 1.665 65 5.522 5.522 5.55 5.5	OpesWeek 0 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 0 0 14 0 0 14 0 0 14 0 0 0 14 0 0 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2	0 0 76 3.390 0 1.064 1.064 0 0 0 532 532 532 532 532 532 532 0 0 0 0 3.602 3.602 3.602 3.602 3.602 3.602 3.602 3.72	OpenWeek OpenWeek 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 2 2 2 2 2 2 0 0 0 0 2 2 2 2 2 2 0 0 2 2 2 2 2 2 2 2 2 2 2 2 2 2 4 6 6	0 0 0 2.725 0 0 5.52 2.725 0 0 5.52 2.508 0 0 0 0 0 0 0 0 0 0 0 0 0	OpenWeek 0 0 (1) (3) (3) (3) 7 7 0 1 1 7 7 0 0 1 1 7 7 0 0 1 1 7 7 0 0 1 1 7 7 0 0 1 1 7 7 0 0 1 1 7 7 0 0 1 1 7 7 0 0 1 1 7 7 0 0 1 1 7 7 0 0 1 1 7 7 0 0 0 1 1 7 7 0 0 0 1 1 7 0 0 0 7 7 0 0 0 1 1 7 7 0 0 0 1 1 7 0 0 0 0 0 0 0 0 0 0 0 0 0	Seats 0 0 0 (76) (75) 583 582 532 532 532 532 533 534 535 532 532 533 534 535 532 532 532 532 532 532 532 532 532 533 534 655 532 70 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	Ops/Week Ops/Week Ops/Week Ops/United State Ops/United St	Soats [100.0%] [100.0%] 17.2% 17.2% 0.0% 0.0% 0.0% 14.5%) [24.0%] (24.0%) 24.0%] 24.0%] 1.31.9% 31.9% 31.9% 31.9% 0.0% 0	OpexWeek 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	Scats 0 0 0 0 0 1,248 1,248 532 532 532 533 532 534 535 535 532 537 60 </td <td>Ops/Week </td> <td>Seats </td>	Ops/Week	Seats
A A A A A A A A A A A A A A A A A A A	AUS-AVL AVL-AUS AVL-BOS BOS-AVL AVL-CA	Orga AUS AVL BOS VAVL BOS VAVL BOS VAVL AVL AVL AVL AVL AVL AVL AVL AVL AVL	AVL BOS AVL CLTLU	Ops:Week 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 3.873 5.32 5.32 5.32 4.65 5.52 5.32 0 4.620 4.620 4.620 4.620 4.620 986 989 989 989 989 989 989 980 110 172 372 372 372 372 372 372 372 3	OpesWeek 0 0 1 1 1 1 4 7 4 7 0 0 1 4 1 0 0 1 4 0 0 0 1 4 0 0 0 7 7 1 4 1 0 0 0 0 0 7 7 1 4 1 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 76 3.390 0 1.064 1.064 1.064 0 0 0 0 0 2.522 5322 5322 5322 5322 3.502 0 0 0 0 0 0 0 0 0 0 0 0 0	OpenWeek OpenWeek 0 0 2 2 2 2 0 0 0 0 2 2 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 2,725 0 0 0 532 2,506 0 0 0 0 0 0 0 0 0 0 0 0 0	OpenWeek 0 0 0 0 0 0 0 0 0 0 0 0 0	Seats 0 0 0 (76) (77) (78) 583 582 582 582 582 582 572 (77) (168) 0 0 1.118 1.1	Ops/Week Ops/Week Ops/Week Interference Interference Interference Ops/Interference Ops/Inte	Soats [100.0%] (100.0%] 17.2% 17.2% 0.0% 0.0% 0.0% (24.0%) (24.0%) (24.0%) (24.0%) 19% 1.	OpexWeek 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	Seats 0 0 0 0 0 1,248 1,248 5,52 5,532 65 532 65 532 65 532 65 532 65 532 65 532 65 532 532 532 532 532 532 532 532 532 532 532 532 532 532 532 986 986 600 0 0 0 0 0 0 0 0 0 0 0	Ops.Week Ops.We	Seats 5.84 5.8% 45.8% 45.8% 100.0% 100.0% 100.0% - - - - - - - - - - - - -
A A A A A A A A A A A A A A A A A A A	AUS-AVL AVL-AUS AVL-BOS BOS-AVL AVL-BOS DOS-AVL AVL-DEA DOCA-AVL AVL-DEA DOCA-AVL AVL-DEA DOCA-AVL AVL-DEW DOCA-AVL AVL-DEW DOCA-AVL AVL-DEW DOCA-AVL AVL-AVL	Org AUS AVL BOSS AVL BOSS AVL BOSS AVL AVL AVL AVL AVL AVL AVL AVL AVL AVL	AVL BUSS AVL CLTL CLTL CLTL CLTL CLTL CLTL CLTL CL	Ops:Week 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 3.973 5.973 5.973 5.973 5.973 5.973 5.973 5.973 5.973 5.973 5.973 5.973 5.973 5.973 5.972 5.925 5.927 5.925 5.927 5.925 5.927 5.925 5.9277 5.9277 5.9277 5.9277 5.9277 5.9277 5.9277 5.9277 5.9	OpelWeek 0 0 1 1 1 1 1 0 0 0 1 1 1 0 0 0 1 4 0 0 0 1 4 0 0 0 0	0 0 76 3.390 0 1.064 1.064 0 0 0 552 532 532 532 532 532 532 532	OpenWeek OpenWeek 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 2 2 2 2 2 2 2 2 0 0 2 2 2 2 2 2 2 2 0 0 2 2 0 0 2 2 0 0 2 2 2 0 0 0 0 0 0 0	0 0 0 0 2,725 0 0 2,725 0 0 0 0 0 0 0 0 0 0 0 0 0	QuenWeek 0 0 0 0 0 0 0 0 0 0 1 1 7 7 0 0 1 1 7 7 0 0 1 1 7 7 0 0 1 1 7 7 0 0 1 1 7 7 0 0 1 1 7 7 0 0 1 1 7 7 0 0 1 1 7 7 0 0 1 1 7 7 0 0 1 1 7 7 0 0 0 1 1 7 7 0 0 0 1 1 7 0 0 0 0 0 0 0 0 0 0 0 0 0	Seats 0 0 0 0 0 (76) (75) 532 532 532 532 65 535 537 (168) 0 0 0 1.118 1.110 0 0 0 0 0	Ops/Week Ops/Week Ops/Week Ops/Ups/Ups/Ups/Ups/Ups/Ups/Ups/Ups/Ups/U	Soats (100.0%) (100.0%) 17.2% 17.2% 17.2% 17.2% 17.2% 17.2% 17.2% 17.2% 17.2% 17.2% 10.0% 0.0% 14.5%) 124.0% 11.9% 31.9% 31.9% 31.9% 31.9% 31.9% 31.9% 19% 31.9% 31.9% 100.0% 0.	OperWeek 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	Seats 0 0 0 0 0 0 1.248 532 532 532 60 0 772 372 372 372 1,058 1,058	Ops/Week	Seats Seats 45.8% 45.8% 100.0% 10



MEMORANDUM

TO: Members of the Airport Authority

FROM: Janet Burnette, Director of Finance & Accounting

DATE: July 8, 2022

ITEM DESCRIPTION – Information Section Item B

Greater Asheville Regional Airport – Explanation of Extraordinary Variances Month of May 2022

SUMMARY

Operating Revenues for the month of May were \$1,857,453, 43.2% over budget. Operating Expenses for the month were \$991,518, 4.6% under budget. As a result, Net Operating Revenues before Depreciation were \$865,935. Net Non-Operating Revenues were \$528,329, 73.2% over budget.

Year-to-date Operating Revenues were \$17,809,960, 24.9% over budget. Year-to-date Operating Expenses were \$8,774,907, 23.3% under budget. Year-to-date Net Operating Revenues before Depreciation were \$9,035,053. Net Non-Operating Revenues for the year were \$18,157,633, 441.2% over budget.

REVENUES

Significant variations to budget for May were:

Term rentals – airlines	\$67,867	37.10%	Enplanements over budget
Landing fees	\$20,909	16.73%	Landings over budget
Rental car-car rentals	\$127,098	54.47%	Enplanements over budget
Concessions	\$37,207	79.42%	Enplanements over budget
Auto parking	\$312,080	68.09%	Enplanements over budget
FBOs	\$21,937	23.96%	Rent increase
Ground transportation	(\$23,771)	(86.44%)	Tenant invoicing in previous month

Information Section – Item B



GREATER ASHEVILLE REGIONAL AIRPORT AUTHORITY Information Section Item B Asheville Regional Airport – Explanation of Extraordinary Variances Month Ended May 2022 Page 2

EXPENSES

Significant variations to budget for May were:

Professional services	\$17,776	31.62%	Audit and bond issuance fees
Other contractual services	\$62,537	48.27%	Parking invoices for 2 months
Travel and training	\$24,281	164.94%	Airfield marking training

STATEMENT OF NET ASSETS

Significant variations to prior month were:

Cash and Cash Equivalents – Cash and Cash Equivalents increased by \$1.2M mostly due to receipt of NCDOT funds.

Grants Receivable – Grants Receivable increased by \$1.2M mostly due to south apron construction project.

Construction in Progress – Construction in Progress increased by \$2.1M mostly due to the terminal design and south apron construction projects.

Property and Equipment, Net – Property and Equipment, Net decreased by \$487K due to depreciation and sale of snow plow.

ASHEVILLE REGIONAL AIRPORT INVESTMENT AND INTEREST INCOME SUMMARY As of May 31, 2022

<u>Institution:</u> Bank of America - Operating Account	Interest Rate	Investment Amount	onthly Iterest
Bank of America - Operating Account NC Capital Management Trust - Cash Portfolio Petty Cash	0.20%	\$ 28,924,588 484,469 200	4,849 239
<u>Restricted Cash:</u> BNY Mellon Bank of America - PFC Revenue Account	0.20%	1,382,192 12,700,646	2,095
Total		\$ 43,492,095	\$ 7,183
Investment Diversification: Banks NC Capital Management Trust	99% 1%		

NC Capital Management Trust	1%
Commercial Paper	0%
Federal Agencies	0%
US Treasuries	0%
	100%

ASHEVILLE REGIONAL AIRPORT STATEMENT OF CHANGES IN FINANCIAL POSITION For the Month Ended May 31, 2022

	Current Month	Prior Period
Cash and Investments Beginning of Period	\$ 42,282,596	\$ 39,383,866
Net Income/(Loss) Before Capital Contributions	941,983	3,886,067
Depreciation	452,280	452,282
Decrease/(Increase) in Receivables Increase/(Decrease) in Payables	(883,180) 163,401	(279,749) (21,890)
Decrease/(Increase) in Prepaid Expenses	25,735	51,470
Decrease/(Increase) in Fixed Assets	(2,115,680)	(1,237,393)
Principal Payments of Bond Maturities Capital Contributions	- 2,624,960	- 63,690
Adjustment from Prior Month	-	(15,747)
Increase(Decrease) in Cash	 1,209,499	2,898,730
Cash and Investments End of Period	\$ 43,492,095	\$ 42,282,596

ASHEVILLE REGIONAL AIRPORT STATEMENT OF FINANCIAL POSITION As of May 31, 2022

	Current Month	Last Month
ASSETS		
Current Assets:		
Unrestricted Net Assets:		
Cash and Cash Equivalents	\$29,409,258	\$29,076,241
Investments	0	0
Accounts Receivable Passenger Facility Charges Receivable	1,021,934 350,000	1,001,670 700,000
Refundable Sales Tax Receivable	128,116	122,716
Grants Receivable	2,646,430	1,438,914
Prepaid Expenses	1,295,852	1,321,587
Inventory - Broadmoor	0	0
Total Unrestricted Assets	34,851,590	33,661,128
Restricted Assets:		
Cash and Cash Equivalents	14,082,838	13,206,355
Total Restricted Assets	14,082,838	13,206,355
		, <u>, , , </u>
Total Current Assets	48,934,428	46,867,483
Noncurrent Assets:		
Construction in Progress	143,596,707	141,446,027
Net Pension Asset - LGERS	(1,694,894)	(1,694,894)
Benefit Payment - OPEB	347,993	347,993
Contributions in Current Year	1,110,918	1,110,918
Property and Equipment - Net	68,613,926	69,101,207
Total Noncurrent Assets	211,974,650	210,311,251
	\$260,909,078	\$257,178,734
LIABILITIES AND NET ASSETS		
Convert Linkilities		
Current Liabilities: Payable from Unrestricted Assets:		
Accounts Payable & Accrued Liabilities	(\$52,573)	(\$35,340)
Customer Deposits	85,518	85,518
Unearned Revenue	322,533	111,753
Unearned Revenue - Constr	0	0
Construction Contracts Payable	0	0
Construction Contract Retainages	2,512,881	2,512,881
Revenue Bond Payable - Current Interest Payable	1,345,000 149,275	1,345,000 119,420
Total Payable from Unrestricted Assets	4,362,634	4,139,232
	1,502,051	
Total Current Liabilities	4,362,634	4,139,232
Noncurrent Liabilities: Pension Deferrals - OPED	229,725	229,725
Other Postemployment Benefits	1,316,093	1,316,093
Compensated Absences	524,744	524,744
Net Pension Obligation-LEO Special Separation Allowance	614,383	614,383
Revenue Bond Payable - Noncurrent	13,645,000	13,645,000
Revenue Bond 2022A Issue Costs	(60,000)	0
Total Noncurrent Liabilities	16,269,945	16,329,945
Total Liabilities	20,632,579	20,469,177
		<u> </u>
Net Assets:		
Invested in Capital Assets	197,220,633	195,557,234
Restricted Unrestricted	14,082,838 28,973,028	13,206,355 27,945,968
Total Net Assets	240,276,499	27,945,968
	<u>.</u>	· · · · · ·
	\$260,909,078	\$257,178,734

Income Statement

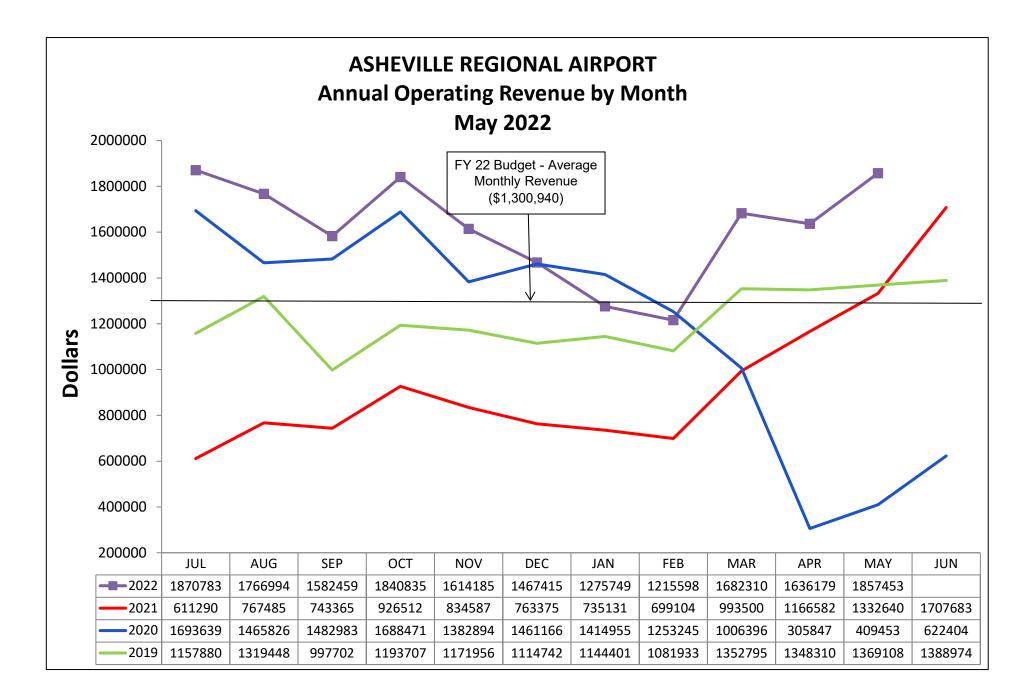
Through 05/31/22 Summary Listing

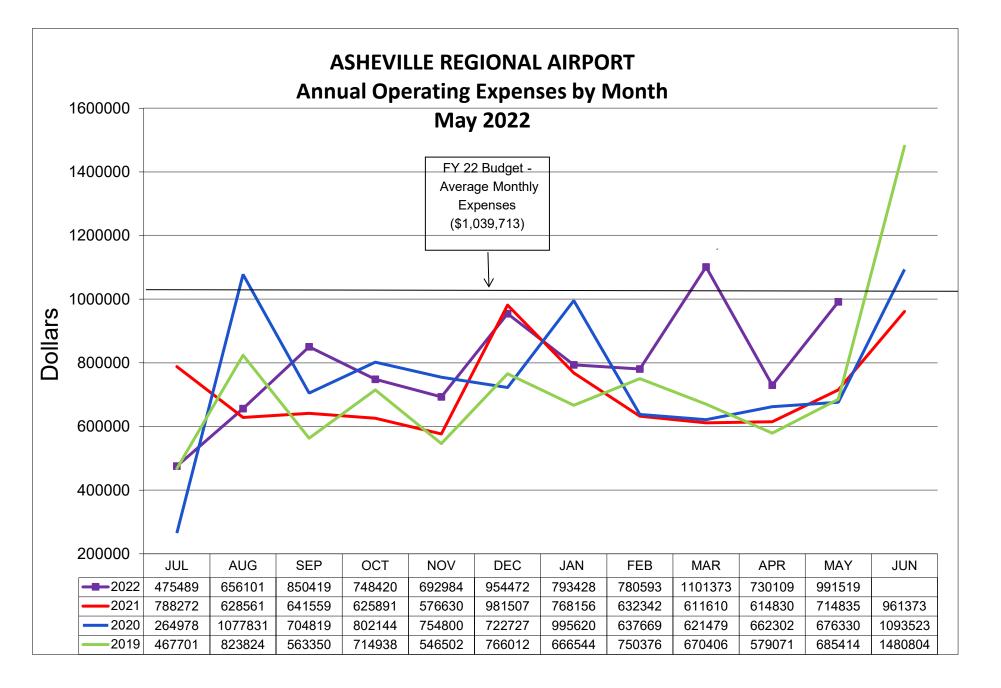
		MTD	YTD	YTD	YTD	Annual	Budget Less
Classification		Actual Amount	Actual Amount	Budget Amount	Variance	Budget Amount	YTD Actual
Fund Category Governmental Funds							
Fund Type General Fund							
Fund 10 - General Fund							
Operating revenues							
Terminal space rentals - non airline		24,853.57	264,264.46	264,942.33	(677.87)	289,028.00	24,763.54
Terminal space rentals - airline		250,805.11	2,362,824.13	2,012,319.83	350,504.30	2,195,258.00	(167,566.13)
Landing fees		145,908.60	1,433,298.31	1,375,000.00	58,298.31	1,500,000.00	66,701.69
Concessions		84,053.05	795,635.98	515,304.17	280,331.81	562,150.00	(233,485.98)
Auto parking		770,413.70	6,872,265.77	5,041,666.67	1,830,599.10	5,500,000.00	(1,372,265.77)
Rental car - car rentals		360,431.74	3,504,261.97	2,566,666.67	937,595.30	2,800,000.00	(704,261.97)
Rental car - facility rent		59,394.95	653,344.45	653,358.75	(14.30)	712,755.00	59,410.55
Commerce ground transportation		3,729.00	239,980.22	302,500.00	(62,519.78)	330,000.00	90,019.78
FBOs		113,496.29	1,094,845.79	1,007,156.33	87,689.46	1,098,716.00	3,870.21
Building leases		3,998.77	58,256.36	47,771.17	10,485.19	52,114.00	(6,142.36)
Land leases		27,849.85	243,653.69	252,504.08	(8,850.39)	275,459.00	31,805.31
Other leases and fees		12,518.48	287,329.13	225,316.67	62,012.46	245,800.00	(41,529.13)
	Operating revenues Totals	\$1,857,453.11	\$17,809,960.26	\$14,264,506.67	\$3,545,453.59	\$15,561,280.00	(\$2,248,680.26)
Non-operating revenue and expense							
Customer facility charges		168,550.75	1,744,208.51	1,283,333.33	460,875.18	1,400,000.00	(344,208.51)
Passenger facility charges		382,449.95	3,353,924.89	2,062,500.00	1,291,424.89	2,250,000.00	(1,103,924.89)
Broadmoor operating revenues		.00	293,179.23	.00	293,179.23	.00	(293,179.23)
Broadmoor operating expenses		.00	(172,652.00)	.00	(172,652.00)	.00	172,652.00
Cares Act grant		.00	3,257,883.04	.00	3,257,883.04	.00	(3,257,883.04)
CRRSA grant		.00	2,948,029.97	.00	2,948,029.97	.00	(2,948,029.97)
Interest revenue		7,183.62	57,465.55	9,166.67	48,298.88	10,000.00	(47,465.55)
Interest expense		(29,855.08)	(328,407.44)	.00	(328,407.44)	.00	328,407.44
P-card rebate		.00	4,001.57	.00	4,001.57	.00	(4,001.57)
Miscellaneous		.00	7,000,000.00	.00	7,000,000.00	.00	(7,000,000.00)
	Non-operating revenue and expense Totals	\$528,329.24	\$18,157,633.32	\$3,355,000.00	\$14,802,633.32	\$3,660,000.00	(\$14,497,633.32)

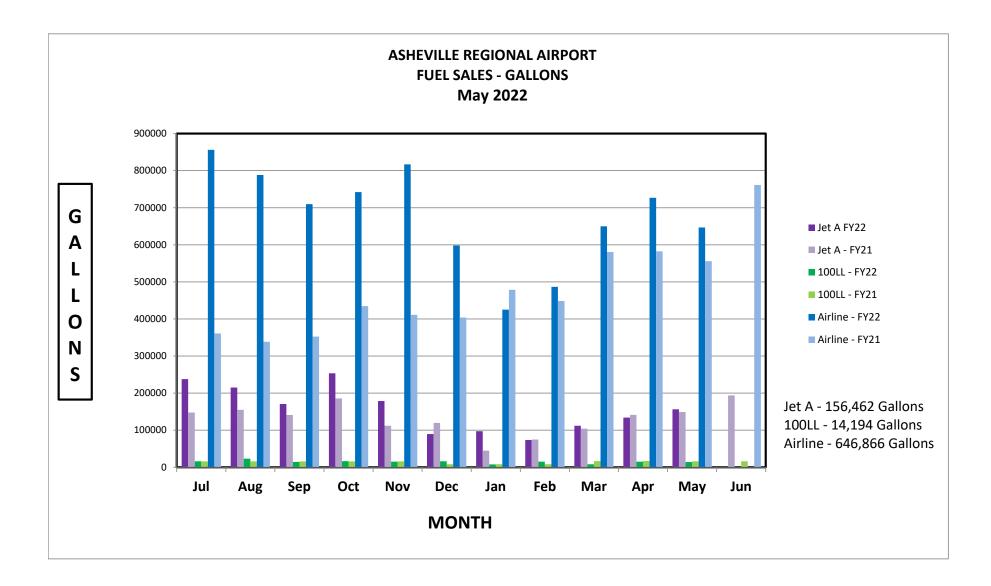
Income Statement

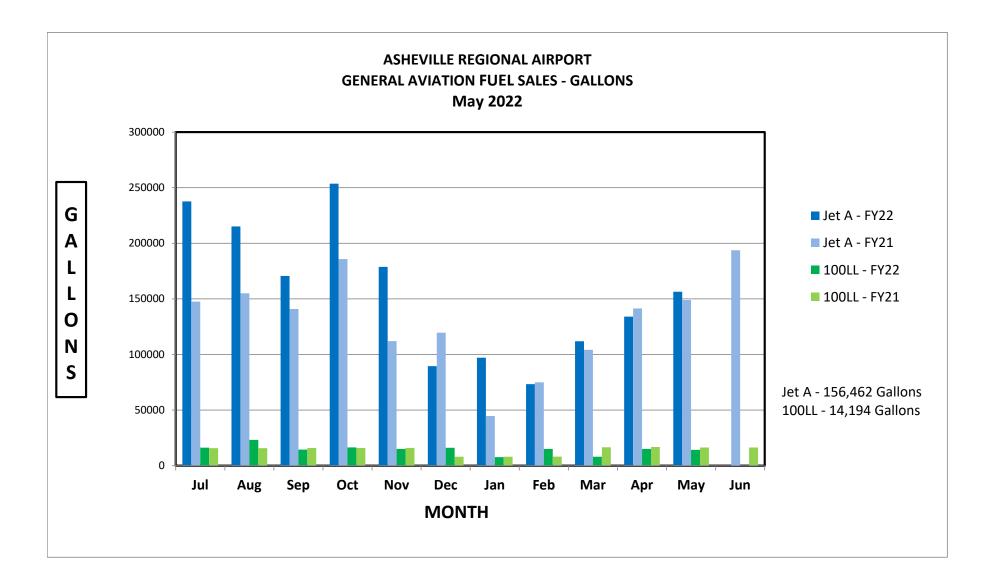
Through 05/31/22 Summary Listing

		MTD	YTD	YTD	YTD	Annual	Budget Less
Classification		Actual Amount	Actual Amount	Budget Amount	Variance	Budget Amount	YTD Actual
Capital contributions		2,624,960.00	12,077,341.38	.00	12,077,341.38	.00	(12,077,341.38)
Operating expenses							
Personnel services		528,422.93	5,648,487.28	6,875,011.92	(1,226,524.64)	7,500,013.00	1,851,525.72
Professional services		74,001.18	468,047.69	618,475.00	(150,427.31)	674,700.00	206,652.31
Other contractual services		192,083.18	1,061,408.21	1,425,011.50	(363,603.29)	1,554,558.00	493,149.79
Travel and training		39,002.06	134,735.08	161,929.17	(27,194.09)	176,650.00	41,914.92
Communiations		3,925.36	39,077.95	56,136.67	(17,058.72)	61,240.00	22,162.05
Utility services		38,666.23	331,616.21	439,603.08	(107,986.87)	479,567.00	147,950.79
Rentals and leases		.00	16,954.47	14,034.17	2,920.30	15,310.00	(1,644.47)
Insurance		25,734.87	87,990.61	306,533.33	(218,542.72)	334,400.00	246,409.39
Advertising, printing and binding		2,176.13	4,926.38	14,648.33	(9,721.95)	15,980.00	11,053.62
Promotional activities		14,809.78	157,069.02	270,118.75	(113,049.73)	294,675.00	137,605.98
Other current charges and obligations		6,695.78	67,109.76	72,554.17	(5,444.41)	79,150.00	12,040.24
Operating supplies		34,566.29	274,869.12	434,440.42	(159,571.30)	473,935.00	199,065.88
Publications, subscriptions, memberships, etc.		5,060.86	49,303.89	54,615.00	(5,311.11)	59,580.00	10,276.11
Repairs and maintenance		21,933.92	177,057.38	194,608.33	(17,550.95)	212,300.00	35,242.62
Small equipment		4,439.88	78,405.93	86,625.00	(8,219.07)	94,500.00	16,094.07
Contingency		.00	.00	91,666.67	(91,666.67)	100,000.00	100,000.00
Emergency repairs		.00	.00	45,833.33	(45,833.33)	50,000.00	50,000.00
Business development		.00	177,848.02	275,000.00	(97,151.98)	300,000.00	122,151.98
	Operating expenses Totals	\$991,518.45	\$8,774,907.00	\$11,436,844.83	(\$2,661,937.83)	\$12,476,558.00	\$3,701,651.00
Depreciation							
Depreciation		452,281.00	4,975,091.00	.00	4,975,091.00	.00	(4,975,091.00)
	Depreciation Totals	\$452,281.00	\$4,975,091.00	\$0.00	\$4,975,091.00	\$0.00	(\$4,975,091.00)
	Grand Totals						
	REVENUE TOTALS	5,010,742.35	48,044,934.96	17,619,506.67	30,425,428.29	19,221,280.00	(28,823,654.96)
	EXPENSE TOTALS	1,443,799.45	13,749,998.00	11,436,844.83	2,313,153.17	12,476,558.00	(1,273,440.00)
	Grand Total Net Gain (Loss)	\$3,566,942.90	\$34,294,936.96	\$6,182,661.83	\$28,112,275.13	\$6,744,722.00	\$27,550,214.96









						esign Phase							
Project Name	Project Description	Professional Services Consultant	Professional Services Contract	General Contractor	Original Construction Contract	Change Orders (thru 07/01/2022)	Percent of Original Contract	Board Approved Project Cost	Percent Complete	Expensed to Date (thru 07/01/2022)	Start Date	End Date	Current Project Status (as of 07/01/2022)
Terminal Building Renovations	Phase 2 - Terminal Building Modernization Design	Gresham Smith	\$12,608,794.00	N/A	N/A	\$7,232,602.00	8.3%	\$19,841,396	57.7%	\$11,439,248	Nov-19	Dec-24	Design nears 100% complete. CA services continues.
Terminal Building Renovations	CMR for Pre-Construction and CGMP1	Hensel Phelps	\$1,088,270.00	N/A	N/A	\$0.00	0.0%	\$1,088,270.00	96.3%	\$1,047,670	Dec-20	Dec-24	CMR Pre-Construction phase service
Terminal Building Renovations	Program Management Services	Parsons Transportation Group, Inc.	\$1,329,368.36	N/A	N/A	\$0.00	0.0%	\$1,329,368	0.0%	\$0	May-22	Dec-24	Project management in process.
Air Traffic Control Tower	Design new facility	Pond Company	\$4,157,923.00	N/A	N/A	\$0.00	0.0%	\$4,157,923	31.8%	\$1,321,743	Mar-21	Sep-22	Design continues towards 100% with additional FAA added space.
arking Lot D Restart	Continue design of parking lot across highway 280.	AVCON	\$25,000.00	N/A	N/A	\$0.00	0.0%	\$25,000	54.5%	\$13,630	Jun-21	Aug-22	Project management in process.
habilitate South GA Apron	Design apron rehabilitation	Parrish and Partners	\$565,432.00	N/A	N/A	\$0.00	0.0%	\$565,432	27.5%	\$155,801	Jun-21	Jul-22	Contractor is onsite and phase 1 wor area established.
virport Master Plan	Update current Master Plan	CHA	\$989,004.00	N/A	N/A	\$0.00	0.0%	\$989,004	36.9%	\$364,933	Jul-21	Sep-22	Document preparation continues. 2n Planning Advisory Committee meetir was held June 29th.
ormwater Drainage Improvements	Identify deficiencies and design stormwater improvements	AVCON	\$205,000.00	N/A	N/A	\$0.00	0.0%	\$205,000	31.1%	\$63,737	Jan-22	Sep-22	Stormwater review in progress.
						struction Phase	9						
Project Name	Project Description	Professional Services Consultant	Professional Services Contract	General Contractor	Original Construction Contract	Change Orders (thru 07/01/2022)	Percent of Original Contract	Board Approved Project Cost	Percent Complete	Expensed to Date (thru 07/01/2022)	Start Date	End Date	Current Project Status (as of 07/01/2022)
arking Lot D Restart	Construct parking lot across highway 280	AVCON Inc	Amount in Design Fees	Chatham Civil Construction	\$297,567	\$0	0.00%	\$489,328	0.0%	\$0	Aug-21	Aug-22	Pipe installed with base stone and paving to begin in July.
Terminal Building odernization - CMR Construction	CGMP-1 Utilities relocation	Gresham Smith	Amount in Design Fees	Hensel Phelps	\$6,215,900.00	\$0	0.00%	\$6,215,900.00	14.0%	\$872,782	Jan-22	Dec-22	WP1 work continues.
habilitate South GA Apron	of pavement on South GA		Amount in Design Fees	Independence Excavating	\$6,746,800	\$0	0.00%	\$7,421,480	0.0%	\$0	May-22	Dec-22	Stone layer being placed without issues. Paving of Phase 1 is scheduled for early July.
	Apron												conclusion for early only.
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AVCON abilitate South GA Apron Design apron rehabilitation Parrish and Partners update current Master Plan CHA Identify deficiencies and design stormwater improvements AVCON Project Name Project Description Professional Services Consultant king Lot D Restart Construct parking lot across highway 280 AVCON Project Name Construct parking lot across highway 280 AVCON Inc	Services Consultant Services Consultant Services Consultant erminal Building Renovations Phase 2 - Terminal Building Modernization Design Gresham Smith \$12,608,794.00 erminal Building Renovations CMR for Pre-Construction and CGMP1 Hensel Phelps \$1,088,270.00 erminal Building Renovations Program Management Services Parsons Transportation Group, Inc. \$1,329,368.36 ir Traffic Control Tower Design new facility Pond Company \$4,157,923.00 king Lot D Restart Continue design of parking Iot across highway 280. 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AVCON \$205,000.00 N/A N/A \$0.00 mwater Plan Update current Master Improvements CHA \$989,004.00 N/A N/A \$0.00 Project Name Project Description Professional Services Consultant Professional Services Consultant Construction<	Phase 2 - Terminal eminal Building Renovations Phase 2 - Terminal Building Modernization Design Greatham Smith Building Modernization Design Greatham Smith Greatham Smith \$12,608,794.00 N/A N/A N/A \$7,232,602.00 8.3% eminal Building Renovations CMR for Pre-Construction and GOMP1 Hensel Phelps \$1,088,270.00 N/A N/A \$0.00 0.0% eminal Building Renovations Program Management Services Parsons Transportation \$1,329,388,36 N/A N/A \$0.00 0.0% i'l Traffic Control Tower Design new facility Pond Company \$4,157,923.00 N/A N/A \$0.00 0.0% king Lot D Restart Continue design of parking Apron AVCON \$25,000.00 N/A N/A \$0.00 0.0% port Master Plan Update current Master Plan CHA \$989,004.00 N/A N/A \$0.00 0.0% Professional mprovements Professional design sormwater AVCON \$205,000.00 N/A N/A \$0.00 0.0% Professional mprovements Professional design sormwater AVCON \$205,000.00 N/A N/A \$0.00 0.0% Professional mprovements Professional services Consultant AvCON \$205,000.00 N/A N/A \$0.00 </td <td>Image: contract Contract Contract (min Contract) (min Contract)<td>Image: contract Contract (mit) U/M1/02/2 Organization (mit) U/M1/02/2</td><td>Contract Contract Stable Sta</td><td>The services contained services contract contract contract contract contract (MCU/07/2022) Organa Contract Project Cost Compete (MCU/07/2022) Transformations Phase 2 - transformation graving Graving Services Contract Services Contract Contract (MCU/07/2022) Transformations Phase 2 - transformation graving Services Contract Services Contract Contract Services Contract Services Contract Services Contract Contract Services Contract Contract Services Contract Contract Services Contr</td><td>Image of the product of the</td></td>	Image: contract Contract Contract (min Contract) (min Contract) <td>Image: contract Contract (mit) U/M1/02/2 Organization (mit) U/M1/02/2</td> <td>Contract Contract Stable Sta</td> <td>The services contained services contract contract contract contract contract (MCU/07/2022) Organa Contract Project Cost Compete (MCU/07/2022) Transformations Phase 2 - transformation graving Graving Services Contract Services Contract Contract (MCU/07/2022) Transformations Phase 2 - transformation graving Services Contract Services Contract Contract Services Contract Services Contract Services Contract Contract Services Contract Contract Services Contract Contract Services Contr</td> <td>Image of the product of the</td>	Image: contract Contract (mit) U/M1/02/2 Organization (mit) U/M1/02/2	Contract Stable Sta	The services contained services contract contract contract contract contract (MCU/07/2022) Organa Contract Project Cost Compete (MCU/07/2022) Transformations Phase 2 - transformation graving Graving Services Contract Services Contract Contract (MCU/07/2022) Transformations Phase 2 - transformation graving Services Contract Services Contract Contract Services Contract Services Contract Services Contract Contract Services Contract Contract Services Contract Contract Services Contr	Image of the product of the

Key strategic priorities

<u>**Governance vs. Management</u></u>: Focus on setting governing direction ("guard rails") for the organizational and holding management accountable for the execution of operational tactics. Pursue continuous educational opportunities for Authority Member development.</u>**

- 1. Organizational Relevance: Remaining relevant in an era of airport consolidation
- 2. <u>Financial Stewardship</u>: Sustainability/Operating Performance/Audit & Compliance
- 3. Municipal Relations: Positive relationships with all municipalities surrounding the airport
- 4. Stakeholder Relations: Positive relationships with neighbors and other community organizations
- 5. Community Image: Public Perception/Public Relations/Customer Service/Legal Entity
- 6. Facilities Stewardship: Future Master Facilities Plan
- 7. Environmental Stewardship: Accountability/Awareness of Environmental Issues
- 8. <u>Economic Development</u>: Engage Community Partners/Airline Service Development
- 9. Vendor-Partner Relations: General Aviation/Rental Car Agencies/Vendors
- **10. Public Safety:** Airport Emergency Safety/TSA Relations/Municipal Partners
- 11. Organizational Accountability: Executive Director Supervision

