

LOGAN - CACHE AIRPORT AUTHORITY BOARD MEETING
NOVEMBER 2, 2023
MINUTES

The Logan-Cache Airport Authority Board convened in a regular session on Thursday, November 2, 2023 at 8:30 a.m. in the Cache County Historic Courthouse, County Council Chambers, 199 North Main, Logan, Utah.

ATTENDANCE

Members of the Airport Authority Board in Attendance:

John Kerr – Chair, At-large – Appointed by Airport Authority Board
Brett Hugie – Vice Chair, Appointed by Logan City
Karl Ward – Cache County Council
Mayor Holly Daines – Logan City

Members of the Airport Authority Board Absent:

David Zook – Cache County Executive
Jeannie F. Simmonds – Logan City Council
Ryan Snow – Appointed by Cache County

Also in Attendance:

Jason Ririe – Airport Manager
Taylor Sorensen – Cache County Deputy Civil Attorney
Brittany Kingston – Cache County Finance
Judd Hill – Armstrong/Lochner
Connor Butterfield – Armstrong/Lochner
Baron Wesemann – USU Aviation
Brandon Parish – USU Aviation
Aaron Dyches – USU Aviation
Scott Weaver – Leading Edge Aviation
Kim Hall
Janeen Allen – Minutes

1. CALL TO ORDER

Chairman John Kerr called the meeting to order at 8:31 a.m.

2. ACTION ITEMS

a. APPROVAL OF MINUTES – September 7, 2023

ACTION: Motion was made by Brett Hugie and seconded by Mayor Holly Daines to approve the minutes of September 7, 2023 as written. The vote in favor was unanimous, 4-0 (David Zook, Jeannie Simmonds,

and Ryan Snow absent for vote)

b. **APPROVAL OF ECONOMIC DEVELOPMENT GRANT ALLOCATION FOR FINANCIAL FEASIBILITY STUDY (See Attachment A)**

The grant will cover the cost of the whole study. Campbell Scientific recommended the company that will be conducting the study at a cost of approximately \$16,500. Emphasis will be on the economic impact that the airport provides to the community. Dr. Michael Jones will conduct the study. It should give the Airport Authority some direction and options for revenue sources.

ACTION: Motion was made by Mayor Holly Daines and seconded by Karl Ward to approve the allocation of awarded grant money to a Financial Feasibility Study. The vote in favor was unanimous, 4-0 (David Zook, Jeannie Simmonds, and Ryan Snow absent for vote)

3. **DISCUSSION ITEMS**

a. **MANAGER'S REPORT – JASON RIRIE**

Snow Removal has been a big topic of discussion since last winter. A contract has been written up with Cache County Public Works for snow removal on a 5-year period and will be an hourly charge with the county using its own equipment on a lease basis.

Kerr asked for a status of the equipment.

Ririe said the trucks are ready to go and other equipment is good to go, as well. He has found a mechanic who will work to maintain the airport equipment on a regular basis.

There is money in the budget to maintain equipment throughout next year. Operators are now qualified and FAA certified to drive on airport taxiways, etc.

b. **PROPOSED 2024 BUDGET – JASON RIRIE**

Ririe presented the proposed budget to the Airport Authority. It is a part of the minutes as **Attachment B**.

The Majority of the budget will go toward snow removal equipment and services. Ririe reached out to a lot of companies including construction companies. Most wouldn't even submit a bid and those who did, gave astronomical prices. The supply chain is an issue because there is a big delay in getting equipment once it is ordered.

Equipment, Maintenance and supplies, snow removal, training for firefighters. All categories went up in price.

Contributions from both Logan City and Cache County has been at \$80,000 for 11 years. Prior to that, the contributions increased by 3,000 per year.

Ririe requested that the city and the County increase their annual contributions to \$100,000 each and reestablish a \$3,000 increase each year.

Mayor Daines said she would need to discuss with her staff. They are in a different fiscal year than the county and don't have the money in the budget now. She expressed concern about possibly having to increase funding for equipment down the road.

Karl Ward said the county is having to dip into rainy day funds to avoid a tax increase this year. The Council has asked every department to cut their budgets by 5%. He thinks the \$100,000 will be okay this year, but is not sure what it will look like in subsequent years.

Brett Hugie asked what the amount in the airport reserve fund is currently and Brittany Kingston said it is \$810,000.

c. OTHER ITEMS

- Judd Hill, speaking about the Master Plan, said they waited a long time for feedback from the FAA. The twenty-year plan includes commercial service, but not ten-year plan.

Hill reported that Operations is one of the critical components for the development of an airport. It has been under reported for our airport as 40,500 operations per year. 17/35 excellent runway into the wind. 10/28 is a crosswind runway. FAA doesn't believe the operations show enough for a second runway. However, Hill reported that there are actually up to 200,000 operations per year and that actually provides justification for funding for the second runway where it is (10/28). The FAA has since updated the number of operations to 131,000 per year.

The plan shows that we want to maintain what we already have rather than try to build another runway at a cost of 50 to 100 million dollars.

- The Signs project is ongoing. They are waiting on materials currently, but are hoping to begin before snow falls. The project should have just a minimal impact on ongoing operations once the installation begins.
- Conner Butterfield addressed board members and discussed VirTower which is transmitter equipment that tracks data from all aircraft and is much more accurate, but not perfect. 80 to 90% have the equipment installed in their aircraft. It is mandated by the FAA, so all aircraft flying in public space must have the equipment installed. State has assisted with 80% of the installation.
- Taylor Sorensen gave an update on negotiations with Union Pacific. He sent an agreement last February but hasn't heard back from them for negotiations on the draft. He advised the Authority to keep paying the lower amount (\$750 per year) while negotiations are going on, and it would be wise to catch up on payments for the years the Authority hasn't paid.

- Jason Ririe said the state has a beautification grant due in February. He will apply to get at least some repairs on the Tower. Bids to restore and maintain were quite expensive. He is hoping to get it added to the historical registry, but it is an expensive process. Brett Hugie said the airport should at least pursue the beautification grant. John Kerr said there have been discussions regarding people willing to make donations to fix it up. Ririe thought it would be possible to have some fundraisers to get revenue for repair.

d. **COMMITTEE REPORTS:**

Audit & Finance – David Zook

No report

Operations Committee – Kim Hall

No report

Capital Improvements

No report

Economic Development / Public Relations

No report

4. **NEXT SCHEDULED BOARD MEETING**

Thursday, December 7, 2023 at 8:30 a.m. – Cache Historic Courthouse, Council Chambers

5. **ADJOURNMENT**

The meeting adjourned at 9:28 a.m.

LOGAN – CACHE AIRPORT AUTHORITY BOARD
NOVEMBER 2, 2023

ATTACHMENT A



Organizational Redesign: A Proposal for Logan/Cache County Airport

DRAFT FOR REVIEW

Prepared by Dr. Mike Jones, Associate
Swelbar-Zhong Consultancy, Washington, DC

This proposal is for an organizational review of the management structure at the Logan/Cache County Airport in northeastern Utah. The review will be followed by a written report delineating specific actions and decisions to be recommended to the Airport Authority with the goals of improving the performance of the airport, enhancing its economic impact to the community, and sustaining the airport's economic self-sufficiency. This proposal shall review the assumptions underlying the study, identify the tasks incorporated into the project, define the specific deliverables, and specify the timeline and costs. It is expected this project will begin in November 2023 and be completed by April 2024.

A brief description of Swelbar-Zheng and a resumé for Dr. Jones is included as the Appendix.

Preliminary Hypotheses

Based on conversations with the Airport Manager and several members of the Airport Authority, the working hypothesis at the heart of this study is that the most crucial problem faced by the airport is a deficiency of working capital. This shortage limits the airport's ability to fund vital services, cultivate customers, increase the airport's economic contribution to the community and operate the airport in an economically sustainable manner.

Three subordinate hypotheses are (a) the airport appears to lack a long-term mission, goal or strategic direction, (b) the current organizational design of the airport's management structure limits the airport's ability to resolve or improve the working capital problem, and (c) an influx of capital from the airport's owners is fiscally unlikely and politically impossible.

The background information underpinning these hypotheses is summarized in Attachment 1.

Dr. Michael D. Jones, Associate, Swelbar-Zhong Consultancy
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Cell: 860-670-4892 Email: PilotMike2012@Gmail.com

Goals of This Study

Given the above, the primary function of this study will be to determine if a new organizational structure can break the strategic log-jam suffocating the airport. This goal is based on recent research into small airports, sponsored by the University of Florida, which is briefly summarized in Attachment 2. The overall goal of this study will be to allow the airport to enjoy greater prosperity, which in turn will boost the overall economy of Cache County and its citizens. To that end, the following tools and processes will be deployed:

Data Collection: Statistical

A wide array of statistical data will be collected and used in the analysis to establish a comprehensive baseline for the airport. This may include but not be limited to: local population data, economic data, geographic data, state economic impact data, airport operational data, airport financial data including revenues and expenses, airport Form 5010 data, historical insights pertaining to the development of the airport, and other sources which may become available. As an example, Attachment 3 is a summary of the most recent aviation economic impact study conducted by the State of Utah.

Data Collection: Documentation

This study will collect and review the documentation regarding the management of the airport. These documents may include any documents of incorporation, statutes creating or empowering the Airport Authority, the current Master Plan, any grants both in progress and planned, current land-lease contracts, FBO contract agreements, and/or any other legal obligations of the airport, any business plans, and the minutes and policies of the Authority.

Special note: While Master Plans are vital for airport engineering purposes, they are limited in their usefulness for this study by the design-limitations imposed by the FAA. For example, most Master Plans do not involve a “strategic plan” module. Additionally, the community input in most master plans is a “pro forma” process usually lacking depth and rigor. Nonetheless, it may be an important starting point for this analysis.

Data Collection: Opinions and Anecdotes

Statistical analyses can only get a study to a certain point; another powerful tool is to obtain local insights and understandings from the people of the community. This study proposes to measure the public perception of the airport with a series of interviews, investigating if and how the airport might be made more relevant to key players in the local economy. As such, the following meetings (in-person or virtual) would be envisioned:

Organizations Involved with the Airport—

- Local political leaders

- Managers at the State Dept. of Aviation
- State representatives from Cache County
- Members of the Airport Authority and the Airport manager
- Manager at Leading Edge (the FBO at the airport)
- Utah State University Flight Dept.; operates a large flight school at the airport and is one of the single biggest users of the airport
- Base customers who have ground leases for hangars

Organizations with a national or international footprint which might use the airport —

- Cache School District; operates local school system
- Campbell Scientific; remote dataloggers and data acquisition systems
- HyClone Laboratories; bio-tech systems for life-science research
- ICON; makes Nordictrack etc. exercise equipment
- Prismview; making the largest, most complex LED displays
- Schreiber Foods; cheese maker, based in Wisconsin
- Thermo Fisher Scientific; a life sciences company with a location in Cache County
- United Parcel Service; has sorting and distribution facility in North Logan

This list may be expanded or improved with input from local sources. To expand this discussion, a list of the county's largest employers is included as Attachment 4.

Data Collection: Benchmarking

Benchmarking is considered an essential element in modern airport management. Based on the statistical and anecdotal data, the study will attempt to define "peer" airports. The organizational design, decision-making processes, information flows, operational performance, and financial health of those peers will be used as benchmarks to evaluate the relative performance of the LGU airport (Baiman, Larcker & Rajan, 1995; Linsenmayer, 2013; Macey & Schneider, 2008). A highly abbreviated example of airport benchmarking is included as Attachment 5.

Deliverables

The primary deliverable from this study will be a data-driven action plan aimed at boosting the airport's eco-impact and revitalizing its impact upon the community it serves. This action plan will include at least three components:

1. A written report summarizing the analytical findings and elucidating the conclusions that stem from the aggregated data. In this report will be action items and decision points which will require specific actions and decisions by the Airport Authority, the local governments, and/or the airport manager to implement.
2. If the data and time permits, a supplement to the written report will be a set of spreadsheets, budgets and forecasts estimating the financial and operational outcomes from the different options the airport could take.
3. The deliverables will include a powerpoint presentation which could be used by Authority members to present the action plan to the community; in effect, a “selling” tool to help build community support for the recommended actions.

While not included in this proposal, clients may find it helpful to have follow-up “coaching” meetings and personalized support from Swelbar-Zhong to help with the implementation of the action items. These typically are extended relationships involving calls, emails, meetings, and zoom events in which progress, hurdles, next steps, alternatives, revisions and follow-on options are discussed.

Special Note on Deliverables: FAA Plans and Grant Assurances

The study will ensure that any recommendations included in the report are compliant with the airport’s Federal Grant Assurances obligations, most specifically to operate in a manner as economically self-sustaining as possible (FAA AIP, 2020, Item 24). This is generally understood that the airport should be operated as a for-profit business, charging fees and rents sufficient to sustain the normal operations and improvements at the airport.

Timeline

It is expected that the total duration of this project shall be approximately six months from date of signing, not including the follow-up phone calls and zoom meetings. Specifically (and of course, subject to change as new facts are uncovered) the timeline is planned as:

Task/Milestone	Due Date	Hours
Both Parties Accept Proposal	Nov. 16	0
S-Z Begins Statistical Data Collection	Nov. 23	5
S-Z Begins 12-20 Zoom/telephone Interviews.....	Jan. 2	30
Possible Site Visit ¹	Jan. 25	40
S-Z Synthesizes Interviews	Feb. 15	20

¹ While it is normal for analysts to invoice for travel time, due to the unusual circumstances surrounding the LGU project in this proposal only Swelbar-Zhong Consultancy agrees to only invoice for the on-site working hours.

S-Z Interim Analysis and Mid-Course Correction Mar. 1 25
 S-Z Completes Analysis Mar. 15 15
 S-Z Final Deliverables, Formal Presentation Apr. 15 5
 Total Project Hours: 135

Budget

Based upon the timeline above, prior experience, and similar work at the University of Florida, the effort involved in this project is estimated to be 135 hours. The budget is as follows:

Hours Worked:	135
Swelbar-Zhong Associate Rate:	\$315/hour
Total Billable for Hours:	\$42,525
LGU “Unusual Circumstances” Discount:	60%
Adjusted Billable:	\$17,010
Estimated Travel Costs:	
Airfare:	\$900
Hotel (5 nights):	\$625
Car Rental:	\$450
Meals:	\$250
Total Travel Costs (est.):	\$2,225
Total Project Cost:	\$19,235

For a new client, Swelbar-Zhong Consultancy uses the industry-standard terms of 50% due upon signing while the remainder is due upon satisfactory completion of the project. Travel expenses are payable when submitted.

ACCEPTED BY:

For the Airport Authority:

Name

Title

Date

For Swelbar-Zhong Consultancy:

Dr. Michael D. Jones

Associate

Date

Attachment 1

Preliminary Synopsis of Airport Conditions

The LGU Airport is located on 739 acres of land and has two reasonably long runways classified as being in good condition; there is an abandoned NE/SW runway. The airport produced an impressive 140,000 operations annually². Instrument approaches serve both ends of Runway 17/35; there are no instrument approaches for the smaller Runway 10/28. No commercial airline services the airport. There is a modest level of corporate jet traffic but the biggest user of the airport is a flight school operated by Utah State University.

Airplane services are provided by a private contractor, Leading Edge Aviation, who employs approximately a dozen people at the airport. Leading Edge Aviation was founded in 2004 by Scott Weaver who purchased the assets of an existing FBO at the Logan-Cache Airport; apparently LGU is the only airport Leading Edge serves. In addition to a monthly rent, Leading Edge pays a “fuel flowage” rate to the airport for every gallon of fuel sold; preliminary information reports this rate is eight cents per gallon.

Preliminary data also suggests the airport owns no hangars but receives ground-lease rents from individuals who have built their own; Google Earth shows there are 61 hangars of various sizes on the field. The ground-lease is reported to be about 25 cents/square foot/year, which means the 13 medium sized hangars pay \$5,000-\$7,000 in annual rent while the 48 smaller hangars pay far less. The airport has a single employee, the airport manager. The airport relies on the City of Logan and the County government for key services, including financial services, snow removal and grass mowing.

In terms of management structure, the LGU Airport is governed by an Airport Authority of seven members. One member is the mayor the City of Logan, another member is the County executive; background on the other members is not immediately available. The Authority does a good job of publicizing its meetings and publishing their minutes. The airport web site is an inadequate couple of pages on the County web site.

The State of Utah estimates KGU has a total economic impact (in other words, the airport’s contribution back to its community) of \$17 million annually. That score puts it #12 in the state and the third best in the state for airports without airline service (see Attachment 3.)

² For readers unfamiliar with aeronautical terminology, an “operation” is a single take-off or a landing. Every flight completed safely produces two operations.

Attachment 2

Recent Industry Research

Organizational design is the art of devising governance structures which enable teams to attain their strategic goals. Despite decades of research, specific “hands-on” recommendations for “good fitting” management structures have been rare and even conflicting (Nadler & Tushman, 1997; Rivkin & Siggelkow, 2003). However, recent research at the University of Florida (Jones, 2023) has quantified the benefits of a high quality “fit” between an organizational structure and the mission of that team. Importantly, the test subjects in that study were small, general aviation airports. The degree of operational success was defined using economic impact studies published by the various states. 121 control variables were tested to stabilize the economic, geographic and demographic differences between the airports.

That study found that 129 of the 235 airports in the combined sample suffered from a poorly-fitting “multi-function” organizational design. These inappropriate “org charts” stunted the economic performance of those airports, reducing their contribution to their communities by about 60% when compared to airports with more appropriate designs. Across the entire study, this penalty amounted to an average of \$20.4 million per airport.

This finding suggests that approximately 1,700 small airports across the United States suffer from poor managerial fit which, if remedied, could release \$34 billion in enhanced economic activity into the communities they serve.

Attachment 3

Economic Impact Analysis by the State of Utah, 2020

FAA ID	Cmcl Svc?	Associated City / Airport Name	Total Employment	Total Payroll (\$)	Total Spending (\$)	Total Annual Eco-Impact (\$)
SLC	Yes	Salt Lake City International Airport	124,407	4,300,322,000	7,163,821,900	11,464,143,900
OGD	Yes	Ogden-Hinckley Airport	2,626	118,601,800	209,500,400	328,102,200
PVU	Yes	Provo Municipal Airport	2,226	80,419,500	168,134,700	248,554,200
SGU	Yes	St George Regional Airport	1,936	63,903,800	113,875,900	177,779,700
U42	No	Salt Lake City South Valley Regional Airport	1,216	80,409,600	52,363,500	132,773,100
CDC	Yes	Cedar City Cedar City Regional Airport	990	40,735,100	71,930,500	112,665,600
CNY	Yes	Moab Canyonlands Field Airport	488	17,105,300	28,832,400	45,937,700
ENV	Yes	Wendover Airport	353	7,855,200	23,888,400	31,743,600
VEL	Yes	Vernal Regional Airport	206	8,348,900	18,281,200	26,630,100
BTF	No	Bountiful Skypark Airport	214	8,895,900	10,498,800	19,394,700
LGU	No	Logan-Cache Airport	194	4,471,400	13,246,300	17,717,700
HCR	No	Heber City Municipal—Russ McDonald Field	170	6,106,900	10,689,900	16,796,800
SPK	No	Spanish Fork Airport Springville-Woodhouse Field	151	7,315,000	8,770,500	16,085,500
BDG	No	Blanding Municipal Airport	81	3,904,200	7,199,000	11,103,200
TVY	No	Tooele Valley Airport / Bolinder Field	132	5,094,500	4,630,200	9,724,700
KNB	No	Kanab Municipal Airport	59	3,450,700	5,591,400	9,042,100
42U	No	Morgan County Airport	52	2,955,400	5,373,100	8,328,500
1L8	No	Hurricane Gen. Dick Stout Field	50	2,024,400	5,283,900	7,308,300
BMC	No	Brigham City Regional Airport	67	2,153,200	4,688,500	6,841,700
UT9	No	Cedar Fort West Desert Airpark	37	2,487,300	1,072,900	3,560,200
41U	No	Manti-Ephraim Airport	32	951,100	2,385,700	3,336,800
PUC	No	Price Carbon County Regional Airport/Buck Davis f	32	1,544,900	1,729,900	3,274,800
BCE	No	Bryce Canyon Airport	37	1,074,700	2,103,600	3,178,300
RIF	No	Richfield Municipal Airport	34	1,236,200	1,809,900	3,046,100
44U	No	Salina-Gunnison Airport	21	802,100	2,012,400	2,814,500
U14	No	Nephi Municipal Airport	39	849,800	1,421,000	2,270,800
1L9	No	Parowan Airport	15	488,700	1,196,700	1,685,400
HVE	No	Hanksville Airport	11	325,900	1,299,500	1,625,400
74V	No	Roosevelt Municipal Airport	12	396,200	1,125,600	1,521,800
U96	No	Halls Crossing Cal Black Memorial Airport	9	249,500	984,400	1,233,900
U52	No	Beaver Municipal Airport	8	216,100	817,900	1,034,000
MLF	No	Milford Municipal / Ben and Judy Briscoe Field	5	193,500	728,900	922,400
DTA	No	Delta Municipal Airport	4	138,700	757,500	896,200
38U	No	Loa Wayne Wonderland Airport	7	195,700	524,800	720,500
U64	No	Monticello Airport	6	174,500	526,800	701,300
U55	No	Panguitch Municipal Airport	6	175,400	524,200	699,600
U34	No	Green River Municipal Airport	4	100,300	559,200	659,500
U69	No	Duchesne Municipal Airport	5	164,300	460,600	624,900
1L7	No	Escalante Municipal Airport	5	141,800	454,200	596,000
33U	No	Dutch John Airport	7	222,900	273,000	495,900
FOM	No	Fillmore Municipal Airport	4	91,000	369,700	460,700
40U	No	Manila Airport	5	132,700	312,500	445,200
69V	No	Huntington Municipal Airport	6	164,500	272,300	436,800
U07	No	Glen Canyon NRA Bullfrog Basin Airport	4	112,000	165,800	277,800
66V	No	Bluff Airport	1	61,100	44,600	105,700
U13	No	Junction Airport	1	17,800	62,000	79,800

Attachment 4

Significant Corporate and Community Employers in Cache County, Utah

Rank	Company	Industry	Average Local Emps.
1	Utah State University	Higher Education	7000-9999
2	Cache School District	Public Education	2000-2999
3	Wal-Mart Associates Inc	Warehouse Supercenters	2000-2999
4	Invitrogen Corporation	Plastics Bag and Pouch Manufactu	1000-1999
5	Intermountain Health Care, Inc.	Health Care	1000-1999
6	Conservice, LLC	Accounting Services	1000-1999
7	Swift Beef Company	Animal Slaughtering	1000-1999
8	Schreiber Foods, Inc.	Cheese Manufacturing	1000-1999
9	Icon Health & Fitness, Inc	Sporting Goods Manufacturing	1000-1999
10	Space Dynamics Laboratory	Research and Development	1000-1999
11	Hyclone Laboratories, LLC	Electromedical Manufacturing	500-999
12	Smith S Food And Drug Centers Inc	Warehouse Supercenters	500-999
13	Logan School District	Public Education	500-999
14	Logan City	Local Government	500-999
15	Gossner Foods, Inc.	Cheese Manufacturing	500-999
16	TTM Technologies North America, LLC	Circuit Board Manufacturing	500-999
17	CVB Inc	Electronic Mail-Order Houses	250-499
18	Pepperidge Farm Inc.	Cookie and Cracker Manufacturing	250-499
19	Lee's Marketplace, Inc.	Supermarket	250-499
20	Cache County Corp	Local Government	250-499
21	RR Donnelley	Commercial Printing	250-499
22	Campbell Scientific Inc	Manufacturing	250-499
23	State Of Utah	State Government	250-499
24	Al's Sporting Goods, Inc.	Sporting Goods Retailers	250-499
25	Caspers Ice Cream Inc.	Frozen Dessert Manufacturing	250-499
26	Fox Marketing, Inc.	Corporate Offices	250-499
27	United Parcel Service	Couriers	250-499
28	US Postal Service	Postal Service	250-499
29	Inovar Holdings, Inc.	Semiconductor Manufacturing	250-499
30	Bridgerland Applied Tech Center	Higher Education	250-499
31	Advanced Call Center Technologies	Telemarketing	250-499

Source: State of Utah Dept. of Commerce

Attachment 5

Simplified Example of Airport Peer Analysis

The privately-owned Skypark Airport near Bountiful, Utah covers just 35 acres and has just one asphalt paved runway (designated 17/35) which is about half the length of LGU's longest runway. Despite these limited facilities, the airport averages 75,000 operations with about 225 aircraft based at the airport. It out-performs LGU with an economic impact of about \$19 million per year.

An even more interesting peer comparison is with the Heber City Municipal Airport which serves the Park City ski resort. The airport is publicly-owned, covers 401 acres and has one runway (designated 4/22) almost as long as Logan/Cache County. The airport averages about 28,000 operations but has been spotlighted by AOPA for the egregious prices and fees set by the exclusive FBO at the facility, OK3 Air. The State of Utah estimates Heber City delivers \$16 million in economic impact to its community.

Appendix

Curriculum Vitae: Dr. Michael D. Jones

Swelbar-Zhong Consultancy — Associate

Swelbar-Zhong is a boutique consultancy based in Washington, DC. The firm provides industry analysis to airports of all sizes. Early work was in the development of air services, but today most of the firm's efforts involves airport performance, analyzing strategies and impacts. The firm also serves as a trusted, expert voice on industry issues.

Cessna Pilots Magazine — Feature Writer

Contributor to the magazine for five years. Writes about flying adventures, historical articles about the history of aviation and aviation pioneers, and the science and technology of aviation. Often attends air shows and fly-ins, collecting interviews for the next feature.

Pinehurst (NC) Airport Authority — Chairman (Retired)

Served on the Airport Authority in Pinehurst, NC, for eight years. Grew the economic impact of the airport 40%. The Authority cut costs, won more than a dozen grants, sold under-performing assets, built new hangars, attracted two flight schools, installed eco-friendly LED lighting, and more than doubled revenue.

MicroCare Corp. — Vice President, Marketing

This company produces high-performance cleaning chemistries which are used by manufacturers to improve their product quality while lowering manufacturing costs. Managed all the marketing programs for the company and strategic planning (advertising, exhibitions, web sites, and all the strategic messaging), business strategy and planning, product development and commercialization, pricing and more.

AT&T (now Verizon) — Director of Marketing

Designed and implemented research, advertising and business development in the telecom industry. One of the early participants in both the cellular industry and computer retailing.

U.S. Air Force — Lieutenant

Worked as an air traffic controller in Southeast Asia at the end of Vietnam War.

Personal Notes

An active pilot with more than 4,000 hours in the left seat. The proud owner of a Cessna T210 Centurion. Volunteers with "Angelflight" to fly patients to medical care and has flown more than 800 "Young Eagles" flights, giving airplane rides to youngsters. Married for 40+ years and has three charming little dogs. An avid weight lifter, an active gardener, and an enthusiastic golfer.

Graduated (Aug 2023) from the University of Florida with doctoral degree in Business Administration. He also is a graduate of Columbia University (M.B.A., 1976) and Grove City (PA) College (B.A., 1973).

LOGAN – CACHE AIRPORT AUTHORITY BOARD
NOVEMBER 2, 2023

ATTACHMENT B



Cache
County
- 1857 -

Statement of Revenue and Expenditures

Airport Department Budget Account Detail 2024

Account	Title	2022 Actual	09.23 Actual	2023 Budget	2024 Request	Budget Change
Expenditures						
<i>Personnel</i>						
277-4460-110	FULL TIME EMPLOYEES	116,116	54,109	140,700	79,200	-43.7%
277-4460-115	OVERTIME	-	-	-	-	0.0%
277-4460-120	PART TIME EMPLOYEES	-	3,303	11,500	44,900	290.4%
277-4460-125	SEASONAL EMPLOYEES	3,624	-	-	-	0.0%
277-4460-130	EMPLOYEE BENEFITS	46,851	29,640	75,700	45,200	-40.3%
		166,591	87,052	227,900	169,300	-25.7%
<i>Professional Services</i>						
277-4460-210	SUBSCRIPTIONS & MEMBERSHIPS	50	120	100	100	0.0%
277-4460-230	TRAVEL	2,119	883	2,000	2,000	0.0%
277-4460-310	PROF & TECH -MASTERPLAN AIP	-	-	-	-	0.0%
277-4460-311	PROF & TECH ACCOUNTING	116,619	123,614	346,800	346,800	0.0%
277-4460-330	EDUCATION & TRAINING -A R F F	23,600	21,643	33,000	33,000	0.0%
		142,388	146,260	381,900	381,900	0.0%
<i>Supplies and Other Services</i>						
277-4460-220	PUBLIC NOTICES	-	-	300	300	0.0%
277-4460-240	OFFICE EXPENSE & SUPPLIES	310	318	600	1,000	66.7%
277-4460-260	BUILDING & GROUNDS	6,643	17,226	21,800	21,800	0.0%
277-4460-261	SNOW REMOVAL	20,501	38,084	43,000	65,000	51.2%
277-4460-262	WEED CONTROL - CHEMICAL	13,125	5,100	10,000	12,000	20.0%
277-4460-263	WEED CONTROL - MOWING	4,000	-	5,000	5,000	0.0%
277-4460-270	UTILITIES	18,875	11,199	19,000	27,000	42.1%
277-4460-280	COMMUNICATIONS	4,127	2,651	5,000	5,000	0.0%
277-4460-290	FUEL	8,493	4,437	8,000	10,000	25.0%
277-4460-291	UNION PACIFIC PROPERTY LEASE	-	-	-	-	0.0%
277-4460-480	SPECIAL GRANT EXPENSE-SCASDP	-	-	-	-	0.0%
277-4460-510	INSURANCE	12,615	17,409	15,000	18,000	20.0%
277-4460-600	SUNDRY EXPENSES	-	-	-	-	0.0%
277-4460-620	MISC SERVICES	4,930	36	1,000	1,000	0.0%
277-4460-621	MISC BOARD SERVICES/TRAVEL	2,863	2,686	6,000	6,000	0.0%
277-4460-625	LOGAN FIRE - STANDBY FEES	-	2,250	5,000	5,000	0.0%
277-4460-990	CONTRIBUTION TO FUND BALANCE	-	-	-	-	0.0%
		96,482	101,396	139,700	177,100	26.8%
<i>Minor Equipment and Maintenance</i>						
277-4460-250	EQUIPMENT SUPPLIES & MAINT	23,563	6,789	20,000	25,000	25.0%
277-4460-251	NON-CAPITALIZED EQUIPMENT	-	-	6,000	6,000	0.0%
		23,563	6,789	26,000	31,000	19.2%
<i>Capital Investment</i>						
277-4460-710	LAND	-	-	-	-	0.0%
277-4460-720	BUILDING	-	-	-	-	0.0%
277-4460-730	IMPROVEMENTS	151,910	-	-	55,000	100.0%
277-4460-739	GRANT PROJECTS	103,000	35,291	176,500	376,600	113.4%
277-4460-740	CAPITALIZED EQUIPMENT	184,573	-	-	-	0.0%
		439,483	35,291	176,500	431,600	144.5%
<i>Addition to Fund Balance</i>						
277-4800-190	COMPENSATION RESERVE	-	-	8,000	-	-100.0%



**Cache
County**
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Statement of Revenue and Expenditures

Airport Department Budget Account Detail 2024

Account	Title	2022 Actual	09.23 Actual	2023 Budget	2024 Request	Budget Change
		-	-	8,000	-	-100.0%
Total Expenditures		868,507	376,788	960,000	1,190,900	24.1%
Revenues						
<i>Intergovernmental Revenue</i>						
277-33-15000	FED GRANT - SCASDP	104,785	80,307	312,400	493,700	58.0%
277-33-15200	FED GRANT - FAA RWY17/35 REHAB	-	-	-	-	0.0%
277-33-15300	FED GRANT - FAA CARES ACT	58,999	-	-	-	0.0%
277-33-15400	FED GRANT - FAA SIGN REPLACE	-	-	160,000	160,000	0.0%
277-33-44130	STATE GRANT - RWY17/35 REHAB	-	-	-	-	0.0%
277-33-44402	STATE GRANT	97,934	4,151	24,450	24,500	0.2%
277-33-70105	LOGAN CITY-SHARED NET EXP	80,000	-	80,000	100,000	25.0%
277-38-20000	CONTRIBUTION - CACHE COUNTY	80,000	-	80,000	100,000	25.0%
277-33-43000	STATE GRANT - FUEL FARM	-	-	-	-	0.0%
277-33-16000	FED GRANT - EV CHARGING STATION	-	-	-	-	0.0%
		421,718	84,458	656,850	878,200	33.7%
<i>Charges for Services</i>						
277-36-16000	LANDING FEES	2,400	350	5,500	5,500	0.0%
277-36-18000	FUEL FLOW -STORAGE FEES	27,799	14,875	20,000	20,000	0.0%
277-36-19000	FIRE DEPARTMENT STANDBY FEES	2,700	300	5,000	5,000	0.0%
277-37-80000	AIRPORT FEES-LAND LEASE INCOME	119,845	110,436	111,200	111,200	0.0%
		152,744	125,961	141,700	141,700	0.0%
<i>Miscellaneous Revenue</i>						
277-36-10000	INTEREST	12,168	-	1,500	1,500	0.0%
277-36-15000	GAS TAX REFUND	2,651	-	8,000	8,000	0.0%
277-36-51000	SALE OF CAPITAL ASSETS	-	-	-	-	0.0%
277-36-90000	SUNDRY REVENUE	8,888	6,500	4,000	4,000	0.0%
		23,707	6,500	13,500	13,500	0.0%
<i>Use of Fund Balance</i>						
277-38-90000	APPROPRIATED FUND BALANCE	-	-	141,150	157,500	11.6%
277-38-90500	APP FUND BALANCE - PO	-	-	6,800	-	-100.0%
	<i>Use of Fund Balance</i>	270,338	159,869	-	-	0.0%
		270,338	159,869	147,950	157,500	6.5%
Total Revenues		868,507	376,788	960,000	1,190,900	24.1%



Statement of Revenue and Expenditures

Airport Department Budget Transaction Detail 2024

Account	Title	Description	Amount	Comments
Expenditures				
<i>Personnel</i>				
277-4460-110	FULL TIME EMPLOYEES	Salary and wages for full time employees	79,200	
277-4460-115	OVERTIME	Overtime for hourly employees		
277-4460-120	PART TIME EMPLOYEES	Wages for part time employees	44,900	
277-4460-125	SEASONAL EMPLOYEES	Wages for seasonal employees		
277-4460-130	EMPLOYEE BENEFITS	Taxes and benefits for employees	45,200	
			169,300	
<i>Professional Services</i>				
277-4460-210	SUBSCRIPTIONS & MEMBERSHIP	Magazines - AOPA	100	
277-4460-230	TRAVEL	Manager and ARFF travel	2,000	
277-4460-311	PROF & TECH ACCOUNTING	Financial management	2,000	
277-4460-311	PROF & TECH ACCOUNTING	Airport Master Plan	344,800	
277-4460-330	EDUCATION & TRAINING -A R F F	ARFF Training - 139 Fire	30,000	
277-4460-330	EDUCATION & TRAINING -A R F F	ARFF Training - Propane	3,000	
			381,900	
<i>Supplies and Other Services</i>				
277-4460-220	PUBLIC NOTICES	Bid notifications	300	
277-4460-240	OFFICE EXPENSE & SUPPLIES	Office supplies	1,000	Pens, paper, toner, etc
277-4460-260	BUILDING & GROUNDS	Maintenance for buildings and grounds	21,800	
277-4460-261	SNOW REMOVAL	Snow removal contract	40,000	
277-4460-261	SNOW REMOVAL	Front loader rental for snow removal	25,000	
277-4460-262	WEED CONTROL - CHEMICAL	Chemical spray from Public Works	12,000	
277-4460-263	WEED CONTROL - MOWING	Tractor rental for mowing	5,000	
277-4460-270	UTILITIES	Utility expense	19,000	
277-4460-270	UTILITIES	Utility expense	8,000	Increase for EV station and vehicle
277-4460-280	COMMUNICATIONS	Phone and internet	5,000	
277-4460-290	FUEL	Fuel	10,000	
277-4460-510	INSURANCE	General liability and property insurance	18,000	
277-4460-620	MISC SERVICES	Miscellaneous services	1,000	
277-4460-621	MISC BOARD SERVICES/TRAVEL	Airport Authority board member services	6,000	
277-4460-625	LOGAN FIRE - STANDBY FEES	Standby fees	5,000	
			177,100	
<i>Minor Equipment and Maintenance</i>				
277-4460-250	EQUIPMENT SUPPLIES & MAINT	Maintenance for vehicles and equipment	20,000	
277-4460-250	EQUIPMENT SUPPLIES & MAINT	Supplies - gloves, parts, tools, etc.	5,000	
277-4460-251	NON-CAPITALIZED EQUIPMENT	Minor equipment	6,000	
			31,000	
<i>Capital Investment</i>				
277-4460-730	IMPROVEMENTS	Runway Paint Project	55,000	State may contribute if we begin after July 2024.
277-4460-739	GRANT PROJECTS	EV Charging Station with Truck	200,000	FAA 90.63%, Local 9.37%
277-4460-739	GRANT PROJECTS	FAA grant to replace directional signs	176,600	FAA 90.63%, UDOT 4.685%, Local 4.685%
			431,600	
Total Expenditures			1,190,900	

Revenues

Intergovernmental

277-33-15000	FED GRANT - SCASDP	Airport mast plan	312,400	
277-33-15400	FED GRANT - FAA SIGN REPLACE	FAA grant to replace directional signs	160,000	
277-33-15000	FED GRANT - SCASDP	EV Charging Station with Truck	181,300	FAA 90.63%, Local 9.37%
277-33-44402	STATE GRANT	State match for FAA sign replacement	8,300	FAA 90.63%, UDOT 4.685%, Local 4.685%
277-33-44402	STATE GRANT	Airport mast plan	16,200	
277-33-70105	LOGAN CITY-SHARED NET EXP	Annual contribution for airport operations	100,000	Increase 20k from PYs



Statement of Revenue and Expenditures

Airport Department Budget Transaction Detail 2024

Account	Title	Description	Amount	Comments
277-38-20000	CONTRIBUTION - CACHE COUNTY	Annual contribution for airport operations	100,000	Increase 20k from PYs
			878,200	
<i>Charges for Services</i>				
277-36-16000	LANDING FEES	Airline charter flights	5,500	
277-36-18000	FUEL FLOW -STORAGE FEES	FBO and MPI fuel purchases	20,000	
277-36-19000	FIRE DEPARTMENT STANDBY FEES	Fire standby fees	5,000	
277-37-80000	AIRPORT FEES-LAND LEASE INCC	Hangar, ramp, farm properties and fule far	111,200	
			141,700	
<i>Miscellaneous Revenue</i>				
277-36-10000	INTEREST	Interest earnings on airport funds	1,500	
277-36-15000	GAS TAX REFUND	UDOT gas tax credit	8,000	
277-36-90000	SUNDRY REVENUE	Tie-down, Mailbox, Rwy rental, etc.	4,000	
			13,500	
<i>Use of Fund Balance</i>				
277-38-90000	APPROPRIATED FUND BALANCE	Airport master plan	16,200	
277-38-90000	APPROPRIATED FUND BALANCE	Local match for FAA sign replacement	8,300	FAA 90.63%, UDOT 4.685%, Local 4.685%
277-38-90000	APPROPRIATED FUND BALANCE	Local match for EV Charging Station with	18,700	FAA 90.63%, Local 9.37%
277-38-90000	APPROPRIATED FUND BALANCE	Use of Fund Balance - Operations	59,300	
277-38-90000	APPROPRIATED FUND BALANCE	Runway Paint Project	55,000	State may contribute if we begin after July 2024.
			157,500	
Total Revenues			1,190,900	