



**Airport Advisory Board  
Regular Meeting  
City Hall, 697 Vista Ave, Page AZ  
April 13, 2026 at 5:30 PM**

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**NOTICE OF PUBLIC MEETING AND AGENDA**

Pursuant to Arizona Revised Statutes § 38-431.02, notice is hereby given to the members of the City of Page Airport Advisory Board and the general public that the Page Airport Advisory Board will hold a meeting open to the public in Page City Hall located at 697 Vista Avenue, Page, Arizona. Members of the Airport Advisory Board will attend either in person or virtually.

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**1. Call to Order**

**2. Roll Call**

Mario Bevilacqua Von Gunderrode-  
Chair  
Sean Brown-Vice Chair  
Justin Feldman  
Michael Preller  
Neil Salmi

Vernon Randel  
Scott Golba  
Mike Farrow, Council Liaison

**3. Minutes**

A. Review and Approval of Minutes from the Regular meeting held on March 9, 2026.

**4. Reports and Announcements**

A. Airport Director's Updates and Announcements

**5. Hear from the Citizens**

The public is invited to speak on any item or area of concern. Items presented during the Citizens portion which are not on the agenda, cannot be acted upon by the Airport Advisory Board. Individual members are prohibited by the Open Meeting Law from discussing or considering the item among themselves unless the item is officially on an agenda.

**6. Unfinished Business**

- A. Airport Hangar Lease Review and possible recommendations for Council
- B. Review of Walker Consultants Parking Study and possible recommendation to Council
- C. Tenant Proposal Review (Cpt. Chrissy Genova, Suite 11)

**7. New Business**

A. Review of EAS Air Carrier Bids and possible recommendation to Council

**8. Adjourn**

**FOR YOUR INFORMATION**

Next Regular Meeting Monday, \_\_\_\_\_, at 5:30 p.m.

Persons with disabilities should call the City of Page at 928-645-8861 for program and services information and accessibility.

If you would like to receive City Council and Board agenda notifications via email, please visit our public portal and sign-in or create an account to subscribe: <https://pageaz.portal.civicclerk.com/>.

**DISCLAIMER:** Agenda Items may be taken out of order. This agenda may be subject to change up to 24 hours prior to the meeting. Please see the local crier boards or our website at [cityofpage.org](http://cityofpage.org) for the current agenda.

CERTIFICATION OF POSTING OF NOTICE

The undersigned hereby certifies that a copy of the attached notice was duly posted at the following places: City Hall Bulletin Board located at 697 Vista Avenue, Page, Arizona; Justice Building Bulletin Board located at 547 Vista Avenue, Page, Arizona; U. S. Post Office Lobby located at 44 Sixth Avenue, Page, Arizona, on the \_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_, at \_\_\_\_\_ a.m./p.m.

\_\_\_\_\_  
CITY OF PAGE



**AIRPORT ADVISORY BOARD  
REGULAR MEETING MINUTES  
MONDAY, MARCH 9, 2026**

A Regular Meeting of the Airport Advisory Board was held at 5:30PM on the 9<sup>th</sup> of March, 2026, in the Council Chambers at Page City Hall. Co-Chair Sean Brown presided. Board members Neil Salmi, Michael Preller, Sean Brown, Vernon Randel, and Council Liaison Mike Farrow were present. Chair Mario Bevilacqua Von Gunderrode and Board members Justin Feldman and Scott Golba were absent.

Co-Chair Sean Brown called the meeting to order at 5:32 p.m.

Staff members present: Airport Director, Lore Davis-McCluskey

**MINUTES**

Motion was made by Michael Preller to approve the minutes from the February 9, 2026 meeting. The motion was seconded by Vernon Randel and passed unanimously upon a vote.

**HEAR FROM THE CITIZENS**

No citizens addressed the board.

**REPORTS AND ANNOUNCEMENTS**

- A. Airport Director Lore Davis-McCluskey provided information about the EAS Carrier Bid process and updates on the terminal expansion project.
- B. Matt Chaifetz from Contour Airlines presented an update on current Contour Airline commercial service. There was discussion.

**NEW BUSINESS**

- A. Review of Walker Consultants Parking Study. A motion was made by Vernon Randel to move this item, 6A, to the next monthly meeting under unfinished business. The motion was seconded by Neil Salmi and passed unanimously upon a vote.
- B. Airport Hangar Use. There was discussion. A motion was made by Vernon Randel to move this item, 6B, and the following item, 6C, forward to the next meeting under unfinished business. The motion was seconded by Neil Salmi and passed unanimously upon a vote.
- C. Tenant Proposal Review (included in the above motion to be moved to the next meeting under unfinished business)

**ADJOURN**

The meeting was adjourned at 6:11 p.m.

\_\_\_\_\_  
Lore Davis-McCluskey  
Staff Liaison

\_\_\_\_\_  
Mario Bevilacqua Von Gunderrode  
Chair

**CERTIFICATION**

I hereby certify that the foregoing minutes are a true and correct copy of the minutes of the Airport Advisory Board Regular Meeting, held on the 9<sup>th</sup> of March, 2026. I further certify that the meeting was duly called and held and that a quorum was present.

April 13, 2026

\_\_\_\_\_  
Lore Davis-McCluskey, Staff Liaison

SPACE # \_\_\_\_\_

TENANT: \_\_\_\_\_

**PAGE MUNICIPAL AIRPORT HANGAR  
SPACE LAND LEASE AGREEMENT**

1. **PARTIES:** This Hangar Land Lease Agreement is entered into between the City of Page, Coconino County, Arizona, hereinafter referred to as "City" or "Lessor" and \_\_\_\_\_ hereinafter "Tenant" or "Lessee", mailing address: \_\_\_\_\_ phone number: \_\_\_\_\_ email: \_\_\_\_\_
2. **PREMISES:** The City hereby leases to Tenant the land described herein at the Page Municipal Airport, City of Page, Coconino County, Arizona, designated as space number \_\_\_\_\_, which is identified on the attached diagram marked as "Exhibit A" and is included herein by reference.
3. **PURPOSE:** This agreement authorizes the Tenant to erect and maintain a hangar and any necessary appurtenances, as determined by the Airport Director, for the purpose of housing aircraft, as herein described.
4. **TERM:**
  - a. **Initial Term.** The term of this lease shall be for a period of fifteen (15) years, subject to the terms hereof, commencing the \_\_\_\_\_, 20\_\_\_\_.
  - b. **Option to Renew:** In the event that this lease is in full force and effect and the Lessee shall not be in default hereunder, the privilege is granted to the Lessee to renew the lease for two (2) additional five (5) year terms. Renewal of the Lease shall occur automatically unless the Lessee provides notice to Lessor of Lessee's intent to terminate prior to the expiration date of the Initial Term.
5. **LEASE RATES AND FEES:** As consideration for the use and enjoyment of the Premises, Property, Public Airport Facilities, rights, and privileges granted hereunder, Lessee agrees to pay Lessor the following lease rates, fees, and charges.
  - a. **Base Lease Rate:** Lessee agrees to pay an annual Base Lease Rate of \$ \_\_\_\_\_, plus tax and utilities for the lease of the assigned space. The rate for spaces shall be in accordance with the standardized rates established by Resolution of the City Council and shall be adjusted in accordance with Paragraph 5.b. Each annual rental payment, together with any additional fees as provided herein, shall be due and payable as indicated on the billing invoice. Any payments not received by Lessor by the due date will be subject to the imposition of late charges as described in Paragraph 5.d. Additionally, upon renewal of the Lease, the Base Lease Rate shall be adjusted to the then current City Council adopted fee schedule applicable to the Premises. The adjusted renewal Base Lease Rate shall be effective as of the beginning of the renewal period. In no event shall the renewal Base Lease Rate for the renewal period be less than the Base Lease Rate established for the second year of this Agreement.

b. Adjustment to Base Lease Rate:

i. Consumer Price Index: Commencing in January following the commencement date, and continuing each January thereafter, the Base Lease Rate shall be escalated annually based on the Consumer Price Index (CPI) 12 month percent change rate published by the United States Department of Labor, Bureau of Labor Statistics, All Urban Consumers, Flagstaff, Arizona (Western Urban). The sum so calculated shall constitute the new Base Lease Rate. In no event shall the new Base Lease Rate be less than the Base Lease Rate payable for the year immediately preceding the applicable CPI Adjustment Date. If the Index is discontinued during the Term, such other governmental index or replacement index or computation shall be used in order to obtain substantially the same result as would be obtained if the Index had not been discontinued. The amount of any increase to the Base Lease Rate shall not exceed the CPI adjustment or four percent (4%), whichever is lesser, of the Base Lease Rate in effect immediately prior to the CPI Adjustment Date.

ii. Market Rent Analysis: If during the term of this Lease, a market rent analysis is performed by a qualified appraiser, the Lessor reserves the right to adjust the base lease rate based on the recommendations of the market rent analysis. In no event shall the new Base Lease Rate be less than the Base Lease Rate payable for the year immediately preceding the applicable Market Rent Analysis Adjustment Date. In the case of a market rent analysis adjustment, the amount of any increase to the Base Lease Rate shall not exceed four percent (4%) of the rate in effect immediately prior to the Adjustment Date. In the event the market rate analysis recommends an adjustment greater than four percent (4%), the Lessor reserves the right to implement the increase over a multi-year period. Lessor reserves the right to dismiss the market rent analysis recommendations. Lessor reserves the right increase the Base Lease Rate by a factor less than the market rent analysis recommendations.

c. Rate Change Notice: The City shall notify Tenant in writing of any such change in the Base Lease Rate at least ten (10) days in advance of the effective date thereof. Tenant shall thereafter pay the new rate.

d. Penalties: Rents not paid within fifteen (15) calendar days of the first day of each calendar month when due will result in a late payment processing fee of \$25, plus a \$5 fee for each additional calendar day after the first 15 days until such late payments have been paid. If the past due account is referred to a collector for collection, the Lessee shall pay collection costs in addition to the past due amount. The parties agree that this charge and processing fee represents a fair and reasonable estimate of the costs that the City will incur by reason of the late payment by Tenant.

6. USE OF PREMISES: Lessee agrees that the designated hangar site shall be used as follows: Tenant's hangar, which Tenant is authorized to install, shall fit within the assigned hangar space site, and be compatible with the existing hangars already installed at the airport, as determined by the Airport Director.

a. Tenant agrees that it shall use the Premises for the following purposes (and no other purposes): the storage, service, construction, maintenance, and operation of aircraft, plus incidental activities related

to that purpose (including but not limited to parking an automobile, motor home, other vehicles inside the hangar provided that the primary purpose of housing aircraft is maintained.)

- b. Tenant shall not make any improvements, changes or alterations to the hangar space site or structures without the written authorization of the Airport Director.
  - c. No business or commercial activities shall be conducted from a hangar space site. No overnight or living facilities shall be permitted within any hangar.
  - d. No utilities such as gas, electricity, water/sewer, or telephone, shall be installed to or on the site without the written permission of the Airport Director.
  - e. No parking other than short-term (up to 24 hours) is permitted around the outside of the hangar. Tenant agrees to hold City harmless for any damage to vehicles parked outside of hangars. City has the right to tow vehicles parked outside if left outside over 24 hours or immediately if such vehicle is in taxi ways affecting aircraft movement. Tie-down spaces shall not be used for vehicle parking. Tenant shall not drive on the airport property where collisions could occur or interfere with movement of aircraft.
  - f. Fueling of aircraft may be accomplished only by a fixed base operator (FBO) authorized fueler, owner, operator, designated representative or other person or organization specifically authorized by the City of Page, and only with proper equipment. Fueling of aircraft within the hangar, maintenance or repair that involves the release of flammable/combustible liquids or vapors within the hangar is prohibited.
  - g. Tenant shall store flammable and combustible liquids or solids in a manner that is in compliance with local fire code. Tenant shall not store any explosive materials within the hangar or on the hangar space site.
  - h. Hangars shall comply with all local building codes/ordinances, as well as any state and federal regulations, shall be installed in accordance with the manufacturer's specifications and in accordance with plans approved by the Airport Director and Page Public Works Director.
  - i. The initial appearance/condition of the hangar must be acceptable to the Airport Director. Hangars shall be maintained in a useable condition and their appearance shall remain acceptable to the Airport Director.
7. INSURANCE: As a condition precedent to the effectiveness of this agreement and continuance of agreement, Lessee hereby covenants and agrees to carry a minimum of \$1,000,000 single limit bodily injury and property damage liability insurance on hangar only premises. This policy shall name the City of Page as an additional named insured and shall contain a sixty (60) day notice of cancellation clause with notice to the City. Said insurance shall be carried with any insurance company duly authorized to do business in the State of Arizona and a certificate showing that said insurance, as provided above is in full force, shall be furnished to the City of Page. Tenant is to furnish the City with renewal certificates prior to each policy expiration date.
8. RIGHT OF ENTRY:
- a. The City of Page and its employees and agents reserve the right to enter the hangar for the purpose of viewing and ascertaining the condition of the premises, or to protect its interest in the premises and to inspect any uses being made of the premises.

- b. Periodic Fire Department inspections for fire and safety purposes are needed. Tenant will make provisions for such access.
  - c. Access/entry may be needed for emergencies. The City retains such right of entry and "tenant holds City harmless" for such entry.
9. CONFORMITY WITH LAW: Tenant agrees to abide by all pertinent laws, rules and regulations of the Federal Aviation Administration, Transportation Security Administration, State of Arizona, County of Coconino, the City of Page, or any other duly constituted public authority having jurisdiction. Tenant agrees and understands that the commission of any illegal or unlawful act on the designated premises or any other portion of the airport property shall constitute a default on the Tenant's part and shall be cause for City to serve a Thirty (30) day notice of termination.
10. ASSIGNMENT: Tenant shall not sublet or permit the use of the space by others without the prior written consent of the City. This provision includes the sale of the hangar without prior written notice to and consent of the City. Consent shall not be unreasonably withheld provided the assignee executes a new agreement or executes this agreement as an additional Tenant/Lessee.
11. CONDITIONS FOR THE GRANTING OF A NEW LEASE AGREEMENT:
- a. Lease Expiration. This lease shall expire on the last day of the Lease Term as defined in Paragraph 4 herein. In the event the Lessee desires to continue occupying the Leased Premises, Lessee may request to negotiate a new Lease Agreement. The Lessee shall be eligible for a new lease Agreement on the Leased Premises provided the following conditions are met by Lessee:
    - i. Good Repair: The Leased Premises and all Improvements are in a state of good repair, including, without limitation, exterior paint, walls, roofs, doors, and interior walls, ceilings, floors, doors, and any other items including those which are structural and/or aesthetic in nature.
    - ii. Compliance with all other Provisions. Lessee shall be in compliance with all other provisions of this Lease.
  - b. Sale or Conveyance of Building: If at any time during the term of this lease, or at the termination thereof, Lessee desires to sell or convey said hangar, then:
    - i. The current Lessee shall provide in writing the intent to sell the hangar. Upon completion of sale, the current Lessee shall provide a bill of sale to the Lessor and a request to terminate this agreement.
    - ii. The purchaser of the hangar shall within five (5) business days notify the Lessor and execute a new Hangar Space Land Lease with the Lessor.
    - iii. The Leased Premises and ail Improvements are in a state of good repair, including, without limitation, exterior paint, walls, roofs, doors, and interior walls, ceilings, floors, doors, and any other items including those which are structural and/or aesthetic in nature.

12. EXPIRATION OF THE AGREEMENT:

- a. Upon the expiration of this Agreement, in the event the Lessee desires to continue occupying the Leased Premises, Lessee may request to negotiate a new Lease Agreement pursuant to paragraph 11a.
- b. Upon the termination of this Agreement by expiration thereof, or by the virtue of the total or partial destruction of the Premises, or pursuant to the relocation or removal of the Airport, the Lessee shall have the right to remove all improvements, machinery, equipment, and property of the Lessee placed on the Premises, which are capable of being removed without injury or damage to the Premises, or which are not part of the Property; provided, however, the Lessee shall not be in default.
- c. Any and all buildings or other facilities constructed on the leased premises by the lessee shall be and remain the personal property of Lessee, and Lessee shall, upon the written request of Lessor, remove said buildings and facilities from the leased premises within Sixty (60) Days after the termination of this Agreement, or Lessee may, within said Sixty (60) Days, sell said buildings and facilities, or renegotiate a new lease.
- d. In the event Lessee fails to negotiate a new lease, or remove said buildings and facilities, or fails to sell said buildings and/or facilities as hereinbefore provided within the aforementioned Sixty (60) Day period, then said buildings and facilities shall become the sole property of the Lessor, and Lessor shall have the right, at its option, if said building is inspected and determined to be condemnable, to tear down and remove said buildings and to restore the lease premises to good repair and safe condition as hereinabove described and charge the expense thereof to Lessee, which reasonable expense Lessee agrees to assume and pay.

13. RELOCATION OF PREMISES: After Tenant's execution of this Agreement, City shall have the right, upon giving Tenant (30) days notice in writing, to provide and furnish Tenant with space elsewhere on the airport of approximately the same size as the demised premises; and to move and place Tenant in such new space at City's expense. In the event Tenant refuses to move to such new space, City shall have the right to cancel and terminate the rental agreement effective within Sixty (60) days after the date of the original notification of intent to move the hangar. Upon removal of the hangar, Tenant shall restore the vacated premises to their original condition, reasonable wear excepted.

14. TERMINATION:

- a. Cancellation Due to Conflict of Interest: This Lease is subject to cancellation for a conflict of interest pursuant to A.R.S. §38-511, the pertinent provisions of which are incorporated into this Lease by reference.
- b. Termination of Lease For Cause: If, through any cause, Lessee shall fail to fulfill its obligations under this Lease, or if Lessee shall violate any of the covenants, provisions, or stipulations of this Lease, Lessor shall thereupon have the right to terminate this Lease by giving written notice to Lessee of such termination and specifying the effective date thereof, at least Thirty (30) days before the effective date of such termination.
- c. Termination not an Exclusive Remedy: In the event Lessee shall fail to fulfill its obligations under this Lease, or if Lessee shall violate any of the covenants, provisions, or stipulations of this Lease, Lessor may pursue any other remedy now or hereafter available to Lessor under the laws or judicial decisions of the State of Arizona.

15. DESCRIPTION OF AIRCRAFT/HANGAR:

Aircraft Brand Name: \_\_\_\_\_

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

Aircraft Type: \_\_\_\_\_ TAIL Number: \_\_\_\_\_

Home-base: \_\_\_\_\_

Owner (list all owners & addresses; attach ownership papers): \_\_\_\_\_

\_\_\_\_\_

Emergency Contact Person(s)/Phone Number(s): \_\_\_\_\_

\_\_\_\_\_

Location of Hangar (see exhibit A): \_\_\_\_\_

\_\_\_\_\_

Hangar Type/Model: \_\_\_\_\_

\_\_\_\_\_

Insurance Carrier & Policy Period: \_\_\_\_\_ (check if attached).

Insurance certificate showing City of Page as additional insured) \_\_\_\_\_ (check if attached).

Tenant will notify the City in writing for its consent prior to any changes affecting aircraft type, TAIL number, assignments, or insurance requirements. Failure to comply with this section will constitute a breach of this Agreement.

16. FEDERAL AVIATION ADMINISTRATION LEASE REQUIREMENTS: This FAA Lease Requirement is executed to comply with Federal Lease Guidelines adopted by the FAA and required of all grant category airports.

- a. Non-Discrimination for Another Similar Service: The Lessee, for himself, his heirs, personal representatives, successors in interest, and assigns, as a part of the consideration hereof, does hereby covenant and agree, that in the event facilities are constructed, maintained or otherwise operated on said Property described in this Lease Agreement, for a purpose for which U. S. Department of Transportation (USDOT) program or activity is extended for another purpose involving the provision of similar services or benefits, the Lessee shall maintain and operate such facilities and services in compliance with all other requirements imposed pursuant to Title 49, Code of Federal Regulations, USDOT, Subtitle A, Office of the Secretary, Part 21, Nondiscrimination in Federally-Assisted Programs of the Department of Transportation-Effectuation of Title VI of the Civil Rights Act of 1964, and as said Regulations may be amended.

- b. Non-Discrimination in Construction and Use of Premises: The Lessee, for himself, his personal representatives, successors in interest, and assigns, as a part of the consideration hereof, does hereby covenant and agree that: (1) no person on the grounds of race, color, national origin shall be excluded from participation in, denied the benefits of, or be otherwise subject to discrimination in the use of said facilities, (2) that in the construction of any improvements on, over, or under such land and the furnishing of services thereon, no person on the grounds of race, color or national origin shall be excluded from participation in, denied the benefits of, or otherwise be subject to discrimination, (3) that the Lessee shall use the premises in compliance with all other requirements imposed by or pursuant to Title 49, Code of Federal Regulations, U. S. Department of Transportation, Subtitle A, Office of the Secretary, Part 21, Nondiscrimination in Federally-Assisted Programs of the Department of Transportation-Effectuation of Title VI of the Civil rights Act of 1964, and as said Regulations may be amended.
- c. Non-Discrimination Breach: That in the event of breach of the above nondiscrimination covenants, Lessor shall have the right to terminate the Lease Agreement and to re-enter and repossess said land and cause the removal of the facilities thereon at Lessee's expense, and to hold the same property as if said Lease Agreement had never been made or issued. This provision does not become effective until proper notice according to the Lease Agreement has been made and the procedures of 49 CFR Part 21 are followed and completed including expiration of appeal rights.
- d. Non-Discriminatory Pricing: Lessee shall furnish its accommodations and/or services on a fair, equal and not unjustly discriminatory basis to all users thereof, and it shall charge fair, reasonable and not unjustly discriminatory prices for each unit or service; provided, that the Lessee may be allowed to make reasonable and nondiscriminatory discounts, rebates or other similar type price reductions to volume purchasers.
- e. Non-Compliance: Non-compliance with Provision (d) above shall constitute a material breach of this of this Lease, and in the event of such non-compliance, the Lessor shall have the right to terminate this Lease Agreement without liability therefore, or, at the election of the Lessor or the United States or both, said governments shall have the right to judicially enforce the Provisions of paragraph (d) above.
- f. Provisions Applicable to Sublease Tenants: Lessee agrees to insert the above five provisions in any Agreements by which said Lessee grants a right or privilege to any person, firm or corporation to render accommodations and/or services to the public on the Premises herein leased. No rights or privileges shall be granted to any person, firm or corporation without the written permission of the Lessor.
- g. Affirmative Action Program: Lessee assures that it will undertake an affirmative action program as required by 14 CFR Part 152, Subpart E, to insure that no person shall on the grounds of race, creed, color, national origin, or sex be excluded from participating in any employment activities covered in 14 CFR Part 152, Subpart E. Lessee assures no person shall be excluded on these grounds from participating in or receiving the services or benefits of any program or activity covered by this Subpart. Lessor that they similarly will undertake affirmative action programs and that they will require assurances from their sub-organizations, as required by 14 CFR, Part 152, Subpart E, to the same effort.
- h. Right to Improve Landing Area: Lessor reserves the right to further develop or improve the landing area of the airport as it sees fit, regardless of the desires or view of the Lessee and without hindrance or interference.

- i. Right to Control Activities: Lessor reserves the right, but shall not be obligated to the Lessee, to maintain and keep in repair the landing area of the airport and all publicly owned facilities of the airport, together with the right to direct and control all activities of the Lessee in this regard.
  - j. Subordination: This Lessee Agreement shall be subordinate to the provisions and requirements of any existing or future Agreements between Lessor and the United States, relative to the development, operation or maintenance of the airport.
  - k. Reservation of Airspace: There is hereby reserved to Lessor, its successors and assigns, for the use and benefit of the whole public, a right of passage of aircraft in the airspace above the surface of the Premises herein leased. This public right of flight shall include the right to cause in said airspace any noise inherent in the operation of any aircraft used for navigation or flight through the said airspace or landing at, taking off from, or operation on the Page Municipal Airport.
  - l. Airspace Notice of Construction: Lessee agrees to comply with the Master Plan, Airport Layout Plan and the notification and review requirements covered in Part 77 of the Federal Aviation Regulations in the event future construction of a building is planned for the leased Premises, or in the event of any planned modification or alteration of any present or future building or structure situated on the leased Premises.
  - m. Limitation on Height of Structures: Lessee by accepting this Lease expressly agrees for itself, its successors and assigns that it will not erect nor permit the erection of any structure or object, nor permit the growth of any tree on the land leased hereunder in excess of twenty-five (25) feet above the existing grade of the Premises. In the event the aforesaid covenants are breached, the Lessor reserves the right to enter upon the Premises leased hereunder and to remove the offending structure or object and cut the offending tree, all of which shall be at the expense of the Lessee.
  - n. No Interference with Airport Operations: Lessee by accepting this Lease Agreement agrees for itself, its successors and assigns that it will not make use of the leased Premises in any manner which might interfere with the landing and taking off of aircraft from the Page Municipal Airport or otherwise constitute a hazard. In the event the aforesaid covenant is breached, the Lessor reserves the right to enter upon the Premises hereby leased and cause the abatement of such interference at the expense of Lessee.
  - o. No Exclusive Right: It is understood and agreed that nothing herein contained shall be construed to grant or authorize the granting of an exclusive right within the meaning of Section 308a of the Federal Aviation Act of 1958 (49 U.S.C. 1349a).
  - p. War on National Emergency: This Agreement shall be subject to any right the United States Government now has or in the future may have or acquire, affecting the control, operation, regulation, and takeover of the Airport or the exclusive use of nonexclusive use of the Airport by the United States during time of declared or undeclared war, national emergency, or pursuant to acts of terrorism.
17. ACCEPTANCE: Tenant agrees to accept the designated premises on an "as is" basis. The City hereby disclaims, and Tenant accepts such disclaimer, of any warranty, expressed or implied, regarding the condition, use, or fitness of the site. Tenant understands that the designated area is not secured or guarded, that fencing provided around the airport facility is for compliance with FAA/TSA regulations and not for security of

Tenant's property, and that no guarantee is made by the City for security of Tenant's property.

18. CITY HELD HARMLESS: Tenant shall indemnify, defend, and hold harmless the City, its officers, agents and employees from and against any and all claims, demands, loss or liability of any kind or nature which the City, its officers, agents and employees, or any of them, for injury or death of persons or damage to property caused by or contributed to by the negligence of Tenant, its officers, agents or employees in the use of the premises described in this agreement, including the use of the airport and its facilities. Tenant hereby assumes all risks incident to its use and occupancy of the Page Municipal Airport and adjoining premises situated at Page, Arizona owned by the City of Page.
19. ATTORNEY'S FEES: In the event suit is instituted to enforce this agreement or collection is placed with an attorney, Tenant shall pay all reasonable attorney's fees and court costs.
20. MISCELLANEOUS:
  - a. Damage by Casualty: Lessee waives the entire right of recovery Lessee may have had against the Lessor on account of loss or damage occasioned to the Premises arising from any cause which could be insured against by fire and extended coverage insurance whether or not such insurance is in force.
  - b. Legal Relationship: Nothing herein contained shall be deemed or construed by the parties hereto, nor by any third party, as creating the relationship of principal and agent or of partnership or of joint venture between the parties hereto, it being understood and agreed that neither the method of computation of Rent, nor any other provision contained herein, nor any acts of the parties herein, shall be deemed to create any relationship between the parties hereto other than the relationship of Lessor and Lessee.
  - c. Waiver: No waiver by Lessor of any provision hereof shall be deemed a waiver of any other provision hereof or of any subsequent breach by Lessee of the same or any other provision. Lessor's consent to or approval of any act shall not be deemed to render unnecessary the obtaining of Lessor's consent to or approval of any subsequent act by Lessee. The acceptance of Rent hereunder by Lessor shall not be waiver of any preceding breach by Lessee of any provision hereof, other than the failure of Lessee to pay the rent so accepted, regardless of Lessor's knowledge of such preceding breach at the time of acceptance of such rent.
  - d. Severability: If any part of this Lease shall be held unenforceable, the remainder of this Lease shall nevertheless remain in full force and effect.
  - e. Choice of Law: Any dispute arising from this agreement shall be decided in accordance with the laws of Arizona with venue in Coconino County.
  - f. Cumulative Remedies: No remedy or election hereunder shall be deemed exclusive but shall, wherever possible, be cumulative with all other remedies at law or in equity.
  - g. Entire Agreement: This instrument contains all of the agreements and conditions made between the parties to this Lease and may not be modified orally or in any other manner than by an agreement in writing signed by all the parties to this Lease or their respective successors in interest. No prior agreement or understanding pertaining to any such matter shall be effective. This Lease may be modified, in writing only, signed by the parties in interest at the time of the modification.

21. EMERGENCY CONTACT: In the event of an emergency, Lessee may contact the following people:

Airport Director: 928-645-8861

Page Police Dept.: 928-645-4350 or 911

22. NOTICES: Any notice desired or required to be served by either party upon the other or any notice provided for in this Lease shall be in writing and shall be deemed given upon hand-delivery or, if mailed, three (3) business days after being deposited in the United States mail, certified, return receipt requested, to the party whom addressed, as set forth herein below:

Lessor: City of Page  
P.O. Box 1180  
Page, AZ 86040

Lessee: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

DATED at Page, Arizona, this \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_.

\_\_\_\_\_  
City Manager

\_\_\_\_\_  
Lessee

Approved as to Form:

\_\_\_\_\_  
City Attorney

in this AD to obtain corrective actions from a manufacturer, the action must be accomplished using a method approved by the Manager, International Branch, ANM-116, Transport Airplane Directorate, FAA; or the European Aviation Safety Agency (EASA); or Saab AB, Saab Aeronautics' EASA Design Organization Approval (DOA). If approved by the DOA, the approval must include the DOA-authorized signature.

#### (m) Related Information

Refer to Mandatory Continuing Airworthiness Information (MCAI) European Aviation Safety Agency Airworthiness Directive 2014-0255, dated November 25, 2014, for related information. This MCAI may be found in the AD docket on the Internet at <http://www.regulations.gov> by searching for and locating Docket No. FAA-2015-7524.

#### (n) Material Incorporated by Reference

(1) The Director of the Federal Register approved the incorporation by reference (IBR) of the service information listed in this paragraph under 5 U.S.C. 552(a) and 1 CFR part 51.

(2) You must use this service information as applicable to do the actions required by this AD, unless this AD specifies otherwise.

(3) The following service information was approved for IBR on July 20, 2016.

(i) Saab Service Bulletin 2000-38-011, dated October 22, 2014.

(ii) Reserved.

(4) The following service information was approved for IBR on September 9, 2014 (79 FR 45337, August 5, 2014).

(i) Saab Service Bulletin 2000-38-010, dated July 12, 2013.

(ii) Saab Service Newsletter SN 2000-1304, Revision 01, dated September 10, 2013, including Attachment 1 Engineering Statement to Operator 2000PBS034334, Issue A, dated September 9, 2013.

(5) For service information identified in this AD, contact Saab AB, Saab Aeronautics, SE-581 88, Linköping, Sweden; telephone +46 13 18 5591; fax +46 13 18 4874; email [saab340techsupport@saabgroup.com](mailto:saab340techsupport@saabgroup.com); Internet <http://www.saabgroup.com>.

(6) You may view this service information at the FAA, Transport Airplane Directorate, 1601 Lind Avenue SW., Renton, WA. For information on the availability of this material at the FAA, call 425-227-1221.

(7) You may view this service information that is incorporated by reference at the National Archives and Records Administration (NARA). For information on the availability of this material at NARA, call 202-741-6030, or go to: <http://www.archives.gov/federal-register/cfr/ibr-locations.html>.

Issued in Renton, Washington, on May 31, 2016.

**Michael Kaszycki,**

*Acting Manager, Transport Airplane Directorate, Aircraft Certification Service.*

[FR Doc. 2016-13740 Filed 6-14-16; 8:45 am]

**BILLING CODE 4910-13-P**

## DEPARTMENT OF TRANSPORTATION

### Federal Aviation Administration

#### 14 CFR Chapter I

[Docket No. FAA 2014-0463]

#### Policy on the Non-Aeronautical Use of Airport Hangars

**AGENCY:** Federal Aviation Administration (FAA), Department of Transportation (DOT).

**ACTION:** Notice of final policy.

**SUMMARY:** This action clarifies the FAA's policy regarding storage of non-aeronautical items in airport facilities designated for aeronautical use. Under Federal law, airport operators that have accepted federal grants and/or those that have obligations contained in property deeds for property transferred under various Federal laws such as the Surplus Property Act generally may use airport property only for aviation-related purposes unless otherwise approved by the FAA. In some cases, airports have allowed non-aeronautical storage or uses in some hangars intended for aeronautical use, which the FAA has found to interfere with or entirely displace aeronautical use of the hangar. At the same time, the FAA recognizes that storage of some items in a hangar that is otherwise used for aircraft storage will have no effect on the aeronautical utility of the hangar. This action also amends the definition of aeronautical use to include construction of amateur-built aircraft and provides additional guidance on permissible non-aeronautical use of a hangar."

**DATES:** The policy described herein is effective July 1, 2017.

#### FOR FURTHER INFORMATION CONTACT:

Kevin C. Willis, Manager, Airport Compliance Division, ACO-100, Federal Aviation Administration, 800 Independence Avenue SW., Washington, DC 20591, telephone (202) 267-3085; facsimile: (202) 267-4629.

**ADDRESSES:** You can get an electronic copy of this Policy and all other documents in this docket using the Internet by:

(1) Searching the Federal eRulemaking portal (<http://www.faa.gov/regulations/search>);

(2) Visiting FAA's Regulations and Policies Web page at ([http://www.faa.gov/regulations\\_policies](http://www.faa.gov/regulations_policies)); or

(3) Accessing the Government Printing Office's Web page at (<http://www.gpoaccess.gov/index.html>).

You can also get a copy by sending a request to the Federal Aviation

Administration, Office of Airport Compliance and Management Analysis, 800 Independence Avenue SW., Washington, DC 20591, or by calling (202) 267-3085. Make sure to identify the docket number, notice number, or amendment number of this proceeding.

#### SUPPLEMENTARY INFORMATION:

*Authority for the Policy:* This document is published under the authority described in Title 49 of the United States Code, Subtitle VII, part B, chapter 471, section 47122(a).

#### Background

##### *Airport Sponsor Obligations*

In July 2014, the FAA issued a proposed statement of policy on use of airport hangars to clarify compliance requirements for airport sponsors, airport managers, airport tenants, state aviation officials, and FAA compliance staff. (79 **Federal Register** (FR) 42483, July 22, 2014).

Airport sponsors that have accepted grants under the Airport Improvement Program (AIP) have agreed to comply with certain Federal policies included in each AIP grant agreement as sponsor assurances. The Airport and Airway Improvement Act of 1982 (AAIA) (Pub. L. 97-248), as amended and recodified at 49 United States Codes (U.S.C.) 47107(a)(1), and the contractual sponsor assurances require that the airport sponsor make the airport available for aviation use. Grant Assurance 22, *Economic Nondiscrimination*, requires the sponsor to make the airport available on reasonable terms without unjust discrimination for aeronautical activities, including aviation services. Grant Assurance 19, *Operation and Maintenance*, prohibits an airport sponsor from causing or permitting any activity that would interfere with use of airport property for airport purposes. In some cases, sponsors who have received property transfers through surplus property and nonsurplus property agreements have similar federal obligations.

The sponsor may designate some areas of the airport for non-aviation use,<sup>1</sup> with FAA approval, but aeronautical facilities of the airport must be dedicated to use for aviation purposes. Limiting use of aeronautical facilities for aeronautical purposes ensures that airport facilities are available to meet aviation demand at the airport. Aviation tenants and aircraft owners should not be displaced by non-

<sup>1</sup> The terms "non-aviation" and "non-aeronautical" are used interchangeably in this Notice.

aviation commercial uses that could be conducted off airport property.

It is the longstanding policy of the FAA that airport property be available for aeronautical use and not be available for non-aeronautical purposes unless that non-aeronautical use is approved by the FAA. Use of a designated aeronautical facility for a non-aeronautical purpose, even on a temporary basis, requires FAA approval. See FAA Order 5190.6B, *Airport Compliance Manual*, paragraph 22.6, September 30, 2009. The identification of non-aeronautical use of aeronautical areas receives special attention in FAA airport land use compliance inspections. See Order 5190.6B, paragraphs 21.6(f)(5).

Areas of the airport designated for non-aeronautical use must be shown on an airport's Airport Layout Plan (ALP). The AAIA, at 49 U.S.C. 47107(a)(16), requires that AIP grant agreements include an assurance by the sponsor to maintain an ALP in a manner prescribed by the FAA. Sponsor assurance 29, *Airport Layout Plan*, implements § 47107(a)(16) and provides that an ALP must designate non-aviation areas of the airport. The sponsor may not allow an alteration of the airport in a manner inconsistent with the ALP unless approved by the FAA. See Order 5190.6B, paragraph 7.18, and Advisory Circular 150/5070-6B, *Airport Master Plans*, Chapter 10.

Clearly identifying non-aeronautical facilities not only keeps aeronautical facilities available for aviation use, but also assures that the airport sponsor receives at least Fair Market Value (FMV) revenue from non-aviation uses of the airport. The AAIA requires that airport revenues be used for airport purposes, and that the airport maintain a fee structure that makes the airport as self-sustaining as possible. 49 U.S.C. 47107(a)(13)(A) and (b)(1). The FAA and the Department of Transportation Office of the Inspector General have interpreted these statutory provisions to require that non-aviation activities on an airport be charged a fair market rate for use of airport facilities rather than the aeronautical rate. See *FAA Policies and Procedures Concerning the Use of Airport Revenue*, (64 FR 7696, 7721, February 16, 1999) (FAA Revenue Use Policy).

If an airport tenant pays an aeronautical rate for a hangar and then uses the hangar for a non-aeronautical purpose, the tenant may be paying a below-market rate in violation of the sponsor's obligation for a self-sustaining rate structure and FAA's Revenue Use Policy. Confining non-aeronautical activity to designated non-aviation areas

of the airport helps to ensure that the non-aeronautical use of airport property is monitored and allows the airport sponsor to clearly identify non-aeronautical fair market value lease rates, in order to meet their federal obligations. Identifying non-aeronautical uses and charging appropriate rates for these uses prevents the sponsor from subsidizing non-aviation activities with aviation revenues.

#### *FAA Oversight*

A sponsor's Grant Assurance obligations require that its aeronautical facilities be used or be available for use for aeronautical activities. If the presence of non-aeronautical items in a hangar does not interfere with these obligations, then the FAA will generally not consider the presence of those items to constitute a violation of the sponsor's obligations. When an airport has unused hangars and low aviation demand, a sponsor can request the FAA approval for interim non-aeronautical use of a hangars, until demand exists for those hangars for an aeronautical purpose. Aeronautical use must take priority and be accommodated over non-aeronautical use, even if the rental rate would be higher for the non-aeronautical use. The sponsor is required to charge a fair market commercial rental rate for any hangar rental or use for non-aeronautical purposes. (64 FR 7721).

The FAA conducts land use inspections at 18 selected airports each year, at least two in each of the nine FAA regions. See Order 5190.6B, paragraph 21.1. The inspection includes consideration of whether the airport sponsor is using designated aeronautical areas of the airport exclusively for aeronautical purposes, unless otherwise approved by the FAA. See Order 5190.6B, paragraph 21.6.

#### *The Notice of Proposed Policy*

In July 2014, the FAA issued a notice of proposed policy on use of hangars and related facilities at federally obligated airports, to provide a clear and standardized guide for airport sponsors and FAA compliance staff. (79 FR 42483, July 22, 2014). The FAA received more than 2,400 comments on the proposed policy statement, the majority from persons who have built or are in the process of building an amateur-built aircraft. The FAA also received comments from aircraft owners, tenants and owners of hangars, and airport operators. The Aircraft Owners and Pilots Association (AOPA) and the Experimental Aircraft Association (EAA) also provided comments on behalf of their membership. Most of the

comments objected to some aspect the proposed policy statement. Comments objecting to the proposal tended to fall into two general categories:

- The FAA should not regulate the use of hangars at all, especially if the hangar is privately owned.
- While the FAA should have a policy limiting use of hangars on federally obligated airports to aviation uses, the proposed policy is too restrictive in defining what activities should be allowed.

#### **Discussion of Comments and Final Policy**

The following summary of comments reflects the major issues raised and does not restate each comment received. The FAA considered all comments received even if not specifically identified and responded to in this notice. The FAA discusses revisions to the policy based on comments received. In addition, the FAA will post frequently asked Questions and Answers regarding the Hangar Use Policy on [www.faa.gov/airport-compliance](http://www.faa.gov/airport-compliance). These Questions and Answers will be periodically updated until FAA Order 5190.6B is revised to reflect the changes in this notice.

1. *Comment: Commenters stated that the FAA should defer to local government and leave all regulation of hangar use to the airport operator.*

*Response:* The FAA has a contract with the sponsor of an obligated airport, either through AIP grant agreements or a surplus property deed, to limit the use of airport property to certain aviation purposes. Each sponsor of an obligated airport has agreed to these terms. The FAA relies on each airport sponsor to comply with its obligations under this contract. To maintain a standardized national airport system and standardized practices in each of the FAA's nine regional offices, the agency issues guidance on its interpretation of the requirements of the AIP and surplus property agreements. It falls to the local airport sponsor to implement these requirements. The FAA allows airport sponsors some flexibility to adapt compliance to local conditions at each airport.

However, some airport sponsors have adopted hangar use practices that led to airport users to complain to the FAA. Some airport users have complained that sponsors are too restrictive, and fail to allow reasonable aviation-related uses of airport hangars. More commonly, aircraft owners have complained that hangar facilities are not available for aircraft storage because airport sponsors have allowed the use of hangars for purposes that are unrelated to aviation,

such as operating a non-aviation business or storing multiple vehicles. By issuing the July 2014 notice, the FAA intended to resolve both kinds of complaints by providing guidance on appropriate management of hangar use. The agency continues to believe that FAA policy guidance is appropriate and necessary to preserve reasonable access to aeronautical facilities on federally obligated airports. However, the final policy has been revised in response to comments received on the proposal.

2. *Comment: Commenters, including AOPA, stated that the FAA lacks the authority to regulate the use of privately owned hangars.*

*Response:* The FAA has a statutory obligation to assure that facilities on aeronautically designated land at federally obligated airports are reasonably available for aviation use. Designated aeronautical land on a federally obligated airport is a necessary part of a national system of aviation facilities. Land designated for aeronautical use offers access to the local airfield taxiway and runway system. Land designated for aeronautical use is also subject to certain conditions, including FAA policies concerning rates and charges (including rental rates) which were designed to preserve access for aeronautical users and to support aeronautical uses. A person who leases aeronautical land on the airport to build a hangar accepts conditions that come with that land in return for the special benefits of the location. The fact that the tenant pays the sponsor for use of the hangar or the land does not affect the agreement between the FAA and the sponsor that the land be used for aeronautical purposes. (In fact, most hangar owners do not have fee ownership of the property; typically airport structures revert to ownership of the airport sponsor upon expiration of the lease term). An airport sponsor may choose to apply different rules to hangars owned by the sponsor than it does to privately constructed hangars, but the obligations of the sponsor Grant Assurances and therefore the basic policies on aeronautical use stated in this notice, will apply to both.

3. *Comment: Commenters believe that a policy applying the same rules to all kinds of aeronautical structures, and to privately owned hangars as well as sponsor-owned hangars, is too general. The policy should acknowledge the differences between categories of airport facilities.*

*Response:* A number of commenters thought that rules for use of privately constructed and owned hangars should be less restrictive than rules for hangars

leased from the airport sponsor. The Leesburg Airport Commission commented that there are different kinds of structures on the airport, with variations in rental and ownership interests, and that the FAA's policy should reflect those differences. The FAA acknowledges that ownership or lease rights and the uses made of various aeronautical facilities at airports will vary. The agency expects that airport sponsors' agreements with tenants would reflect those differences. The form of property interest, be it a leasehold or ownership of a hangar, does not affect the obligations of the airport sponsor under the Grant Assurances. All facilities on designated aeronautical land on an obligated airport are subject to the requirement that the facilities be available for aeronautical use.

4. *Comment: Commenters agree that hangars should be used to store aircraft and not for non-aviation uses, but, they argue the proposed policy is too restrictive on the storage of non-aviation related items in a hangar along with an aircraft. A hangar with an aircraft in it still has a large amount of room for storage and other incidental uses, and that space can be used with no adverse effect on the use and storage of the aircraft.*

*Response:* In response to the comments, the final policy deletes the criteria of "incidental" or "de minimis" use and simply requires that non-aviation storage in a hangar not interfere with movement of aircraft in or out of the hangar, or impede access to other aeronautical contents of the hangar. The policy lists specific conditions that would be considered to interfere with aeronautical use. Stored non-aeronautical items would be considered to interfere with aviation use if they:

- Impede the movement of the aircraft in and out of the hangar;
- Displace the aeronautical contents of the hangar. (A vehicle parked at the hangar while the vehicle owner is using the aircraft will not be considered to displace the aircraft);
- Impede access to aircraft or other aeronautical contents of the hangar;
- Are used for the conduct of a non-aeronautical business or municipal agency function from the hangar (including storage of inventory); or
- Are stored in violation of airport rules and regulations, lease provisions, building codes or local ordinances.

Note: Storage of equipment associated with an aeronautical activity (e.g., skydiving, ballooning, gliding) would be considered an aeronautical use of a hangar.

5. *Comment: Commenters stated the policy should apply different rules to situations where there is no aviation demand for hangars, especially when hangars are vacant and producing no income for the sponsor.*

*Response:* At some airports, at some times, there will be more hangar capacity than needed to meet aeronautical demand, and as a result there will be vacant hangars. The FAA agrees that in such cases it is preferable to make use of the hangars to generate revenue for the airport, as long as the hangar capacity can be recovered on relatively short notice for aeronautical use when needed. See Order 5190.6B, paragraph 22.6. The final policy adopts a provision modeled on a leasing policy of the Los Angeles County Airport Commission, which allows month-to-month leases of vacant hangars for any purpose until a request for aeronautical use is received. The final policy requires that a sponsor request FAA approval before implementing a similar leasing plan:

- The airport sponsor may request FAA approval of a leasing plan for the lease of vacant hangars for non-aeronautical use on a month-to-month basis.
- The plan may be implemented only when there is no current aviation demand for the vacant hangars.
- Leases must require the non-aeronautical tenant to vacate the hangar on 30 days' notice, to allow aeronautical use when a request is received.
- Once the plan is approved, the sponsor may lease vacant hangars on a 30 days' notice without further FAA approval.

The agency believes this will allow airports to obtain some financial benefit from vacant hangars, while allowing the hangars to be quickly returned to aeronautical use when needed. FAA pre-approval of a month-to-month leasing plan will minimize the burden on airport sponsors and FAA staff since it is consistent with existing interim use guidance.

6. *Comment: Commenter indicates that the terms "incidental use" and "insignificant amount of space" are too vague and restrictive.*

*Response:* The FAA has not used these terms in the final policy. Instead, the policy lists specific prohibited conditions that would be considered to interfere with aeronautical use of a hangar.

7. *Comment: Commenter states Glider operations require storage of items at the airport other than aircraft, such as tow vehicles and towing equipment. This should be an approved use of hangars.*

*Response:* Tow bars and glider tow equipment have been added to the list of examples of aeronautical equipment. Whether a vehicle is dedicated to use for glider towing is a particular fact that can be determined by the airport sponsor in each case. Otherwise the general rules for parking a vehicle in a hangar would apply.

8. *Comment: Commenter states it should be clear that it is acceptable to park a vehicle in the hangar while the aircraft is out of the hangar being used.*

*Response:* The final policy states that a vehicle parked in the hangar, while the vehicle owner is using the aircraft will not be considered to displace the aircraft, and therefore is not prohibited.

9. *Comment: Commenters, including Experimental Aircraft Association (EAA), stated that aviation museums and non-profit organizations that promote aviation should not be excluded from hangars.*

*Response:* Aviation museums and other non-profit aviation-related organizations may have access to airport property at less than fair market rent, under section VII.E of the FAA Policy and Procedures Concerning the Use of Airport Revenue. (64 FR 7710, February 16, 1999). However, there is no special reason for such activities to displace aircraft owners seeking hangar space for storage of operating aircraft, unless the activity itself involves use and storage of aircraft. Accordingly, aviation museums and non-profit organizations will continue to have the same access to vacant hangar space as other activities that do not actually require a hangar for aviation use, that is, when there is no aviation demand (aircraft storage) for those hangars and subject to the discretion of the airport operator.

10. *Comment: Commenters suggest that the policy should allow a 'grace period' for maintaining possession of an empty hangar for a reasonable time from the sale of an aircraft to the purchase or lease of a new aircraft to be stored in the hangar.*

*Response:* The FAA assumes that airport lease terms would include reasonable accommodation for this purpose and other reasons a hangar might be empty for some period of time, including the aircraft being in use or at another location for maintenance. The reasons for temporary hangar vacancy and appropriate "grace periods" for various events depend on local needs and lease policies, and the FAA has not included any special provision for grace periods in the final policy.

11. *Comment: Commenters believe that the policy should allow some leisure spaces in a hangar, such as a lounge or seating area and kitchen, in*

*recognition of the time many aircraft owners spend at the airport, and the benefits of an airport community.*

*Response:* The final policy does not include any special provision for lounge areas or kitchens, either specifically permitting or prohibiting these areas. The policy requires only that any non-aviation related items in a hangar not interfere in any way with the primary use of the hangar for aircraft storage and movement. The airport sponsor is expected to have lease provisions and regulations in place to assure that items located in hangars do not interfere with this primary purpose.

12. *Comment: Commenters, including EAA, stated that all construction of an aircraft should be considered aeronautical for the purpose of hangar use, because building an aircraft is an inherently aeronautical activity. The policy should at least allow for use of a hangar at a much earlier stage of construction than final assembly.*

*Response:* The FAA has consistently held that the need for an airport hangar in manufacturing or building aircraft arises at the time the components of the aircraft are assembled into a completed aircraft. Prior to that stage, components can be assembled off-airport in smaller spaces. This determination has been applied to both commercial aircraft manufacturing as well as homebuilding of experimental aircraft.

A large majority of the more than 2,400 public comments received on the notice argued that aircraft construction at any stage is an aeronautical activity. The FAA recognizes that the construction of amateur-built aircraft differs from large-scale, commercial aircraft manufacturing. It may be more difficult for those constructing amateur-built or kit-built aircraft to find alternative space for construction or a means to ultimately transport completed large aircraft components to the airport for final assembly, and ultimately for access to taxiways for operation.

Commenters stated that in many cases an airport hangar may be the only viable location for amateur-built or kit-built aircraft construction. Also, as noted in the July 2014 notice, many airports have vacant hangars where a lease for construction of an aircraft, even for several years, would not prevent owners of operating aircraft from having access to hangar storage.

Accordingly, the FAA will consider the construction of amateur-built or kit-built aircraft as an aeronautical activity. Airport sponsors must provide reasonable access to this class of users, subject to local ordinances and building codes. Reasonable access applies to currently available facilities; there is no

requirement for sponsors to construct special facilities or to upgrade existing facilities for aircraft construction use.

Airport sponsors are urged to consider the appropriate safety measures to accommodate aircraft construction. Airport sponsors leasing a vacant hangar for aircraft construction also are urged to incorporate progress benchmarks in the lease to ensure the construction project proceeds to completion in a reasonable time. The FAA's policy with respect to commercial aircraft manufacturing remains unchanged.

13. *Comment: Commenter suggests that the time that an inoperable aircraft can be stored in a hangar should be clarified, because repairs can sometimes involve periods of inactivity.*

*Response:* The term "operational aircraft" in the final policy does not necessarily mean an aircraft fueled and ready to fly. All operating aircraft experience downtime for maintenance and repair, and for other routine and exceptional reasons. The final policy does not include an arbitrary time period beyond which an aircraft is no longer considered operational. An airport operator should be able to determine whether a particular aircraft is likely to become operational in a reasonable time or not, and incorporate provisions in the hangar lease to provide for either possibility.

14. *Comment: Commenter suggests that the FAA should limit use of hangars on an obligated airport as proposed in the July 2014 notice. Airport sponsors frequently allow non-aeronautical use of hangars now, denying the availability of hangar space to aircraft owners.*

*Response:* Some commenters supported the relatively strict policies in the July 2014 notice, citing their experience with being denied access to hangars that were being used for non-aviation purposes. The FAA believes that the final policy adopted will allow hangar tenants greater flexibility than the proposed policy in the use of their hangars, but only to the extent that there is no impact on the primary purpose of the hangar. The intent of the final policy is to minimize the regulatory burden on hangar tenants and to simplify enforcement responsibilities for airport sponsors and the FAA, but only as is consistent with the statutory requirements for use of federally obligated airport property.

#### **Final Policy**

In accordance with the above, the FAA is adopting the following policy statement on use of hangars at federally obligated airports:

## Use of Aeronautical Land and Facilities

### Applicability

This policy applies to all aircraft storage areas or facilities on a federally obligated airport unless designated for non-aeronautical use on an approved Airport Layout Plan or otherwise approved for non-aviation use by the FAA. This policy generally refers to the use of hangars since they are the type of aeronautical facility most often involved in issues of non-aviation use, but the policy also applies to other structures on areas of an airport designated for aeronautical use. This policy applies to all users of aircraft hangars, including airport sponsors, municipalities, and other public entities, regardless of whether a user is an owner or lessee of the hangar.

### I. General

The intent of this policy is to ensure that the federal investment in federally obligated airports is protected by making aeronautical facilities available to aeronautical users, and by ensuring that airport sponsors receive fair market value for use of airport property for non-aeronautical purposes. The policy implements several Grant Assurances, including Grant Assurance 5, *Preserving Rights and Powers*; Grant Assurance 22, *Economic Nondiscrimination*; Grant Assurance 24, *Fee and Rental Structure*; and Grant Assurance 25, *Airport Revenues*.

### II. Standards for Aeronautical Use of Hangars

a. Hangars located on airport property must be used for an aeronautical purpose, or be available for use for an aeronautical purpose, unless otherwise approved by the FAA Office of Airports as described in Section III.

b. Aeronautical uses for hangars include:

1. Storage of active aircraft.
2. Final assembly of aircraft under construction.
3. Non-commercial construction of amateur-built or kit-built aircraft.
4. Maintenance, repair, or refurbishment of aircraft, but not the indefinite storage of nonoperational aircraft.
5. Storage of aircraft handling equipment, *e.g.*, towbars, glider tow equipment, workbenches, and tools and materials used in the servicing, maintenance, repair or outfitting of aircraft.

c. Provided the hangar is used primarily for aeronautical purposes, an airport sponsor may permit non-aeronautical items to be stored in hangars provided the items do not

interfere with the aeronautical use of the hangar.

d. While sponsors may adopt more restrictive rules for use of hangars, the FAA will generally not consider items to interfere with the aeronautical use of the hangar unless the items:

1. Impede the movement of the aircraft in and out of the hangar or impede access to aircraft or other aeronautical contents of the hangar.
2. Displace the aeronautical contents of the hangar. A vehicle parked at the hangar while the vehicle owner is using the aircraft will not be considered to displace the aircraft.
3. Impede access to aircraft or other aeronautical contents of the hangar.
4. Are used for the conduct of a non-aeronautical business or municipal agency function from the hangar (including storage of inventory).
5. Are stored in violation of airport rules and regulations, lease provisions, building codes or local ordinances.

e. Hangars may not be used as a residence, with a limited exception for sponsors providing an on-airport residence for a full-time airport manager, watchman, or airport operations staff for remotely located airports. The FAA differentiates between a typical pilot resting facility or aircrew quarters versus a hangar residence or hangar home. The former are designed to be used for overnight and/or resting periods for aircrew, and not as a permanent or even temporary residence. *See* FAA Order 5190.6B paragraph 20.5(b)

f. This policy applies regardless of whether the hangar occupant leases the hangar from the airport sponsor or developer, or the hangar occupant constructed the hangar at the occupant's own expense while holding a ground lease. When land designated for aeronautical use is made available for construction of hangars, the hangars built on the land are subject to the sponsor's obligations to use aeronautical facilities for aeronautical use.

### III. Approval for Non-Aeronautical Use of Hangars

A sponsor will be considered to have FAA approval for non-aeronautical use of a hangar in each of the following cases:

a. *FAA advance approval of an interim use:* Where hangars are unoccupied and there is no current aviation demand for hangar space, the airport sponsor may request that FAA Office of Airports approve an interim use of a hangar for non-aeronautical purposes for a period of 3 to 5 years. The FAA will review the request in accordance with Order 5190.6B

paragraph 22.6. Interim leases of unused hangars can generate revenue for the airport and prevent deterioration of facilities. Approved interim or concurrent revenue-production uses must not interfere with safe and efficient airport operations and sponsors should only agree to lease terms that allow the hangars to be recovered on a 30 days' notice for aeronautical purposes. In each of the above cases, the airport sponsor is required to charge non-aeronautical fair market rental fees for the non-aeronautical use of airport property, even on an interim basis. (64 FR 7721).

b. *FAA approval of a month-to-month leasing plan:* An airport sponsor may obtain advance written approval month-to-month leasing plan for non-aeronautical use of vacant facilities from the local FAA Office of Airports. When there is no current aviation demand for vacant hangars, the airport sponsor may request FAA approval of a leasing plan for the lease of vacant hangars for non-aeronautical use on a month-to-month basis. The plan must provide for leases that include an enforceable provision that the tenant will vacate the hangar on a 30-day notice. Once the plan is approved, the sponsor may lease vacant hangars on a 30-day notice basis without further FAA approval. If the airport sponsor receives a request for aeronautical use of the hangar and no other suitable hangar space is available, the sponsor will notify the month-to-month tenant that it must vacate.

A sponsor's request for approval of an interim use or a month-to-month leasing plan should include or provide for (1) an inventory of aeronautical and non-aeronautical land/uses, (2) information on vacancy rates; (3) the sponsor's procedures for accepting new requests for aeronautical use; and (4) assurance that facilities can be returned to aeronautical use when there is renewed aeronautical demand for hangar space. In each of the above cases, the airport sponsor is required to charge non-aeronautical fair market rental fees for the non-aeronautical use of airport property, even on an interim basis. (64 FR 7721).

c. *Other cases:* Advance written release by the FAA for all other non-aeronautical uses of designated aeronautical facilities. Any other non-aeronautical use of a designated aeronautical facility or parcel of airport land requires advance written approval from the FAA Office of Airports in accordance with Order 5190.6B chapter 22.

#### IV. Use of Hangars for Construction of an Aircraft

Non-commercial construction of amateur-built or kit-built aircraft is considered an aeronautical activity. As with any aeronautical activity, an airport sponsor may lease or approve the lease of hangar space for this activity without FAA approval. Airport sponsors are not required to construct special facilities or upgrade existing facilities for construction activities. Airport sponsors are urged to consider the appropriate safety measures to accommodate these users.

Airport sponsors also should consider incorporating construction progress targets in the lease to ensure that the hangar will be used for final assembly and storage of an operational aircraft within a reasonable term after project start.

#### V. No Right to Non-Aeronautical Use

In the context of enforcement of the Grant Assurances, this policy allows some incidental storage of non-aeronautical items in hangars that do not interfere with aeronautical use. However, the policy neither creates nor constitutes a right to store non-aeronautical items in hangars. Airport sponsors may restrict or prohibit storage of non-aeronautical items. Sponsors should consider factors such as emergency access, fire codes, security, insurance, and the impact of vehicular traffic on their surface areas when enacting rules regarding hangar storage. In some cases, permitting certain incidental non-aeronautical items in hangars could inhibit the sponsor's ability to meet obligations associated with Grant Assurance 19, *Operations and Maintenance*. To avoid claims of discrimination, sponsors should impose consistent rules for incidental storage in all similar facilities at the airport. Sponsors should ensure that taxiways and runways are not used for the vehicular transport of such items to or from the hangars.

#### VI. Sponsor Compliance Actions

a. It is expected that aeronautical facilities on an airport will be available and used for aeronautical purposes in the normal course of airport business, and that non-aeronautical uses will be the exception.

b. Sponsors should have a program to routinely monitor use of hangars and take measures to eliminate and prevent unapproved non-aeronautical use of hangars.

c. Sponsors should ensure that length of time on a waiting list of those in need of a hangar for aircraft storage is minimized.

d. Sponsors should also consider including a provision in airport leases, including aeronautical leases, to adjust rental rates to FMV for any non-incident non-aeronautical use of the leased facilities. In other words, if a tenant uses a hangar for a non-aeronautical purpose in violation of this policy, the rental payments due to the sponsor would automatically increase to a FMV level.

e. FAA personnel conducting a land use or compliance inspection of an airport may request a copy of the sponsor's hangar use program and evidence that the sponsor has limited hangars to aeronautical use.

The FAA may disapprove an AIP grant for hangar construction if there are existing hangars at the airport being used for non-aeronautical purposes.

Issued in Washington, DC, on the 9th of June 2016.

**Robin K. Hunt,**

*Acting Director, Office of Airport Compliance and Management Analysis.*

[FR Doc. 2016-14133 Filed 6-14-16; 8:45 am]

**BILLING CODE 4910-13-P**

## DEPARTMENT OF HEALTH AND HUMAN SERVICES

### Food and Drug Administration

#### 21 CFR Parts 660, 801, and 809

[Docket No. FDA-2013-N-0125]

RIN 0910-AG74

#### Use of Symbols in Labeling

**AGENCY:** Food and Drug Administration, HHS.

**ACTION:** Final rule.

**SUMMARY:** The Food and Drug Administration (FDA or the Agency) is issuing this final rule revising its medical device and certain biological product labeling regulations to explicitly allow for the optional inclusion of graphical representations of information, or symbols, in labeling (including labels) without adjacent explanatory text (referred to in this document as "stand-alone symbols") if certain requirements are met. The final rule also specifies that the use of symbols, accompanied by adjacent explanatory text continues to be permitted. FDA is also revising its prescription device labeling regulations to allow the use of the symbol statement "Rx only" or "R only" in the labeling for prescription devices.

**DATES:** This rule is effective September 13, 2016.

**FOR FURTHER INFORMATION CONTACT:** *For information concerning the final rule as it relates to devices regulated by the Center for Devices and Radiological Health (CDRH):* Antoinette (Tosia) Hazlett, Center for Devices and Radiological Health, Food and Drug Administration, Bldg. 66, Rm. 5424, 10903 New Hampshire Ave., Silver Spring, MD 20993-0002, 301-796-6119, email: [Tosia.Hazlett@fda.hhs.gov](mailto:Tosia.Hazlett@fda.hhs.gov).

*For information concerning the final rule as it relates to devices regulated by the Center for Biologics Evaluation and Research:* Stephen Ripley, Center for Biologics Evaluation and Research, Food and Drug Administration, 10903 New Hampshire Ave., Bldg. 71, Rm. 7301, Silver Spring, MD 20993-0002, 240-402-7911.

#### SUPPLEMENTARY INFORMATION:

##### Executive Summary

##### *Purpose of the Regulatory Action*

The final rule explicitly permits the use of symbols in medical device labeling without adjacent explanatory text if certain requirements are met. The medical device industry has requested the ability to use stand-alone symbols on domestic device labeling, consistent with their current use on devices manufactured for European and other foreign markets. The final rule seeks to harmonize the U.S. device labeling requirements for symbols with international regulatory requirements, such as the Medical Device Directive 93/42/EEC of the European Union (EU) (the European Medical Device Directive) and global adoption of International Electrotechnical Commission (IEC) standard IEC 60417 and International Organization for Standardization (ISO) standard ISO 7000-DB that govern the use of device symbols in numerous foreign markets.

##### *Summary of the Major Provisions of the Regulatory Action in Question*

FDA has generally interpreted existing regulations not to allow the use of symbols in medical device labeling, except with adjacent English-language explanatory text and/or on in vitro diagnostic (IVD) devices intended for professional use. Under the final rule, symbols established in a standard developed by a standards development organization (SDO) may be used in medical device labeling without adjacent explanatory text as long as: (1) The standard is recognized by FDA under its authority under section 514(c) of the Federal Food, Drug, and Cosmetic Act (FD&C Act) (21 U.S.C. 360d(c)) and the symbol is used according to the specifications for use of the symbol set



Date: June 3, 2025  
To: Lore Davis-McCluskey  
Company: City of Page, AZ  
From: Emmanuel Trigueros, Daniel Garcia  
Project Name: Page Municipal Airport Parking Plan  
Subject: Task 2 – Paid Parking Basis of Design

## Introduction/Background

Page Municipal Airport (PGA) currently provides parking free of charge to both its travelers and employees across three parking facilities. There is no parking access and revenue control system (PARCS) equipment installed today. Separation of users is dictated by signage in the Main and Sage Lots and a fenced gate in the Long-Term Lot. Walker has been tasked with providing PGA recommendations for implementing improvements to the airport’s parking facilities and services, including but not limited to – geometric improvements to the parking facilities, implementation of paid parking, installation of Parking Access and Revenue Control System (PARCS) for parking management, and other improvements to the airport’s parking facilities that will improve the overall use of said facilities by commercial passengers, tour groups, employees, and general aviation users.

## Findings from Parking Demand Analysis (Task 1)

Walker’s parking supply and demand analysis found that under existing conditions (based on 2025 data), there is a projected system-wide deficit of 30 parking spaces at PGA. By 2028, the deficit is projected to increase to 70, and by 2038, the deficit is projected to increase to 137. This memorandum provides an overview of the technology options that are available to PGA to implement paid parking and strategies for managing parking demand today and in the future and also provides several parking layout options for expanding the current parking supply to address the projected deficit of spaces.

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Figure 1: Subject Parking Lots



Source: Google Earth, Walker Consultants, 2025

## Peer Benchmarking

One way to assess the market for paid parking at PGA is to benchmark or compare rates at similar airports. This comparison helps measure PGA against airports with similar characteristics and how they approach parking for their customers. Additionally, we compare the PARCS equipment that peer airports utilize to collect revenue and manage parking. The following section summarizes the methods and findings of the benchmarking analysis.

The following airports were used in the benchmarking comparison, due to several key factors that make them favorable peers to PGA.

### Similar number of enplanements per year (fewer than 50,000 enplanements, 2019)

- St Cloud, MN (STC)
- Redding, CA (RDD)

### Similar number of commercial passenger services

- Flagstaff, AZ (FLG)
- Eureka, CA (ACV)

Similar number of General Aviation, Charter, FBO, Tour, and other non-passenger services

- Carlsbad, CA (CRQ)
- San Luis Obispo, CA (SBP)
- St George, UT (SGU)

Similar quantity & size of parking facilities

- Moab, UT (CNY)
- Sedona, AZ (SDX)

## Parking Access and Revenue Control System (PARCS) Technology Options

PARCS is a key tool that airport authorities can use to control access and utilization of their parking facilities, and revenue collection. Revenue generated from parking can then be used to fund further improvements to the airport's facilities, including but not limited to, expanded parking areas, improved terminal facilities, decreased landing and tie-down fees, additional hangars for general aviation traffic, etc. Depending on the expected passenger vehicle traffic to an airport, different PARCS technology options can cater to varying traffic volumes and parking facility sizes. The following options are those which have been employed at similarly sized airports to PGA.

### Gated Entry (Pay Upon Exit)

Gated entry systems are a type of PARCS technology that rely on the user to drive up to a gate and pull a ticket from an entry station to enter a parking facility, then drive up to a separate gate to pay at an exit station and exit the facility. These systems will typically rely on paper tickets to grant entry into a parking facility, though more advanced systems may also use license plate reader (LPR) technology, or mobile QR codes when pre-booking/reservations are available to grant paper-less entry into a facility. This method typically works in tandem with a kiosk-based payment platform, where parkers can pre-pay their parking upon return (at a station typically inside of the terminal building) and pay with cash, coins, or credit/debit. Users can also pay for their parking at the exit gate with credit/debit or other non-cash methods. Alternatively, the exit gate can be staffed with an attendant that collects payment. This method of parking management typically requires the greatest investment, as they may involve the most expensive installation and maintenance costs. Users of this system will typically follow this workflow:

1. Users enter a parking facility and are met by a gate. At the entry point, visitors will be met by an entry station prompting them to either pull a ticket, scan a QR code, or wait to have their license plate scanned by an LPR camera. Permitted parkers can present a proximity card credential or transponder for regular entry access.
2. Upon completion of either action, the gate opens and allows the driver to enter the parking facility.

3. Upon returning to their vehicle, visitors have the option to either pre-pay their parking at a pay-on-foot station (POF), or to pay upon exit. Permitted parkers may proceed directly to exit with their parking credential.
4. Once users have validated or paid for their parking, the exit gate is opened, allowing them to leave.

The typical construction/installation costs for this system can vary depending on the vendor, number of entry/exit gates, number of POF stations provided, and other factors related to the operations of the gated entry system. More sophisticated systems may use a fully “paperless” experience, in which payments are processed using a vehicle’s license plate instead of a ticket or slip. The typical installation costs for this system are approximately **±\$20,000 per gated lane or POF station**, with typical operations/maintenance costs at approximately **±\$2,000** per year per device. Since payments are made via a POF station or upon exit, staffing of a maintenance team may be necessary to ensure that entry/exit gates remain in good operation. A malfunctioning exit gate can result in vehicles remaining stuck in a parking facility, or result in potential loss of revenue.

Additional study is required to determine the optimal placement of gates and necessary utility connections; however, each lot can likely be served by one gated entry lane and one gated exit lane. Some parking stalls may be lost due to the footprint of equipment and to allow for adequate vehicle turning maneuvers.

## Web-based Payment

Web-based payment platforms are a type of PARCS technology that relies on a website or web-based application to process payments of parking fees. These platforms can also be known as “pay-by-app”, “text-to-pay”, “pay by QR”, or other similar names. These platforms typically consist of a website that parkers visit to input their parking information and may rely on a stable internet connection for users to be able to access the website. Users of this system will typically follow this workflow:

1. Users enter a parking facility and park in any available space. There is no gate to enter.
2. Users will be directed to follow the directions printed on a physical signpost. This sign can have one of several pieces of information, such as a parking zone or a QR code. In most cases, the user is then redirected to visit a website on their smartphone or mobile device.
3. Users will then input any required information about their parking session, such as their parking zone, license plate, duration of stay, and payment information.
4. Upon exiting the parking facility, users simply drive out. There is no gate to exit.

The typical construction/installation costs for this system can vary depending on the vendor, signage designed and printed, and if the system is paired with a pay-on-foot (POF) station. The typical installation costs for this system are approximately **±\$500 per branded sign**, with typical operations/maintenance costs at approximately **\$1.00** per parking transaction. Since all payments are made via a mobile app, webpage, or POF station, staffing of at least one parking enforcement officer may be necessary to regularly check vehicle license plates for valid proof of payment.

Enforcement may be performed on foot or in a patrolling vehicle. Hardware enforcement devices range from **±\$5,000** for a handheld device for walking patrols, or **±\$50,000** for vehicle mounted mobile LPR device. Vehicle costs and labor incur additional costs.

## Pay on Foot (POF) Stations

Pay-on-foot (POF) Stations are a type of PARCS technology that relies on a physical kiosk to process payments of parking fees. Users can be directed to a single kiosk or to multiple kiosks spread out across a parking facility. These kiosks can typically be placed within the terminal building or outdoors and may rely on a stable internet connection to communicate with the parking enforcement platform, payment platform, and the user simultaneously. This technology can typically be used in tandem with a web-based payment platform or as a standalone method of payment. Users of this system will typically follow this workflow:

1. Users enter a parking facility and park in any available space. There is no gate to enter.
2. Users will be directed, typically with directional signage and wayfinding, to pay at their nearest kiosk.
3. At the kiosk, users will then input any required information about their parking session, such as their license plate, or parking stall number, and duration of stay.
4. Upon providing this information, users will then be directed to provide payment. Depending on the kiosk model, users can pay via coins, cash, credit/debit, contactless payment, or voucher scan (e.g. barcode, QR code, etc.)
5. Upon exiting the parking facility, users simply drive out. There is no gate to exit.

The typical construction/installation costs for this system can vary depending on the vendor, number and type of POF stations, and location of each station around the airport facility. For instance, outdoor POF stations may require additional weatherproofing or electrical connections. The typical installation costs for this system are approximately **±\$15,000 per POF station**, with typical operations/maintenance costs at approximately **±\$1,500** per year per POF station. Since all payments are made via a POF station, staffing of at least one parking enforcement officer may be necessary to regularly check vehicle license plates for valid proof of payment.

The same enforcement notes above apply here as well. Four (4) POFs are likely suitable to serve existing parking lots; 2 in the main lot, with 1 each in the smaller lots. Some signage may be required as well in each lot to direct parkers to pay at their nearest POF station.

## Summary of PARCS Benchmarking

The following section provides a general overview of different PARCS technology options used at similarly sized airports across the United States, followed by a recommendation for a preferred PARCS technology option that is right-sized for the needs of Page Municipal Airport's current and future needs.

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Figure 2: Peer Airport PARCS Systems

Selected Airport with PARCS Controls	PARCS Technology Used	Additional Information
<b>Page</b>	<b>None</b>	
Sedona	None	Payment method is unclear.
Flagstaff	Gated Entry	
Moab, UT	Web-based	Pay by QR code, provided by Metropolis
St George, UT	Gated Entry	
St Cloud, MN	Web-based, Pay on Foot (POF) Stations	2 kiosks available, of which 1 accepts cash. Web-based payment provided by ParkMobile
San Luis Obispo, CA	Web-based, Pay on Foot (POF) Stations	11 kiosks available, of which 1 accepts cash. Web-based payment provided by Flowbird.
Redding, CA	Pay on Foot (POF) Stations	2 kiosks available.
Carlsbad, CA	Gated Entry	
Eureka, CA	Gated Entry	

Source: Walker Consultants, 2025.

As shown in the table:

- Four (4) of the nine (9) airports in the peer airports list utilize a gated entry/exit PARCS solution in their parking facilities.
- Three (3) airports in the list utilize a web-based solution, meaning that there are no gates, but payment is rendered via mobile application, text message, phone, or through a website via a browser or QR code (however this last option has been prone to scams in recent years).
- Three (3) of the peer airports also collect payment via pay-on-foot stations, with two (2) also pairing their solution with web-based payment.

## Public Parking

The following section provides a benchmarking comparison of several similarly sized airports across the United States that charge differing short- and long-term parking rates, followed by a recommended parking rate that meets the needs of PGA. It is worth noting that comparing parking rates to other airports to identify a reasonable parking rate includes some caveats. Some airports do not charge as much as they “could” charge to more accurately meet demand and see parking as an added service to the airport experience. Some airports also do not charge what they “should” charge to fully recover the cost of parking or to help improve needed demand. In general, it is beneficial to view parking rates as a means of continuing and improving overall service through added revenue.

### Short-Term Parking Rates at Peer Airports

Short-term parking, otherwise referred to as hourly parking, is typically reserved for day-use users of an airport’s parking facilities, such as those parking for pick-up/drop-off purposes or for shorter daytime trips. The following figure shows the short-term parking rates of several similar airports.

Figure 3: Peer Airport Hourly/Short-Term Parking Rates

Selected Airport with Paid Short-Term Parking	Rate per hour, for < 24 hours	Additional Information
<b>Page</b>	<b>Free</b>	
Sedona	Free	
Flagstaff	\$2.00	Maximum daily charge of \$8 per day in Terminal Lot (short-term area). The first hour is free.
Moab, UT	\$6.00	Daily charge only. There is no free grace period.
St George, UT	\$7.00	Daily charge only. The first 30 minutes are free.
St Cloud, MN	\$9.00	Daily charge only. The first 2-3 hours are free.
San Luis Obispo, CA	\$2.00	Maximum daily charge of \$20. There is no free grace period.
Redding, CA	\$20.00	Daily charge in Short-Term lot. The first 4 hours are free.
Carlsbad, CA	Free	There is a separate short-term parking lot that is not charged. Parking spaces in this lot have a 2-hour time limit
Eureka, CA	\$2.00	Maximum daily charge of \$11 in Short-Term lot only. The first 30 minutes are free.
<b>Average (only Flagstaff, San Luis Obispo, and Eureka)</b>	<b>\$2.00</b>	

Source: Walker Consultants, 2025.

Looking at the table we see:

- The average per hour rate among peer airports is \$2.00, this is because only three (3) airports Flagstaff, San Luis Obispo, and Eureka offer hourly rates, and all at \$2.00 per hour.
- Four (4) of the airports that have paid parking, only offer daily rates, not hourly.
- Six (6) of the nine (9) peer airports offer a grace period or free period, that ranges between 30 minutes and four (4) hours.
- Two (2) airports offer free parking. Sedona offers free parking during the day, but has a fee for overnight stays.

### Long-Term Parking Rates at Peer Airports

Long-term parking is reserved for most commercial travelers that expect to be leaving their vehicles at the airport for more than 24 hours. Typically, airports will separate their long-term parking facilities and provide them at a discounted daily rate, instead of providing an hourly rate. Weekly and monthly rates may also be available for regular commuters.

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Figure 4: Peer Airport Daily/Long-Term Parking Rates

Selected Airport with Paid Short-Term Parking	Rate per day, for >24 hours	Additional Information
<b>Page</b>	<b>Free</b>	
Sedona	\$10.00	
Flagstaff	Terminal Lot: \$8.00 Economy Lot: \$6.00	
Moab, UT	\$6.00	Monthly parking is available: \$150 per month, \$120 per month for 3 months or longer, \$900 per year "
St George, UT	\$7.00	
St Cloud, MN	\$9.00	
San Luis Obispo, CA	\$20.00	
Redding, CA	\$10.00	Daily rate in Long-Term Lot. Short-term. Weekly rate for long-term parking is \$60
Carlsbad, CA	\$5.00	
Eureka, CA	\$9.00	Daily rate in Long-Term Lot.
<b>Average</b>	<b>\$9.00</b>	

Source: Walker Consultants, 2025.

The table shows:

- The average daily rate among peer airports is \$9 per day.
- The maximum daily rate charge is at San Luis Obispo at \$20 per day.
- The lowest rate charged is at Carlsbad at \$5 per day.

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## Recommendations

### PARCS System

Walker recommends that the City of Page pursue a **web-based PARCS technology** for enforcing paid parking in the airport's parking facilities, preferably using a parking zone code. Upon implementation of this paid parking system, it is recommended that the airport implement a daily parking rate of **\$10.00 per day** for airport parkers. Employees and general aviation users may be provided with free parking via **digital parking permits** that are based on a vehicle's license plate number. Enforcement can be performed by a team of one or two parking enforcement officers who regularly patrol airport parking facilities to scan license plates for payment validation or permit eligibility.

Installation and ongoing operations/maintenance costs for a system of this kind may vary depending on several factors, including but not limited to the following:

- The vendor chosen to manage the web-based payment system.
- The number/type of pay-on-foot stations provided to facilitate cash payments.
- The amount of physical signage that is designed/printed/installed in each parking facility.
  - Signage may include metal signposts, "windmasters", a-frames, etc.

The typical installation costs for this system are approximately **±\$500** per branded sign, with typical operations/maintenance costs at approximately **\$1.00** per parking transaction. Optionally, a single POF station may be included on-site, preferably inside of the main terminal building, to accommodate cash transactions or payments from non-smartphone users. The typical installation costs for this system are approximately **±\$15,000** per POF station, with typical operations/maintenance costs at approximately **±\$1,500** per year per POF station.

### Parking Rate

Walker recommends a flat daily rate of \$10.00 per day in the Main Lot. At \$10.00 per day, PGA would be slightly over the average daily rate (\$9.00) of the comparable set in the benchmarking analysis. Furthermore, locally, customers already experience a \$10.00 per vehicle rate for local attractions such as Horseshoe Bend which is also owned and operated by the City of Page.

Nonetheless, parking demand should be monitored following implementation of paid parking to determine if the price should be adjusted in response to demand. For example, if at \$10.00 per day too many customers are driven to park elsewhere, like on the street, then the rate may be too high and should be adjusted down. If the rate does not shift demand enough during peak periods, to allow at least some spaces to remain available, then the price is too low and should be adjusted accordingly.

Paid parking is not recommended in any other lots at this point. Nonetheless, if demand warrants, paid parking could be extended to the Sage Lot and Long-Term Lot as needed to manage demand.

### Parking Expansion Alternatives

To meet the projected 117-space deficit by 2038, the following expansion options have been developed.

## Restripe the Main Terminal Lot

One option to expand the current parking capacity of the airport is to restripe the Main Lot. There are different ways in which this could be done, from minor changes with the least amount of disruption, to substantial increases in supply, but with higher levels of disruption. Three options are shown as follows:

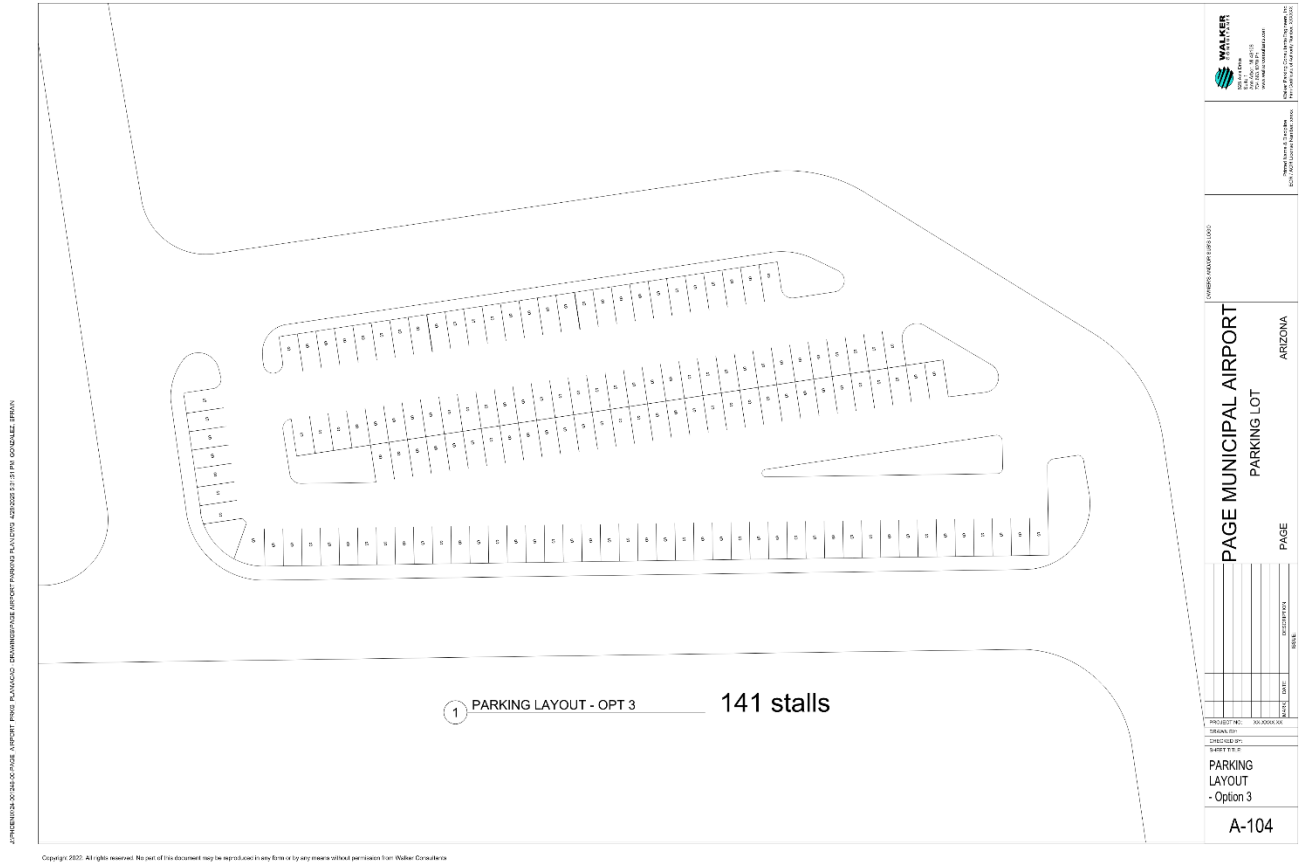
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**Option 3** – Reconfigure all of the islands in the lot, and move the southernmost spaces closer to 10<sup>th</sup> Avenue, resulting in a total supply of 141 spaces, a net increase of 46 spaces.

**Figure 4: Option 3 - Reconfigure Parking Lot Islands and Move Southernmost Spaces Closer to 10th Ave.**



Source: Walker Consultants, 2025.

Assuming that the landscaping reductions are permissible in the lot, Walker recommends that the airport consider option 3 to support 2038 parking demand projections.

### Parking Lot Expansion Area (South of Long-Term Lot)

Another way in which the airport can increase its capacity is by creating a parking lot expansion on the south side of the existing Long-Term Lot. The airport has identified an area measuring approximately 32,000 square feet on the southern side of the Long-Term Lot. The area extends 500 feet from the edge of the Long-Term Lot southbound along Sage Avenue. The following figure shows a possible configuration for the proposed lot.

Figure 5: Parking Expansion Area



Source: Walker Consultants, 2025.

The expansion lot as shown in the figure could accommodate 56 angled stalls. One important feature of the layout is that it maintains access via driveway areas to the fuel farms.

With this new expansion lot, the total parking capacity at PGA could reach 307 (if the Main Lot is restriped like shown in Option 3) or 332 (including the 25 on-street spaces near the Main Lot). While this is 23 spaces short of the projected 355-space system-wide need in 2038, the introduction of paid parking might impact demand from long-term parkers utilizing the Main Lot today. As shown in the turnover data, there were at least 12 vehicles parked in the Main Lot that did not move from the same space for an average of 7 days. Seven (7) of the 12 were documented as being parked in the same space across all eight days of counts. Additionally, the airport could make Option 3 of the expansion lot bigger to accommodate another 23 or so spaces.

## Reallocation of Parking Spaces

It is best practice for the most convenient parking spaces to be available for travelers and tourists. Since the Main Lot is the closest one to the terminal, those spaces should be used as short-term parking. With the introduction of paid parking, the Main Lot spaces should be available to short-term users like passengers and tourists as demand warrants. To simplify the paid parking policy, it is advised to move employee spaces out of the Main Terminal Lot.

In addition to being the most convenient spaces, they also have the highest revenue-generating potential given their proximity to the terminal building. One option is to move employees to the new expansion lot, especially since the fuel farm access is not particularly customer-friendly. To make it more palatable for employees to park in the new expansion lot, spaces could be offered free of charge.

(END OF REPORT)

A D V A N C E D A I R



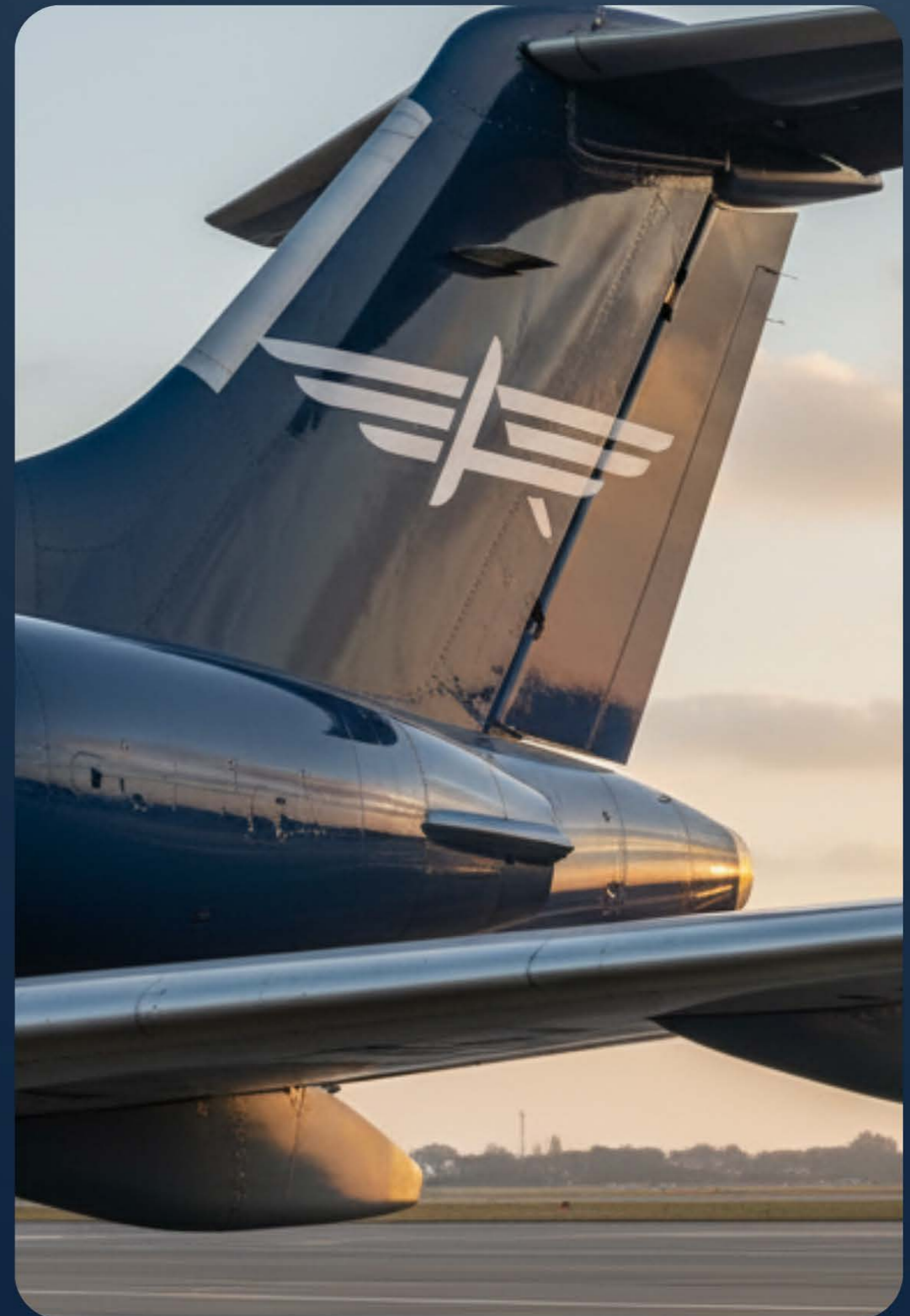
# Essential Air Service Proposal

for Page, AZ (PHX) DOT-OST-1997-2694

Connecting **Page, AZ** to **Phoenix, AZ** and **Window Rock, AZ** with right-sized high-reliability service.

## Advanced Air, LLC

12101 Crenshaw Boulevard, Suite 100  
Hawthorne, California 90250  
Ph. 310.644.3344 Fx. 310.644.9344  
[www.flyadvancedair.com](http://www.flyadvancedair.com)



# Why Advanced Air is the Right Partner for Page, Arizona



## Safety First

Advanced Air maintains a Perfect Safety Record.



## Right-Sized Fleet

30-passenger Dornier 328 Jet or ERJ-145 perfectly matched to Page, Arizona demand



## Frequent Flights

15 weekly round trip from Page, AZ and Phoenix, AZ.  
3 weekly included stops in Window Rock, AZ



## Transparent Pricing

Average \$75 fares



## Community Investment

\$75,000 annual marketing commitment  
to Page, AZ



## Proven Performance

96-98% completion across all markets

Our commitment extends beyond flights; we aim to be an integral part of Page, Arizona's growth, offering not just transportation but a partnership built on trust, safety, and community support.



# Proposed Service:

PGA <-> PHX

## Route Details

**Origin:** Page, AZ

**Destination:** Phoenix, AZ

**Weekly Service:** 15 round-trip flights

**Aircraft Type:** 12x Dornier 328 Jet (30-Passenger) or ERJ-145 | 3x King Air 350 (9 Passenger)

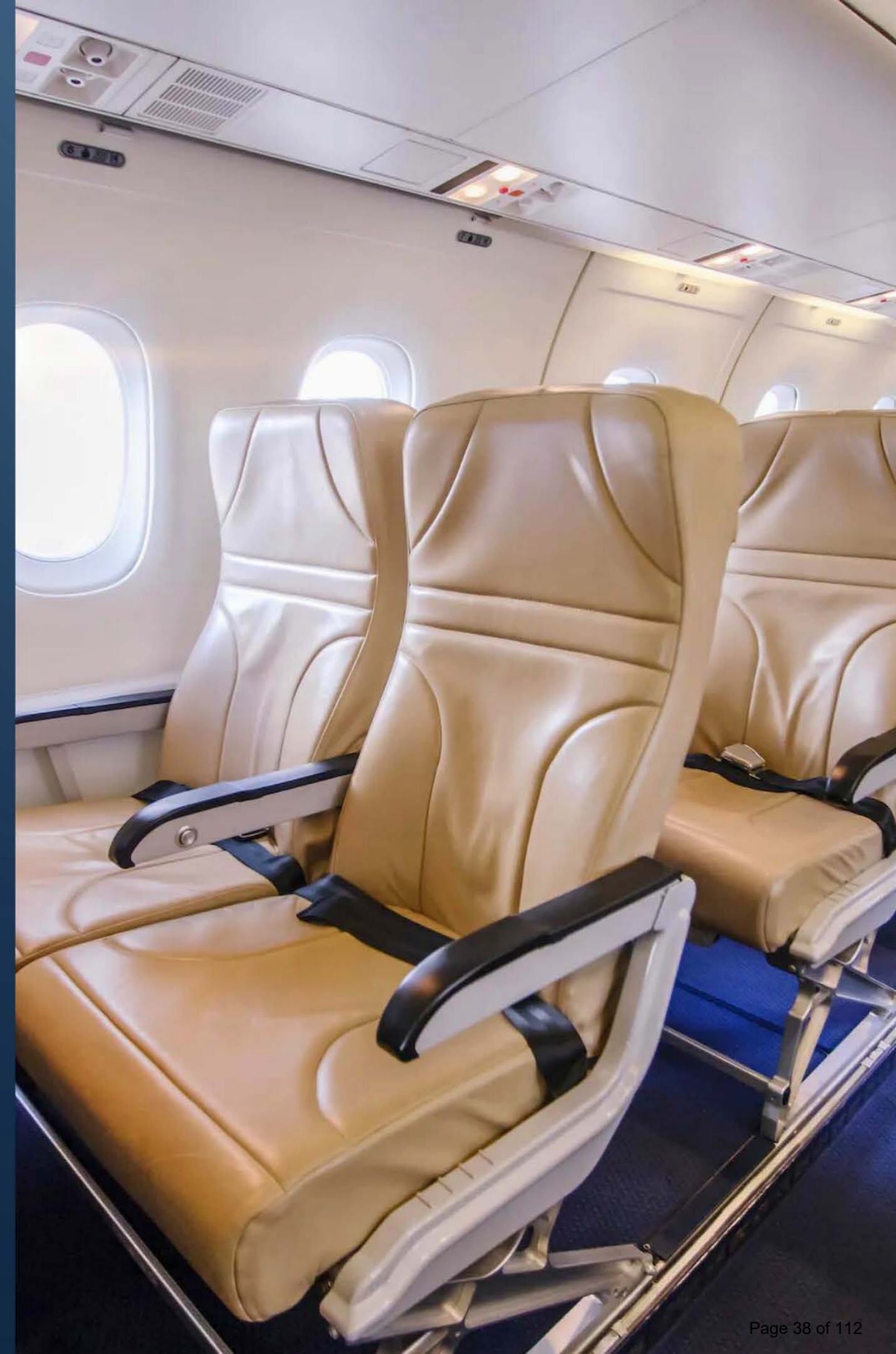
**Annual Flights:** 1,560

**Annual Seats:** 40,248

**Average Fare:** \$75 one-way



This service provides Page, AZ residents with same-day access to Phoenix's major medical facilities, business centers, and connecting flights—transforming hours of driving across northern Arizona into a comfortable and efficient short flight.



# Proposed Service:

PGA <-> RQE

## Route Details

**Origin:** Page, AZ

**Destination:** Window Rock, AZ

**Weekly Service:** 3 round-trip flights

**Aircraft Type:** King Air 350 (9 Passenger)

**Annual Flights:** 312

**Annual Seats:** 2,808

**Average Fare:** \$50 one-way



This service provides Page, AZ and Window Rock, AZ residents with same-day access to Phoenix medical facilities, business centers, and connecting flights - transforming hours of driving into a comfortable quick flight.

**Flight Pattern:** Phoenix, AZ → Page, AZ → Window Rock, AZ → Page, AZ → Phoenix, AZ



# Scheduled Service

EAS/RASE, AEAS, and our Semi-Private Network

Advanced Air's Scheduled Service operations cater to two diverse demographics: Support for Federal (EAS) and State (RASE) Air Service programs that provide much-needed air service to the country's rural communities and a Semi-Private network offering seasonal flights to popular tourist destinations.

**Current Federal and State Subsidized EAS, AEAS, and RASE Contracts:** These markets are served by our King Air 350, PC-12 aircraft, and Dornier 328 Jet and connect these rural communities to medium and large hubs including Albuquerque, Phoenix, Los Angeles, Oakland, and Las Vegas.



- Proposed Route
- EAS/RASE
- AEAS
- Semi-Private Network
- Hubs

# Interline Connectivity with Alaska Airlines

Advanced Air has an interline agreement with Alaska Airlines. Our passengers can book connecting flights on-line via the major distribution systems and connect to our partner in Phoenix and Denver.



The cities shown in white are some of the options flyers will have when connecting through Phoenix, AZ with Alaska Airlines.

For the full list, check Alaska Airlines website.

*Additional Interline Agreements currently pending.*

# Advanced Air at a Glance

A Proven Regional Carrier Since 2005



## Established Operator

Founded in 2005 and based at Hawthorne Municipal Airport (HHR) in Los Angeles, California



## Robust Fleet

Approximately 20 aircraft including turboprops, small, midsize, and heavy jets; and 30-passenger regional jets.



## High Volume Operations

Over 11,000 annual departures across EAS, AEAS, and charter services nationwide & 65,000 passengers annually.



## Exceptional Reliability

96-98% system-wide completion factor with strong dispatch and maintenance infrastructure



## Rural Connectivity Experts

Specialized in connecting small communities to regional hubs across multiple states



## Operational Excellence

Experienced IROP management with licensed dispatchers and dedicated staff for weather events and schedule recovery.

ADVANCED AIR



An Airline That  
**Feels Like Family**



# Safety Credentials

Uncompromising Commitment to Safety



## Perfect Safety Record

A testament to our rigorous safety culture and protocols.



## ARGUS Platinum

The highest level of aviation safety audit, awarded to operators demonstrating best practices.



## IS-BAO Stage 3

International Standard for Business Aircraft Operations (IS-BAO) Stage 3, indicating a fully mature SMS.



## Robust SMS

A comprehensive Safety Management System driving continuous improvement and risk mitigation.



## Department Of Defense (DOD) Civil Airlift Review Board (CARB)

Advanced Air is certified as a DOD approved air carrier. This certification is among the highest safety standard certifications that can be achieved by an air carrier.



## Advanced Maintenance

Proactive maintenance programs ensuring peak aircraft performance and reliability. Maintenance bases at HHR and PHX.



Advanced Air's unwavering dedication to safety is the cornerstone of our operations. We adhere to the highest industry standards, ensuring every flight is meticulously planned and executed, giving our passengers complete peace of mind.

# Southwest Airlines Destination 225° Program

**Advanced Air** is a proud partner of the **Southwest Airlines Destination 225° Pilot Pathways Program**, offering a direct pipeline for aspiring pilots to build experience before transitioning to **Southwest Airlines**. Candidates enter through four pathways—University, CAE Cadet, Military, or Employee—and, once vetted by Southwest, join Advanced Air for 24 months of flight experience. After completing this phase, pilots flow directly into a Southwest Airlines flight deck opportunity.



# Understanding Page, AZ

A Strategic Gateway for Tourism, Energy, Healthcare Access, and Regional Connectivity



## Healthcare Access

Critical access to larger medical centers in **Phoenix** helps Page residents reach specialized care not always available locally. Reliable air service reduces long-distance travel across remote desert highways and allows for faster access to scheduled medical appointments, benefiting families, seniors, and medical travelers throughout northern Arizona.



## Energy, Government & Business Travel

Direct connections between Page and Phoenix, Arizona support engineers, contractors, government personnel, and business travelers working across northern Arizona. Efficient air access helps facilitate meetings, inspections, and project coordination while strengthening relationships between regional organizations and the state's primary economic center.



## Industry & Regional Commerce

Dependable connectivity between Page and Phoenix supports northern Arizona's tourism economy and regional business activity. Faster access to Phoenix's corporate offices, logistics networks, and transportation hubs helps local businesses reach partners, clients, and markets more efficiently.



## Family, Student, & Community Connections

Air service helps families, students, and workers stay connected between northern Arizona communities and Phoenix. Direct flights make travel easier for education, family visits, and personal commitments while reducing the long driving distances common in the region.



## Tourism & Outdoor Recreation

Page is a gateway to some of the Southwest's most iconic destinations, including Lake Powell, Antelope Canyon, and Glen Canyon National Recreation Area. Improved connectivity from Phoenix makes it easier for visitors to experience these landscapes while supporting tourism growth and local businesses.



## Distance, Weather & Highway Safety

Travel between Page and Phoenix typically involves several hours of highway driving across desert terrain. Air service provides a safer and more reliable alternative, particularly during peak tourism seasons, helping residents and visitors travel more efficiently.

Page, Arizona serves as a vital gateway to the Colorado Plateau and the Lake Powell recreation region. Its role in tourism, energy infrastructure, and regional connectivity—combined with its distance from major metropolitan centers—makes reliable air service to Phoenix essential for economic growth, healthcare access, and long-term regional mobility.

# Demographics & Market Insights

Understanding Page's Travel Needs

7.5K

City Population  
Page, Proper

15K

County Population  
Regional Service Area

## Key Market Characteristics

**Workforce Composition:** A tourism-heavy workforce centered on Lake Powell (Glen Canyon NRA), Antelope Canyon, and regional utilities. Supported by tribal government, hospitality, and retail sectors serving both residents and over 4 million annual visitors.

**Tourism & Hospitality Presence:** High demand from international and domestic tourists visiting Horseshoe Bend and the Lake. Local businesses include houseboating outfitters, tour operators, and a dense concentration of hotels that require consistent corporate and vendor travel.

**Travel Patterns:** Extreme isolation makes Page a "remote island" for travel. Residents face 270+ mile drives to Phoenix or Las Vegas. Reliable air service to major hubs is a critical "lifeline" for business, government, and leisure, cutting 4 hours of driving down to a 1-hour flight.

**Medical Needs:** Limited local specialized healthcare requires frequent trips to Phoenix, AZ. Air service is vital for patient transport, visiting specialists, and government officials traveling between the Navajo Nation and state capitals.

**Seasonal Demand:** While summer is the peak for water recreation, Page sees significant year-round "Grand Circle" road-trippers and winter tourism, creating a more balanced outbound resident demand during the off-season.

## Targeted Marketing Strategy



### Hyper-Local Targeting

Focus on **Page residents**, LeChee tribal members, National Park Service staff, and hospitality management seeking to avoid the long desert drive for shopping or transit.



### Geographic Focus

Geofenced outreach across **Page, Greenehaven, and the Western Navajo Nation**, with inbound targeting in **Phoenix and Las Vegas** to capture "Fly-Drive" tourists.



### Value Messaging

Emphasize **avoiding the US-89 drive**, "Gateway to the Lake" convenience, and seamless connections to international flights via major hub airports.

# Why Window Rock, AZ?

## Regional Air Connectivity: Phoenix – Page – Window Rock

Connecting Communities, Expanding Opportunity, and Supporting the Navajo Nation and Northern Arizona

- Strengthens **collaboration** between **Page** and the **Navajo Nation**.
- Creates new tourism and cultural travel opportunities benefiting both communities.
- Creates additional capacity to **increase enplanements** in Page with six additional weekly departures beyond the current 12x.
- Establishes Page as a Regional Transportation Hub, allowing expanded tourism access, business, and government connectivity.
- Provides long-needed **commercial air access for Window Rock** and surrounding communities with connectivity to the National Transportation System.
- Expands **access to healthcare, employment, education, and training opportunities** for both communities.
- Supports local hospitality, tourism operators, and small businesses in both Page and Window Rock.
- Increased **visitor access to Navajo Nation cultural sites**, events, and local businesses.

Window Rock, Arizona serves as a vital link between the Navajo Nation, Northern Arizona communities, and the Phoenix metropolitan region. Its role in government access, healthcare mobility, economic development, and cultural tourism—combined with the long travel distances common across the region—makes reliable air service essential for stronger regional connectivity and long-term opportunity.

# Dornier 328 JET or ERJ-145

## Why Regional Jet Service is the Right Fit for Page

**Right-Sized Capacity:** A 30-passenger regional jet provides the scale needed to support sustainable Essential Air Service for Page, AZ, aligning with forecast demand while creating meaningful seat availability for residents, business travelers, and visitors.

**Faster Hub Connectivity:** Regional jet performance supports faster, more competitive service to Page, AZ, improving total trip times and making the service more attractive for both local passengers and inbound travelers.

**Reliable Scheduled Service:** Both the Dornier 328 JET and ERJ-145 are proven regional aircraft designed for dependable scheduled operations, making them well suited for the consistency required in EAS markets.

**Passenger Comfort:** A fully pressurized cabin and regional jet experience provide a comfortable, efficient ride for passengers traveling for business, medical appointments, family needs, and leisure.

**Efficient EAS Platform:** This aircraft category offers a strong balance of capacity, speed, and operating efficiency, helping support reliable service levels while maximizing the usefulness of each scheduled departure.

**All-Season Utility:** Regional jets are well suited for year-round service in markets that can experience weather variability, seasonal travel fluctuations, and long-distance surface travel challenges.

### Pressurized Jet Cabin

Comfortable regional jet experience

### 30-Seat Capacity

Sized for scalable EAS service

### Faster Regional Connectivity

Supports efficient service to hub airports

### Built for Scheduled Service

Proven regional airline platform

30

Passenger Seats

Comfortable cabin layout

50+

Pounds

Luggage per passenger

405

Knots

Maximum cruise speed

# King Air 350

Perfectly Sized for Window Rock

## Why the King Air 350 is Perfect for RQE

**Right-Sized Capacity:** 9 comfortable passenger seats matched to realistic Page, Arizona demand, maximizing load factors and minimizing subsidy requirements

**Pressurized Cabin:** Smooth flight experience at higher altitudes with comfortable cabin pressure

**Twin-Engine Efficiency:** Twin-engine design, enhancing performance and reliability.

**Rugged Performance:** Proven track record in challenging terrain, short runways, and adverse weather conditions

**Hot Weather Performance:** Strong operating capability in extreme desert temperatures common in Imperial County and the Southwest.

**Quiet Operation:** Respectful of airport neighbors with lower noise footprint than jets

### Enclosed Lavatory

Private, clean facilities onboard

### Generous Baggage

50+ lbs per passenger capacity

### Comfortable Seating

No middle seats, ample legroom

### Climate Control

Pressurized, temperature-controlled cabin

9

### Passenger Seats

Comfortable cabin layout

50+

Pounds

Luggage per passenger

312

Knots

Maximum cruise speed

# Passenger Experience

Comfortable, Simple, Reliable

01

## Seamless Online Check-In

Convenient regional airport in Page and international airport in Phoenix with minimal security lines and a fast, stress-free check-in process.

02

## Comfortable Full-Service Flight

Settle into your window or aisle seat (**no middle seats**) and enjoy attentive in-flight service with complimentary refreshments and snacks during the scenic flight between the **Valley of the Sun and Northern Arizona**.

03

## Convenient Arrival

Land minutes from **Phoenix's central business districts and sports entertainment** hubs, or arrive directly at the gateway to **Lake Powell and the Colorado Plateau in Page**, with quick access to ground transportation, rental cars, and nearby attractions.

## No Middle Seats

Every passenger enjoys either a **window or aisle seat**, offering comfort, personal space, and incredible aerial views of the desert Southwest.

## Experienced Crews

Pilots and flight staff with extensive experience serving regional and tourism routes across the American Southwest, ensuring safe and smooth travel between **Page and the Phoenix metropolitan area**.

## Personal Service

Friendly, attentive service from check-in to arrival—delivering a personalized travel experience that connects **Phoenix travelers** directly with the adventure destinations of **Northern Arizona**.



**Perfect For:** Travelers heading between the Phoenix metropolitan area and northern Arizona for outdoor adventures at Lake Powell, Antelope Canyon, and Horseshoe Bend, as well as business trips, family visits, weekend escapes, and anyone who values their time and prefers a quick flight over a long desert drive.

# Route Schedule

Convenient Schedule Designed Around Page, AZ to Phoenix, AZ

15

Weekly Round Trips

Consistent, reliable service

2+

Daily Flights

7 days a week

60

Flight Minutes

Average for PGA and PHX



**Regional Synergy for Page & Window Rock:** Our schedule is designed to align with major connecting flight banks at Phoenix Sky Harbor International Airport, facilitating efficient onward travel to destinations across the Southwest, West Coast, and nationwide. The 15 weekly round trips are strategically timed to support the residents, businesses, and government agencies in Northern Arizona. Our additional flights between Page and Window Rock will serve as a vital link between the Navajo Nation, Northern Arizona communities, and the Phoenix metropolitan region.

# Reliability & Performance

Proven Performance in Rural Markets

## Why Our Reliability Stands Out

- **Specialized Aircraft:** The Dornier 328 Jet & ERJ-145's proven performance in extreme weather conditions minimizes weather-related cancellations
- **Experienced Crews:** Pilots trained specifically for Intermountain West weather patterns and terrain
- **Proactive Maintenance:** Rigorous preventive maintenance schedules prevent mechanical delays
- **IROP Management:** Dedicated irregular operations team to quickly recover from weather events
- **Fleet Redundancy:** Backup aircraft available to maintain schedule during maintenance periods



**Minimum Completion Factor**

Across all comparable rural EAS markets



**On-Time Performance**

Flights departing within 15 minutes of schedule



**Peak Completion**

During favorable weather conditions



Transparency Commitment: Advanced Air will provide monthly performance reports to the city of Page, AZ, including completion factor, on-time performance, and load factor statistics.



# Marketing Commitment

Driving Ridership Through Strategic Marketing

## \$75,000 Annual Investment in Page, AZ



### Digital Advertising

Targeted campaigns across Google and social media focused on Page, Arizona and key Southwest travel markets, promoting convenient regional air service for residents, visitors, and outdoor travelers. Campaigns will highlight fast connections to northern Arizona's iconic destinations and position Page as an easily accessible gateway to the Colorado Plateau.



### Traditional Media

Strategic placements in northern Arizona, regional Southwest publications, and travel outlets highlighting Page as a gateway to Lake Powell and surrounding natural attractions. Media coverage will promote convenient access for tourism, leisure travel, and regional business activity.



### Seasonal Campaigns

Special promotions aligned with peak tourism seasons at Lake Powell and nearby attractions. Campaigns will support summer boating, spring and fall outdoor recreation, and regional events that bring visitors to Page and the surrounding canyon country.



### Business Outreach

Direct marketing to northern Arizona businesses, tourism operators, tour companies, hospitality providers, and regional organizations highlighting the benefits of improved air access to Page for business travel, tourism operations, and regional connectivity.



### Airport & Community Presence

Professional signage at Page Municipal Airport (PGA) and participation in local tourism and community events to build awareness of Page's role as a gateway to northern Arizona's outdoor recreation economy.



### Email Marketing

Leveraging traveler databases, tourism partners, and regional visitor networks to promote travel opportunities to Page, with messaging tailored to outdoor travelers, adventure seekers, and visitors exploring the American Southwest.



### Co-Branded Partnerships

Collaborative campaigns with the Page Lake Powell Chamber of Commerce, regional tourism partners, outdoor recreation businesses, and Arizona travel organizations to build destination awareness and support sustained tourism demand for Page and the greater Lake Powell region.

FLY FROM  
**PAGE**  
TO  
**PHOENIX**

AS LOW AS  
**\$75**



ADVANCED AIR



Advanced Air

ADVANCED AIR



FLY FROM  
**PAGE**  
TO **PHOENIX**

AS LOW AS  
**\$75**



ADVANCED AIR



FLY FROM  
**PAGE**  
TO **PHOENIX**

**ADVANCEDAIRLINES.COM**

ADVANCED AIR




**ONLY \$75**

# Altitude In-Flight Magazine

Showcasing Page, AZ and Inspiring Travel Across Our Network

Altitude is Advanced Air's in-flight magazine, offered on every flight throughout our network. It serves as a powerful platform to:

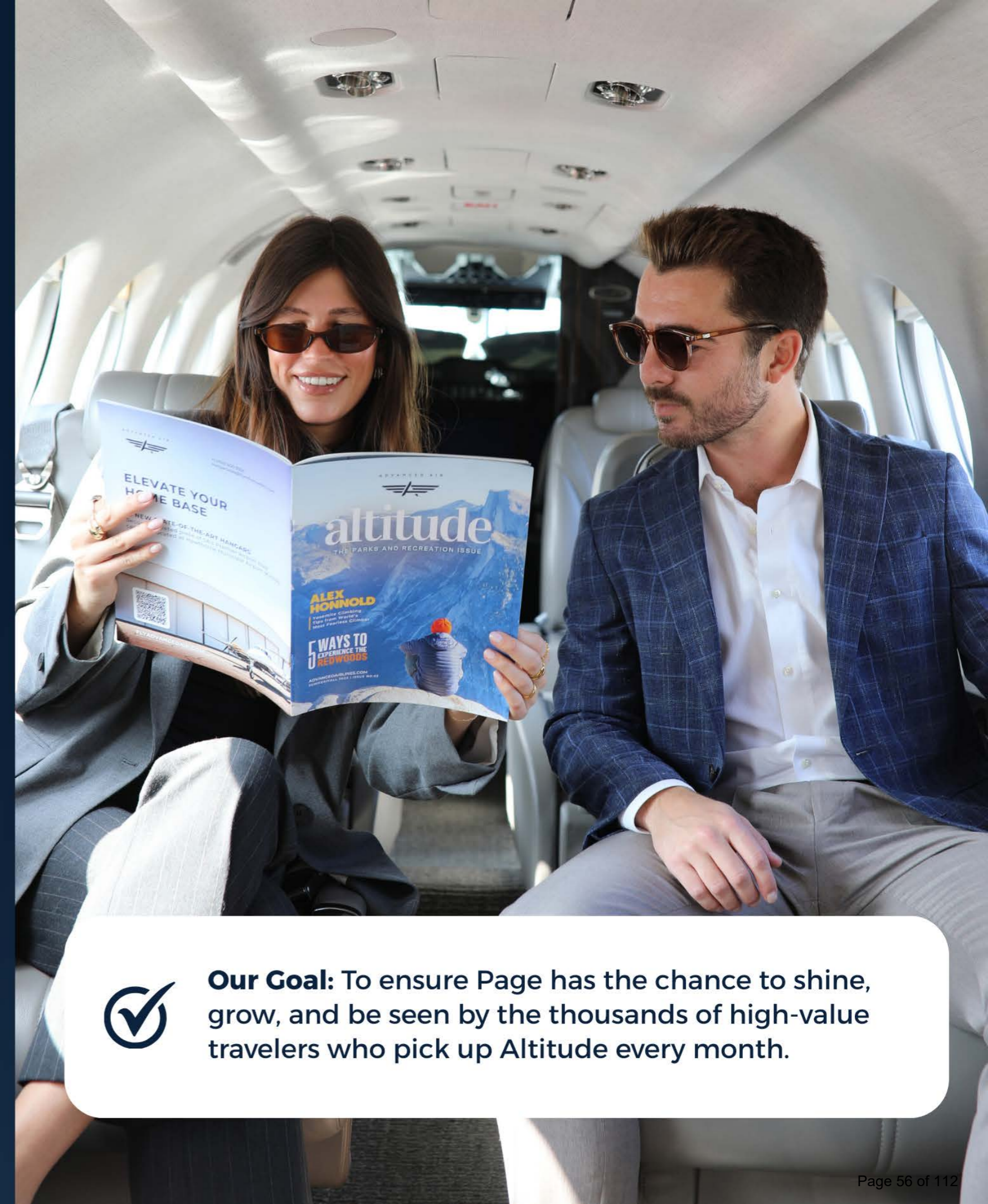
**Promote Local Business:** Feature world-class outfitters, Lake Powell resorts, Antelope Canyon tours, restaurants, boutique hotels, that make Page, Arizona, a vibrant gateway to adventure in northern Arizona.

**Tell Community Stories:** Spotlight the people and cultures that shape the region, including Navajo Nation storytellers, outdoor guides, and local entrepreneurs who share the rich history and living traditions of the Colorado Plateau.

**Boost Tourism & Economic Development:** Articles inspire travelers to experience the breathtaking landscapes surrounding Page, from the Iconic curves of Horseshoe Bend to the vast waters of Lake Powell, helping drive sustainable tourism and year-round economic activity.

**Increase Destination Awareness:** Passengers flying throughout our network discover the "hidden gem" of Page Municipal Airport and the ease of reaching northern Arizona's most iconic destinations with fast and convenient air service.

**Support Community Pride:** By showcasing the natural beauty, culture, and entrepreneurial spirit of Page, the magazine highlights the community's role as a premier gateway to the American Southwest.



**Our Goal:** To ensure Page has the chance to shine, grow, and be seen by the thousands of high-value travelers who pick up Altitude every month.

# Startup Timeline

## Smooth, Efficient Launch Plan



Flexibility: While 90 days is our standard timeline, Advanced Air can accelerate launch if needed to meet specific community deadlines or urgent travel demand.



## Key Milestones

### Pre-Launch Activities

- Crew base establishment and training
- Ground services contracts for Page (PGA).
- Maintenance coordination with facilities at Phoenix Sky Harbor and Page regional centers.
- Ticketing system integration and testing
- Website and booking portal updates
- Customer service training for the Arizona market

### Community Engagement

- Launch events with Page, Arizona officials, and local media
- Arizona Chamber of Commerce presentations (Page & Greater Phoenix)
- Major employer outreach meetings with regional tourism and healthcare partners
- Airport open house for Page (PGA) community tours
- Promotional ticket giveaways for Arizona residents

## Long-Term Partnership

# Committed to Serving Page, AZ for the Long Run

### Periodic Performance Reviews

Regular meetings with **Page, Arizona** and regional stakeholders to review ridership data, on-time performance, and community feedback. Coordination with tourism partners and regional transportation leaders helps ensure the service continues meeting the needs of residents, businesses, and visitors traveling to and from Page.

### Schedule Flexibility

Willingness to adjust flight frequency and timing to align with **Page's seasonal tourism** patterns, including peak visitation to Lake Powell and nearby recreation areas. Scheduling will support both local travel needs and visitor demand throughout the year.

### Transparent Reporting

Monthly performance updates shared with **city and regional leaders** in northern Arizona, providing clear data on service reliability, passenger demand, and operational performance to maintain strong accountability and service standards.

### Community Involvement

Active participation in community and tourism initiatives in Page, working closely with **local organizations, civic groups, and regional partners** to stay aligned with the needs of residents and the local visitor economy.

### Multi-Year Vision

A strong commitment to a **multi-year partnership** that supports long-term air service sustainability for **Page Municipal Airport** while strengthening reliable connectivity between Page and Arizona's major metropolitan areas.

### Economic Development Focus

Collaboration with **local leaders and tourism organizations** to support expanded visitation to Page's iconic destinations—including Antelope Canyon and Horseshoe Bend—while improving access to business, healthcare, and economic opportunities for northern Arizona residents.

## Our Promise

Advanced Air commits to being more than just an airline serving Page, Arizona. We will be an active community partner, responsive to feedback, transparent in our operations, and dedicated to enhancing connectivity for Northern Arizona. We understand that reliable air service is critical infrastructure for communities that are geographically distant from major metropolitan centers, and we take that responsibility seriously as we support regional mobility, tourism, and economic opportunity.

# Proposed Financial Summary

Page, AZ (PGA) | 15 weekly round trips to PHX and 3 weekly round trips to RQE

## Operations

Scheduled Flights	1,872
Scheduled Block Hours	1,269
Scheduled Seats	43,056

## Revenue

Passengers	29,702
Average Net Fare (o/w)	\$72
Load Factor	70%
Passenger Revenue	\$ 2,132,000

## Expenses

Fuel	\$ 2,161,914
Maintenance and Reserves	\$ 1,496,258
Flight Crew	\$ 683,783
Ownership and Insurance	\$ 1,634,269
Airport Rent and Operations	\$ 559,125
Overhead Staff	\$ 580,200
Marketing and Distribution	\$ 75,000
Total Costs	\$ 7,190,550

## Profit Element

Margin (@ 5%) \$ 359,527

## Requested Annual Subsidy

Year 1	\$ 5,418,077
Year 2	\$ 5,743,162
Year 3	\$ 6,087,752
Year 4	\$ 6,453,017

### NOTE:

Seat Pricing (one-way):

Approximately \$75 for Phoenix (PHX) and \$50 for Window Rock (RQE)

12 weekly round trips using Do328J or EMB145 and 3 round trips using KA350

30-passenger flights to be conducted as 14 CFR Part 380 public charters. Accordingly, service is contingent upon community waiving its rights to scheduled air transportation or submitting a proposal for Alternate Essential Air Service (AEAS).

# Summary: Why Advanced Air The Best Choice for Page AZ

## 24 Weekly Flights

12 round trips per week delivering consistent, high-frequency service between **Page, Phoenix, and Window Rock**

## \$72 Average Fares

Transparent pricing with no hidden fees for a full-service experience with a flight attendant, drinks, and snacks

## 30-Seat Regional Jet Service

Right-sized capacity aboard a **Dornier 328 JET or ERJ-145 and King Air** designed for scalable, reliable EAS operations

## \$75,000 Marketing Commitment

Annual investment promoting service in **Page**

## Interline Connectivity

Advanced Air has an interline agreement with Alaska Airlines to make connections in Phoenix and Window Rock seamless

## Community Partnership

A dual-market approach built around long-term commitment to **Page, Phoenix and Window Rock**

## Proven EAS Operator

7+ years of experience serving rural America through EAS

## 96-98% Completion

Industry-leading reliability across all markets

## Outstanding Safety Culture

Perfect Safety Record, ARGUS Platinum, and industry-leading credentials

*We're Ready to Serve Page*



# Essential Air Service Proposal

Page, Arizona

DOT-OST-1997-2694

Corporate Flight Management Inc. d/b/a Contour Airlines  
A Tennessee Corporation  
808 Blue Angel Way, Smyrna, TN 37167



Dear Mr. Gormas,

Contour Airlines is pleased to submit this proposal to continue providing Essential Air Service to Page, Arizona (PGA). As part of our proposal, we are offering the community 12-weekly nonstop flights, including options for Las Vegas (LAS), Phoenix (PHX), and Salt Lake City (SLC). Contour prefers a 48-month term for the award.

Contour Airlines will continue to utilize twin-engine regional jet aircraft, comfortably configured with 30 seats. Passengers will be able to connect to Contour partners Alaska, American, Delta, JetBlue, and United Airlines. We believe that this proposal well positions the community to continue to see enplanement growth and the corresponding economic growth that means for the community.

We are confident that Contour's continued service to Page would be beneficial to the region, and we hope to continue our important partnership with this community.

Thank you for your consideration.



Ben Munson  
President



# Company History & Overview



## Corporate History

- Founded in 1982 in Nashville, Tennessee
- New management team introduced airline growth strategy in 2015

## The Platform

- Diversified Platform
  - *Airline, charter, FBO, and MRO operations*
- Optimized for regional market connectivity
  - *Commercial platform and operations optimized for EAS*
  - *Multiple major airline partners*
  - *Strong community engagement at all levels*



**35 Cities**  
in Network



**40**  
Regional Jets



**800+**  
Employees

# Our Fleet



Bombardier CRJ Aircraft



Embraer ERJ Aircraft

**Contour Exclusively Operates Twin-Engine Regional Jet Aircraft  
in Our Essential Air Service (EAS) Network**



## Contour Amenities



Flight Attendant  
on every flight



36" pitch  
at every seat



Food & Beverage on  
every flight



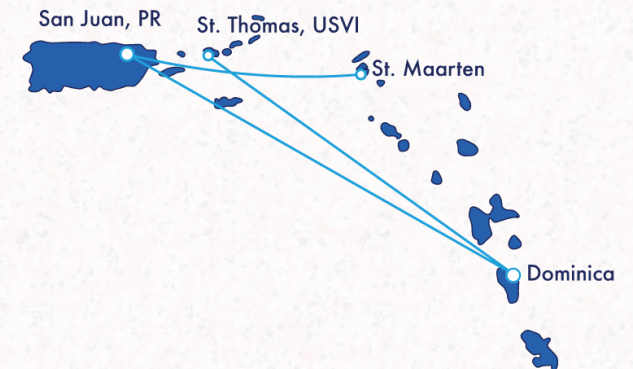
Free Carry-On &  
Free Checked Bag



# Our Network



- Contour has significantly scaled into the **largest independently branded airline in EAS**
- Commercial platform purpose built to **optimize for EAS markets**
- Connecting EAS communities with **most relevant hubs** for business and leisure travel
- Serving **multiple hubs** proving successful in multiple markets



## Notes

*El Dorado, AR and Carlsbad, NM service starting in March 2026*

# Safety and Security

## Safety Accreditations



CARB CERTIFIED CARRIER



WINGMAN

Contour Is One of Few Part 135 Carriers with a FAA Approved Safety Management System

## Leading Safety Culture

- Contour holds the **highest-level accreditations** that an airline can receive for safety. Of note, Contour also undergoes audits from its major partner airlines.
- **U.S. Department of Defense (DoD)** Civilian Airlift Review Board (CARB)–certified carrier, enabling use by U.S. government travelers.
- Works with regulatory bodies and industry groups to ensure **best practices** across safety & security disciplines
- Contour is one of the few Part 135 carriers with a **FAA approved Safety Management System (SMS)**.

# Partner Portfolio

## Five Major Connecting Airline Partners



- Contour currently has active partnership agreements with **Alaska, American, JetBlue, and United**
- **Delta Air Lines** moving forward with interline agreement with Contour in 2026
- Contour **continuously expanding interline portfolio** to maximize service options for our communities

## Distribution Strategy

- Contour tickets, regardless of connecting carrier, are distributed across all traditional channels.
- Both Contour and connecting flights will be displayed on all major OTAs and metasearch platforms, as well as partner airline sites.
- Passengers connect seamlessly, not having to re-clear security or re-check their baggage.

# Promoting Traffic Growth

## Contour Marketing Difference

- Independent brand supported by professional agencies to build awareness
- Contour has included a proposed marketing budget of \$75,000 to work collaboratively with community to promote service and grow passenger traffic to and from Page
- Promotional fares with discounted price point relative to most regional travel options
- Emphasis on traffic stimulation in partnership with community to maximize service value

**Contour Airlines**  
Sponsored · Published by [Contour Aviation](#)

Beginning April 1st, Contour is proud to announce that Moab, UT and Vernal, UT will be adding an additional route to Denver, CO!!

While both locations will still be flying to/from Phoenix, AZ, Moab will offer 7 weekly flights and Vernal will offer 5 weekly flights to Denver. Plus, connect beyond Denver with our newest partner, United Airlines.

Hurry, tickets start at \$69 one way\*. Book now at [www.contourairlines.com](http://www.contourairlines.com).

\*Terms and Conditions Apply. Please visit [fare-sales](#) for details.

**Contour Airlines**  
Sponsored · Published by [Contour Aviation](#)

Beginning October 1st, Contour is proud to announce new jet service from Show Low, AZ to Phoenix, AZ!! Plus, connect worldwide with our partner, American Airlines.

To book your flight now, go to [www.contourairlines.com](http://www.contourairlines.com). Terms and Conditions apply\*.

\*For details, please visit [www.contouraviation.com/fare-sales](http://www.contouraviation.com/fare-sales).

**Airline**  
Fares starting at **\$49** one way\*

**There's a New Sheriff in Town**

New jet service from **Show Low** to **Phoenix** begins October 1<sup>st</sup>.

**CONTOUR** Connections available worldwide with our partner, **American Airlines**

[CONTOURAIRLINES.COM](http://CONTOURAIRLINES.COM)  
**Home**  
Corporate Flight Management d.b.a Contour Airlines.

[Book now](#)

# Contour Bid (Option A)

## Bid Overview

Essential Air Service Market	Page, AZ
Frequency*	12 weekly Round-Trips
Hub(s)	PHX (12)
Aircraft Type	30-Seat Regional Jet
Term	48 months preferred
Annual Escalation	5% Year over Year

### Notes:

All flights to be conducted as 14 CFR Part 380 public charters. Accordingly, service is contingent on community waiving its rights to scheduled air transportation or submitting a proposal for Alternate Essential Air Service (AEAS).

\*Represents annual average of 12-weekly flights. Subject to the community's waiver of 49 U.S.C. § 41732(b)(1)(A), Contour Airlines to make seasonal adjustments based on monthly requested frequencies by hub from the community.

## Operations

Scheduled R/Ts Per Week	12
Completion Factor	97%
Annual Departures	1,211
Seats per Departure	30

## Revenue

Forecast Passengers	21,630
Average Fare	\$90
<b>Total Revenue</b>	<b>\$1,946,700</b>

## Expenses

Departure Costs	\$1,328,208
Aircraft Operating Costs	\$4,154,520
Overhead and Ownership	\$1,364,049
Marketing	\$75,000
<b>Total Expenses</b>	<b>\$6,921,777</b>
Profit Component (5%)	\$346,089

<b>Proposed Subsidy Year 1</b>	<b>\$5,321,166</b>
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Proposed Subsidy Year 2	\$5,587,224
Proposed Subsidy Year 3	\$5,866,585
Proposed Subsidy Year 4	\$6,159,915

# Contour Bid (Option B)

## Bid Overview

Essential Air Service Market	Page, AZ
Frequency*	12 weekly Round-Trips
Hub(s)	PHX (7) + LAS (5)
Aircraft Type	30-Seat Regional Jet
Term	48 months preferred
Annual Escalation	5% Year over Year

### Notes:

All flights to be conducted as 14 CFR Part 380 public charters. Accordingly, service is contingent on community waiving its rights to scheduled air transportation or submitting a proposal for Alternate Essential Air Service (AEAS).

\*Represents annual average of 12-weekly flights. Subject to the community's waiver of 49 U.S.C. § 41732(b)(1)(A), Contour Airlines to make seasonal adjustments based on monthly requested frequencies by hub from the community.

## Operations

Scheduled R/Ts Per Week	12
Completion Factor	97%
Annual Departures	1,211
Seats per Departure	30

## Revenue

Forecast Passengers	23,896
Average Fare	\$90
<b>Total Revenue</b>	<b>\$2,150,640</b>

## Expenses

Departure Costs	\$1,685,163
Aircraft Operating Costs	\$4,154,520
Overhead and Ownership	\$1,364,049
Marketing	\$75,000
<b>Total Expenses</b>	<b>\$7,278,732</b>
Profit Component (5%)	\$363,937

<b>Proposed Subsidy Year 1</b>	<b>\$5,492,029</b>
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Proposed Subsidy Year 2	\$5,766,631
Proposed Subsidy Year 3	\$6,054,962
Proposed Subsidy Year 4	\$6,357,710

# Contour Bid (Option C)

## Bid Overview

Essential Air Service Market	Page, AZ
Frequency*	12 weekly Round-Trips
Hub(s)	PHX (7) + SLC (5)
Aircraft Type	30-Seat Regional Jet
Term	48 months preferred
Annual Escalation	5% Year over Year

### Notes:

All flights to be conducted as 14 CFR Part 380 public charters. Accordingly, service is contingent on community waiving its rights to scheduled air transportation or submitting a proposal for Alternate Essential Air Service (AEAS).

\*Represents annual average of 12-weekly flights. Subject to the community's waiver of 49 U.S.C. § 41732(b)(1)(A), Contour Airlines to make seasonal adjustments based on monthly requested frequencies by hub from the community.

## Operations

Scheduled R/Ts Per Week	12
Completion Factor	97%
Annual Departures	1,211
Seats per Departure	30

## Revenue

Forecast Passengers	22,660
Average Fare	\$94
<b>Total Revenue</b>	<b>\$2,130,040</b>

## Expenses

Departure Costs	\$1,921,549
Aircraft Operating Costs	\$4,154,520
Overhead and Ownership	\$1,364,049
Marketing	\$75,000
<b>Total Expenses</b>	<b>\$7,515,118</b>
Profit Component (5%)	\$375,756

## Proposed Subsidy Year 1

**\$5,760,834**

Proposed Subsidy Year 2	\$6,048,875
Proposed Subsidy Year 3	\$6,351,319
Proposed Subsidy Year 4	\$6,668,885



# CONTOUR

[www.ContourAirlines.com](http://www.ContourAirlines.com)





Todd M. Homan, Director  
United States Department of Transportation  
Office of Aviation Analysis  
1200 New Jersey Ave SE  
Washington, D.C. 20590

March 16, 2026

**Re:** Response to Order: 2026-2-9/Proposal to Provide Essential Air Service at Page Municipal Airport

**Via e-mail to:** [EAS@dot.gov](mailto:EAS@dot.gov) and [michael.gormas@dot.gov](mailto:michael.gormas@dot.gov)

Dear Mr. Homan,

Attached is Denver Air Connection's proposal to provide air service at the Page Municipal Airport serving Page, Arizona to PHX, DEN or LAX in a combination that best suits the needs of the community.

We look forward to the opportunity to support the region's transportation needs and economic growth by providing safe, reliable, scheduled passenger service.

Denver Air Connection provides passengers with seamless access to the most comprehensive route networks through convenient connections with United, American, and Delta, offering travel options tailored to meet a wide range of passenger needs.

Our service is developed with airline schedules in mind to ensure seat availability and direct flights to and from these hub airports. The communities we serve praise our excellent completion and on-time performance rates.

As directed by the RFP, we will offer the community 12 round-trip flights per week, flown under the highest safety standards afforded via Part 121, in 50-seat Embraer 145s for up to a four-year term.

We will work closely with local leadership to set the best possible schedule to maximize connection possibilities. Denver Air Connection believes this proposal meets the needs of the community and provides the best overall option for air service to the region.

Thank you for your consideration,

A handwritten signature in blue ink that reads "Marcus Hesting".

Marcus Hesting,  
Director of Finance  
Denver Air Connection  
13252 E. Control Tower Rd. | Englewood Colorado 80112 | O: 303.768.9626 | M: 720.635.5903  
[mhesting@keylimeair.com](mailto:mhesting@keylimeair.com) | [denverairconnection.com](http://denverairconnection.com)

# Proposal to Provide Essential Air Service

## Page, Arizona



**Filed: March 16, 2026**

**Via e-mail to: [EAS@dot.gov](mailto:EAS@dot.gov) and [michael.gormas@dot.gov](mailto:michael.gormas@dot.gov) with the title  
"Proposal to provide EAS to Page, Arizona"**

**Order: 2026-2-9**

**Served: February 13, 2026**

**Docket: DOT-OST-1997-2694**

**Under 49 U.S.C. § 41731 et seq.**

# 27 Years Of Service



With its passenger service brand Denver Air Connection, Key Lime Air is a regional airline committed to advancing transportation equity and economic opportunity in partner communities. Since 1996, we have delivered safe, reliable air service to rural and emerging markets—ensuring connectivity and vital access to the national and global transportation network.

Operating under both 14 CFR Part 121 and Part 135, we offer solutions that align with federal and state transportation goals. Our flexible certifications allow us to serve communities of all sizes, from Essential Air Service (EAS) routes to specialized charter operations, ensuring efficient use of public funds while maximizing community impact.

Our mission is simple: To empower economic and community growth through transportation access. With a deep understanding of logistical and regulatory complexities of regional aviation, Denver Air Connection is a proven partner in advancing public transportation infrastructure where it matters most.

We are excited for the opportunity to begin a new partnership with Page Municipal Airport and the surrounding community. We love what we do, and our passion shows by providing an extraordinary experience for both passengers and the regions we serve with safe, reliable, and on-time airline service.

The growing list of communities we serve is a testament to the quality service offered by Denver Air Connection. Our partner communities praise our impressive on time performance rate and onboard experience

# Safety+Skill = Reliability



## Safety

Safety is at the core of Denver Air Connection's culture. We maintain a Safety Management System that is integrated into every aspect of our operation.



## Skill

Denver Air Connection pilots and mechanics are trained to the highest standards in the world. Our pilot culture aspires to perfection on every flight.



## Reliability

All aircraft are maintained in house under our FAA approved maintenance program. This in conjunction with our Part 145 Repair Station gives us the ability to maintain, inspect, and alter our aircraft and components at all levels. We pride ourselves on never leaving passengers stranded due to maintenance issues. Our communities know that we will use our fleet to bring maintenance to a location to fix an issue or send a replacement aircraft to get the passengers to their destination



## Performance

Denver Air Connection has demonstrated an impressive completion rate of better than 98% for our EAS communities.



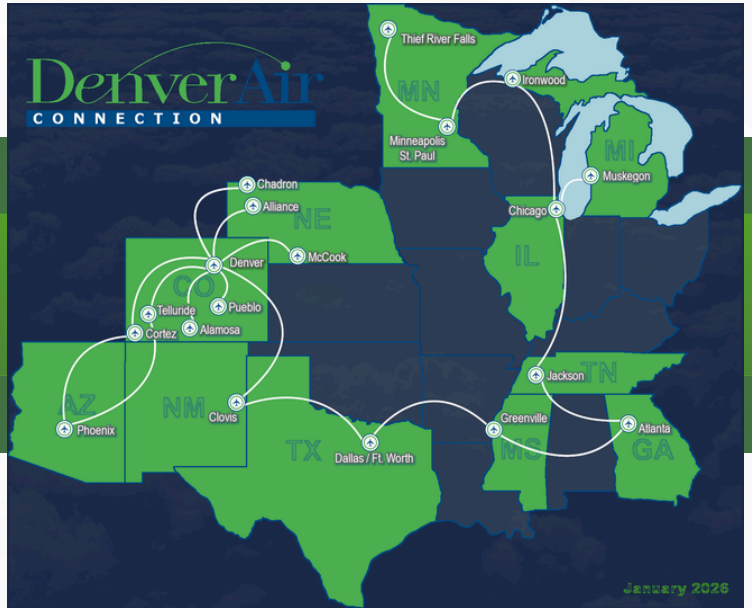
## Compliance

DOT EAS requirements, Denver Air Connection certifies it is in compliance with:

- 49 CFR Part 20 – New restrictions on lobbying; and
- 49 CFR Part 21 – Nondiscrimination in federally-assisted programs of the Department of Transportation – Effectuation of title VI of the Civil Rights Act of 1964; and
- 49 CFR Part 27 – Nondiscrimination on the basis of disability in programs and activities receiving or benefiting from federal financial assistance; and
- 14 CFR Part 382 – Nondiscrimination on the basis of disability in air travel; and
- 2 CFR Part 1200 – Government-wide debarment and suspension (non-procurement) and government-wide requirements for drug-free workplace (grants).



# The Communities We Serve



**Telluride, CO** – Denver Air Connection established the first and only scheduled passenger jet service to this mountain destination. Service to Phoenix began on December 16, 2021.

**Alamosa, CO** – Denver Air Connection began service to Denver in June 2022. In 2024, Alamosa selected Denver Air Connection to continue providing service through 2026.

**Cortez, CO** – Denver Air Connection began service to Denver and Phoenix in October 2022.

**Pueblo, CO** - Denver Air Connection began service to Denver International Airport on May 1, 2025.

**Clovis, NM** – Denver Air Connection began service to Denver on May 1, 2020. Service was expanded to include Dallas Ft. Worth International Airport on November 1, 2021. In 2022, Denver Air Connection was selected to continue serving the community for another four years.

**Muskegon, MI** - Denver Air Connection began service to Chicago O’Hare in November 2024.

**Ironwood, MI** – Denver Air Connection began service to Chicago O’Hare and Minneapolis on October 1, 2021. In 2023, the Ironwood community reselected Denver Air Connection for a four year term to provide service through 2027.

**Thief River Falls, MN** – Denver Air Connection began service to Minneapolis on June 1, 2020. In 2022, Denver Air Connection was selected to continue serving the community for another five years.

**Alliance, NE**– Denver Air Connection began service to Denver on June 1, 2019. In September 2025, Denver Air Connection was selected to continue service for another four years.

**McCook, NE** – Denver Air Connection began service to Denver in June 2022. In 2024, McCook reselected Denver Air Connection for an additional 4-year term extending service through 2028.

**Chadron, NE** - Denver Air Connection begins service to Denver International Airport on September 1, 2025.

**Jackson, TN** - Denver Air Connection began service to Atlanta Hartsfield Jackson and Chicago O’Hare on December 1, 2024.

**Greenville, MS** - Denver Air Connection began service to Atlanta and Dallas Ft. Worth on October 1, 2025.

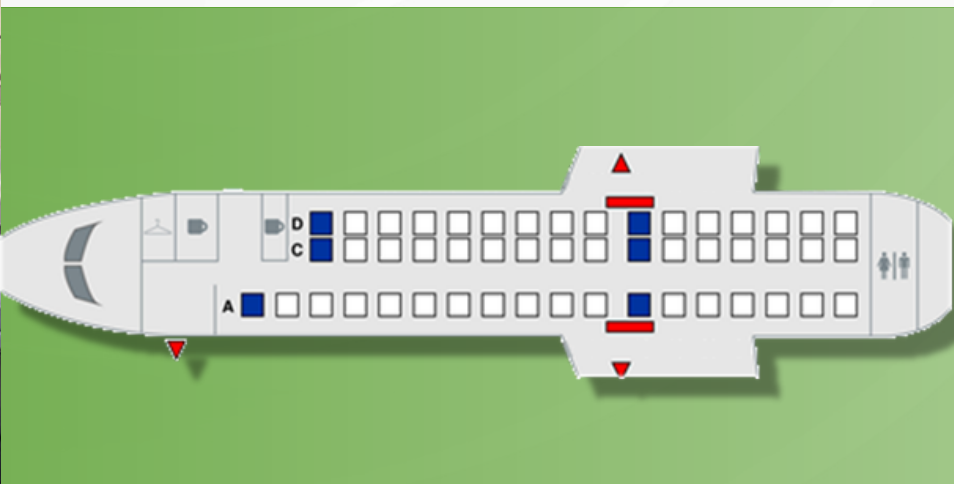


# Investment in Our Fleet



With 20 years in operation, over 26 million flight hours, in service with 36 airlines in 26 countries, the ERJ-145 is a proven runway legend. The ERJ-145 has a 50-seat capacity and a 1550-mile range fully loaded. In addition to our initial fleet, that underwent an Embraer refurbishment in the Summer of 2019, Denver Air Connection purchased two additional ERJ-145XRs in January of 2024. The latest additions to the fleet arrived in February and April 2025 - two 30 passenger, custom configured ERJ-145s.

In the cabin, every detail has been considered. Overhead stowage compartments feature space-saving retractable panels and with no middle seat and the three-abreast, 31" seat pitch, every passenger has a comfortable window or aisle seat. Our 50 seat jets provide flexibility and choice to meet the community's emergent needs.



# Code Share vs. Interline



**BETTER than Code Share. DAC gives you access to ALL our partners on EVERY flight.**

- ✓ GLOBAL CONNECTIONS WITH A SINGLE ITINERARY ON AMERICAN, UNITED, AND DELTA
- ✓ EASY BOOKING – IT'S YOUR CHOICE - BOOK THROUGH AIRLINE WEBSITES OR YOUR PREFERRED SOURCE
- ✓ NO HASSLE BAG TRANSFER - BAGS ARE CHECKED THROUGH TO YOUR FINAL DESTINATION
- ✓ PRICING ADVANTAGE – LOCAL PRICING NOT CONTROLLED BY BIG THREE
- ✓ CONVENIENT GATE LOCATIONS - WE OFFER CENTRAL PROXIMITY FOR EASY TRANSFERS
- ✓ MILEAGE PROGRAM – ACCRUE ON DAC – REDEEM ANYWHERE\*
- ✓ 24 - HOUR CUSTOMER SERVICE - OUR EMPLOYEES ARE NOT OUTSOURCED
- ✓ AMENITIES – DAC'S UNIQUE CHARTER-LIKE ATMOSPHERE OFFERS THE BEST SERVICE AND SNACKS IN THE SKIES

\*Partner redemption program coming Spring 2026.





# Investment in Our Passengers



**We take pride in our dedication to our passengers.** Whether it's our 24-hour customer service team, our dedicated station agents, or our friendly flight attendants, Denver Air Connection is here to joyfully serve our guests. We share our dedication through our reliable service to each of our partner communities.

**Frequent Flyer Program** - Passengers on Denver Air Connection now earn points for every time they fly. With our Mile High Elite Program, passengers can redeem their points for future flights

**King Sized Service** - Passengers experience a true charter-like flight. Known for our king sized service and even bigger snacks, The Points Guy (<https://thepointsguy.com/news/best-snack-basket/>) described our inflight service as “the best snack basket in the sky.”





# Marketing Through Community



Denver Air Connection recognizes the critical role that marketing plays in the success of a community's airline service. To support this, we have allocated a minimum of \$25,000 annually to raise awareness and promote the utilization of the service.

This budget will support a comprehensive and coordinated marketing campaign, developed in close partnership with the community. Our strategy integrates traditional media—including print and broadcast—with robust digital outreach through our social media platforms. The goal is to enhance awareness, increase visibility, and improve customer satisfaction among the community's passengers.

Our marketing efforts are grounded in collaboration. We work closely with local professionals to craft and distribute compelling messaging, ensuring we reach the highest possible utilization rates for the service.





# A Partner in Growth

Denver Air Connection represents the airline partner that truly listens to the community’s needs and customizes service to meet those needs. The Department is directed to consider five factors when making a carrier selection:

## 1. The demonstrated reliability of the applicant in providing scheduled air service.

- **Denver Air Connection delivers an exceptional rate on completed flights and impressive on-time performance rate.**

## 2. The contractual and marketing arrangements the applicant has made with a large carrier to ensure service beyond the hub airport.

- **Denver Air Connection has established interline agreements with United Airlines, American Airlines, and Delta Air Lines which provides seamless access to these Airlines’ networks.**
- **Denver Air Connection maintains close contractual and marketing relationships with our airline partners and the communities we serve to ensure service beyond the hub airport.**

## 3. The interline agreements that the applicant has made with larger carriers to allow passengers and cargo of the applicant at the hub airport to be transported by the larger carrier(s) through one reservation, ticket, and baggage check in.

- **Denver Air Connection has interline agreements with American Airlines, United Airlines, and Delta Air Lines.**

## 4. Community views. The preferences of the actual and potential users of air transportation at the eligible place, giving substantial weight to the views of the elected officials representing the users of the service.

- **Denver Air Connection enjoys high levels of customer support from our passengers. We are happy to provide references for all the communities we serve to hear firsthand how we deliver on our promises every day.**

## 5. The air carrier has included a plan in its proposal to market the service.

- **Denver Air Connection will work with the community on how to best spend marketing dollars and to ensure marketing budgets are utilized and implemented effectively.**

# ESSENTIAL AIR SERVICE BID March, 16 2026

Denver Air Connection will provide a total of 12 weekly, nonstop, roundtrip flights in a schedule that best suits regional needs. Scheduled operations will take into account the needs and wants of the community and maximize connection potential. This proposal is for up to a four-year term.

## Option I:

Denver Air Connection Essential Air Service Bid March 16, 2026	
Round trips per week	PGA-PHX <u>12</u>
<b>Aircraft Data</b>	
Aircraft	ERJ-145
Block Hours	1,252
Available Seats	62,400
Load Factor	40%
<b>Passenger Revenue</b>	
Passengers	24,960
Average Fare	<u>120.00</u>
Revenue	2,995,200
<b>Expenses</b>	
Aircraft Lease	1,080,000
Crew Cost	1,539,464
Maintenance	647,481
Insurance	357,600
Overhead Facilities & Staff	1,068,000
PHX Operating Expense	587,596
PGA Operating Expense	478,405
Deice, Catering and Misc.	62,400
Marketing	25,000
Set-Up	10,000
Fuel Cost	<u>1,750,320</u>
Total Expense	7,606,266
<b>Annual Subsidy Requirement</b>	
Operating Income	(4,611,066)
Profit (5%)	<u>380,313</u>
Total Subsidy Year 1	4,991,379
Total Subsidy Year 2	5,141,120
Total Subsidy Year 3	5,295,354
Total Subsidy Year 4	5,454,215
<b>Effective Subsidy Rates</b>	
Subsidy per Trip (98% completion)	4,081
Subsidy per Passenger	200

# ESSENTIAL AIR SERVICE BID **March 16, 2026**

## Option 2:

**Denver Air Connection  
Essential Air Service Bid  
March 16, 2026**

	<u>PGA-DEN</u>
Round trips per week	12
<b>Aircraft Data</b>	
Aircraft	ERJ-145
Block Hours	1,628
Available Seats	62,400
Load Factor	40%
<b>Passenger Revenue</b>	
Passengers	24,960
Average Fare	<u>130.00</u>
Revenue	3,244,800
<b>Expenses</b>	
Aircraft Lease	1,080,000
Crew Cost	1,550,620
Maintenance	803,504
Insurance	357,600
Overhead Facilities & Staff	1,068,000
DEN Operating Expense	587,596
PGA Operating Expense	478,405
Deice, Catering and Misc.	62,400
Marketing	25,000
Set-Up	10,000
Fuel Cost	<u>2,275,416</u>
Total Expense	8,298,540
<b>Annual Subsidy Requirement</b>	
Operating Income	(5,053,740)
Profit (5%)	<u>414,927</u>
Total Subsidy Year 1	5,468,667
Total Subsidy Year 2	5,632,727
Total Subsidy Year 3	5,801,709
Total Subsidy Year 4	5,975,760
<b>Effective Subsidy Rates</b>	
Subsidy per Trip (98% completion)	4,471
Subsidy per Passenger	219

# ESSENTIAL AIR SERVICE BID **March 16, 2026**

## Option 3:

**Denver Air Connection  
Essential Air Service Bid  
March 16, 2026**

	PGA-LAX/DEN
Round trips per week	12
<b>Aircraft Data</b>	
Aircraft	ERJ-145
Block Hours	1,753
Available Seats	62,400
Load Factor	40%
<b>Passenger Revenue</b>	
Passengers	24,960
Average Fare	130.00
Revenue	3,244,800
<b>Expenses</b>	
Aircraft Lease	1,080,000
Crew Cost	1,635,458
Maintenance	873,815
Insurance	357,600
Overhead Facilities & Staff	1,068,000
LAX/DEN Operating Expense	837,196
PGA Operating Expense	478,405
Deice, Catering and Misc.	62,400
Marketing	25,000
Set-Up	10,000
Fuel Cost	2,594,592
Total Expense	9,022,466
<b>Annual Subsidy Requirement</b>	
Operating Income	(5,777,666)
Profit (5%)	451,123
Total Subsidy Year 1	6,228,789
Total Subsidy Year 2	6,415,653
Total Subsidy Year 3	6,608,123
Total Subsidy Year 4	6,806,366
<b>Effective Subsidy Rates</b>	
Subsidy per Trip (98% completion)	5,093
Subsidy per Passenger	250



**SkyWest**  
AIRLINES®

# Page Municipal Airport Page Arizona



Dear Mr. Gormas:

SkyWest Airlines is pleased to submit two comprehensive proposals for Essential Air Service at **Page Municipal Airport**. Our mission is to provide the Page community with reliable, high-quality regional jet service that leverages our industry-leading partnerships to ensure global connectivity.

## Proposal Highlights

SkyWest intends to operate **624 subsidized annual round-trip flights**—averaging 12 flights per week—to accommodate seasonal demand. Both options offer a stable, long-term commitment for a term of up to **four years**, utilizing our proven CRJ-series regional jet fleet.

## Strategic Service Options

- **Option 1: American Airlines Partnership** Dedicated service to **Phoenix Sky Harbor (PHX)** under our American Airlines Codeshare Agreement. This option utilizes CRJ-700 and CRJ-900 aircraft to provide seamless access to the American Airlines global network.
- **Option 2: Dual-Carrier Connectivity** Expanded service to **Phoenix (PHX) and/or Salt Lake City (SLC)** through our agreements with both **American and Delta Air Lines**. This flexible model utilizes our CRJ-550, -700, and -900 fleet to maximize passenger choice and hub access.



**SkyWest**  
AIRLINES®

Cody Thomas  
Managing Director – Market Development



*We will offer 12 subsidized weekly round-trip flights for up to a four-year term utilizing a CRJ700, CRJ900, and/or CRJ550 aircraft.*



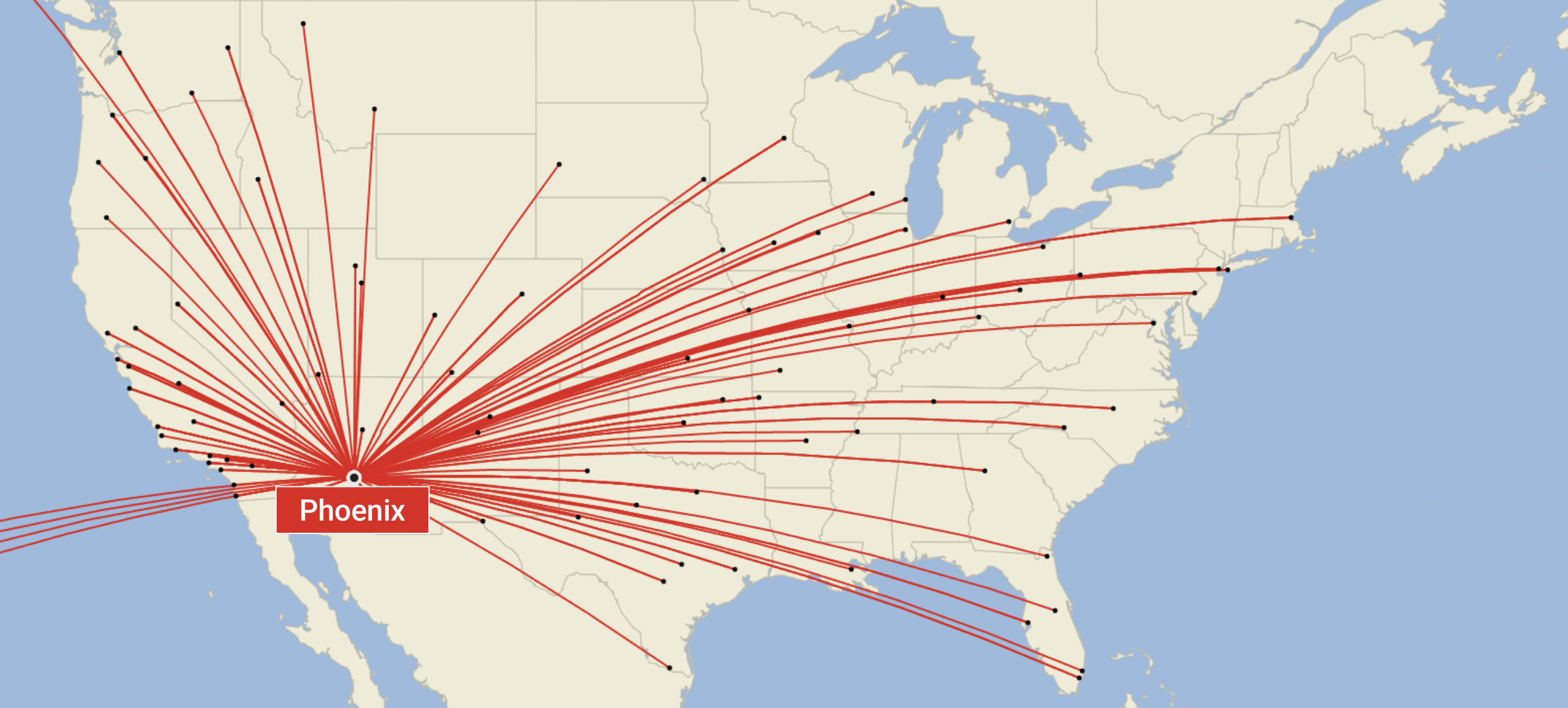
**SkyWest**  
AIRLINES®

SkyWest welcomes the opportunity to offer both American Eagle and/or Delta Connection service to the Page, AZ community. Our combination of safe and reliable aircraft, well-timed schedules, and access to the world's largest airline networks will provide passengers with quality air service and stimulate economic growth in the region. SkyWest will also actively partner with the community to market the service with a variety of promotions including print, digital, radio and online.

# CODESHARE ADVANTAGE

	CODESHARE	INTERLINE
Full Itinerary on Single Ticket for Connecting Flights	✓	✗
Frequent Flyer Miles for Flights From PGA	✓	✗
Auto Bag Transfer on Connecting Flights in Hub	✓	✗
Pricing Advantage – Especially International	✓	✗
Irregular Operations (IROP) Protection	✓	✗
Gate Proximity to Partner Departures	✓	✗
Amenities – Lounge Access and Travel Support	✓	✗





# DOMESTIC ROUTES FROM PHX



# GLOBAL ROUTE NETWORK



# 65/76-SEAT JET SERVICE WITH FIRST CLASS CABIN



Professional flight attendant on every flight

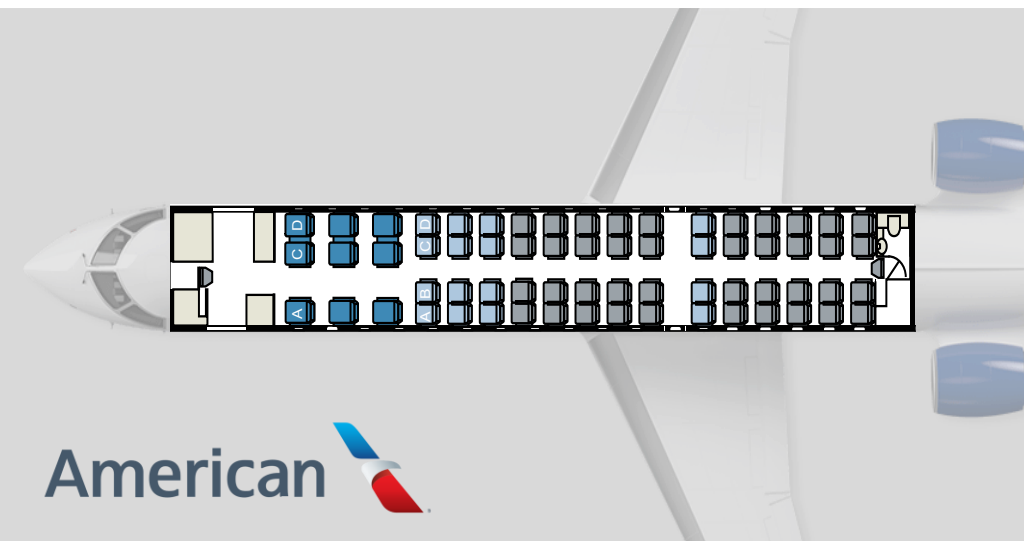
AAdvantage  miles that never expire

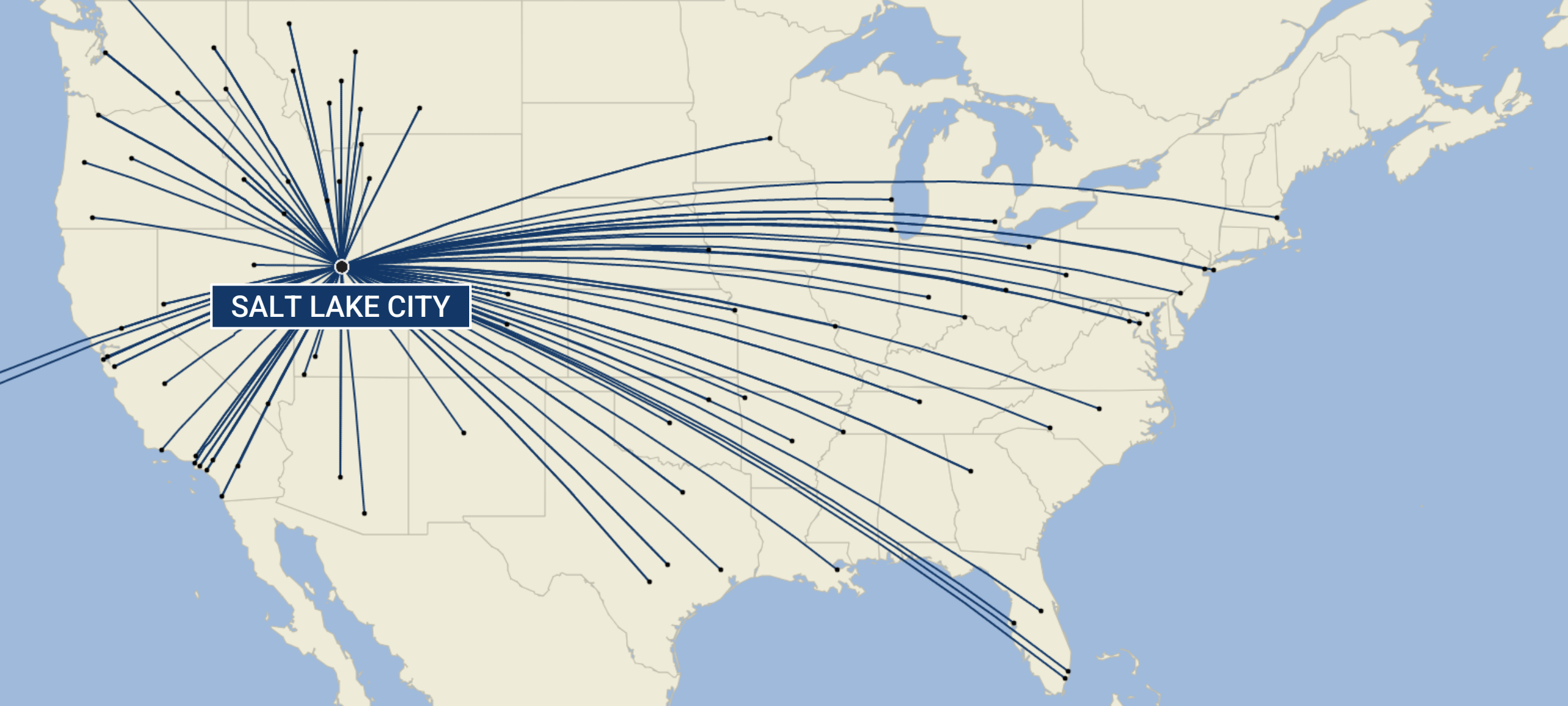


Mobile app & 24/7 customer service

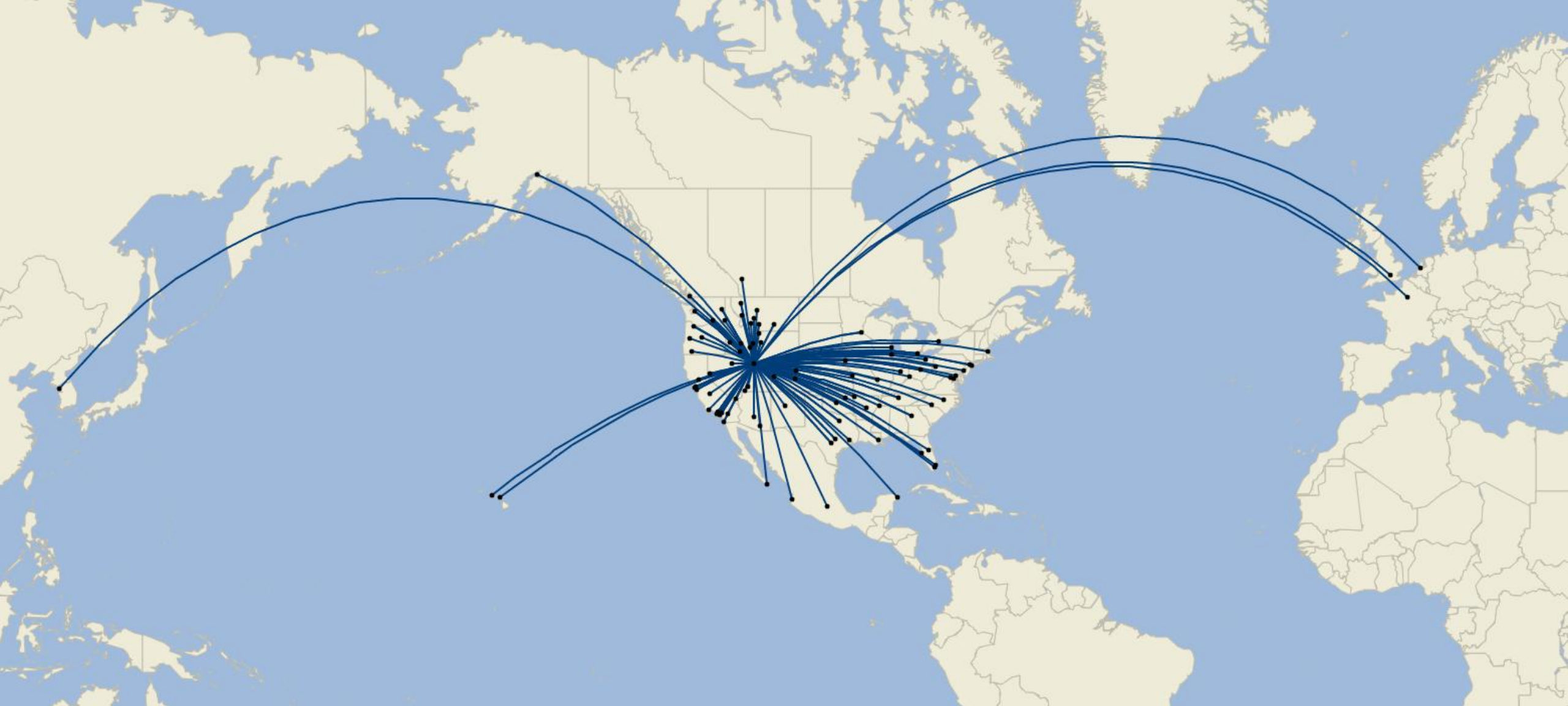


Seamless bag transfer to final destination





# DOMESTIC ROUTES FROM SLC



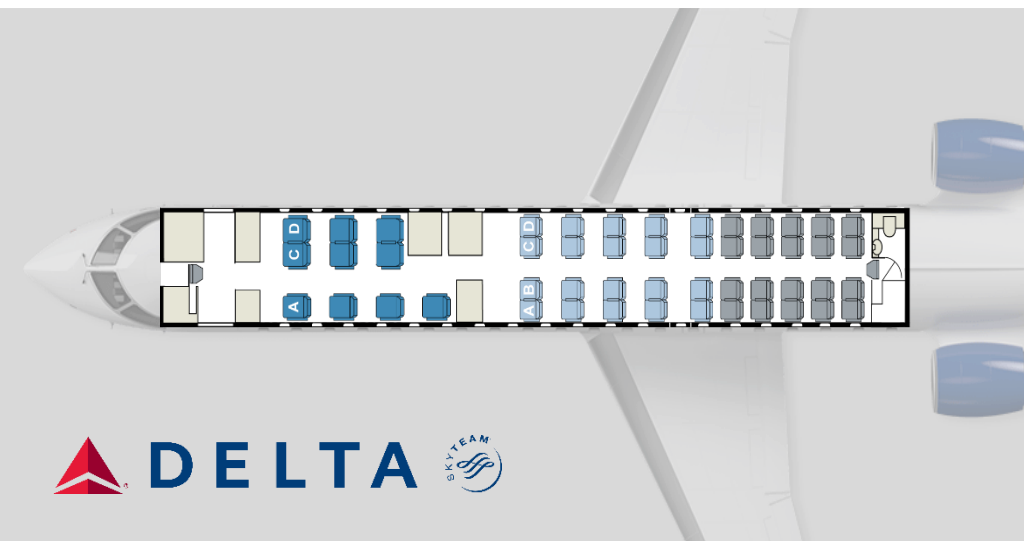
**DELTA**



**GLOBAL ROUTE NETWORK**



# 50-SEAT JET SERVICE



Professional flight attendant on every flight



Delta SkyMiles® that never expire



Mobile app & 24/7 customer service



Seamless bag transfer to final destination

Number of  
round trips  
per week from  
PGA to PHX  
**12.0**

**65-76 SEATS  
CRJ700/900**



Passenger Revenue	
Passengers	32,448
Revenue	\$ 3,569,280

Block Time	Minutes
Trip block time - Average	66
Total scheduled block time	1,373
Total completed block time	1,332

RPMs	
Passengers	32,448
Stage length - Average	243
Total RPMs	7,884,864

ASMs	
Scheduled departures	1,248
Completed departures	1,211
Stage length	243
Available Seats per Departure	65
Total ASMs	19,712,160

Revenue	\$ 3,569,280
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Marketing costs	\$ 25,000
Direct operating expenses	\$ 4,018,272
Departure related	\$ 4,253,808
ASM related	\$ 183,717
Total expenses	\$ 8,480,797

Operating income (loss)	\$ (4,911,517)
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5% profit margin	\$ 424,040
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Annual subsidy requirement (Year 1)	\$ 5,335,557
Annual subsidy requirement (Year 2)	\$ 5,495,624
Annual subsidy requirement (Year 3)	\$ 5,660,492
Annual subsidy requirement (Year 4)	\$ 5,830,307

Effective subsidy rate per unit	
Subsidy per trip	\$ 4,408
Subsidy per passenger	\$ 164
Load factor	40%

**SkyWest will dedicate \$25,000 annually to market air service**

Number of  
round trips  
per week from  
PGA to PHX/SLC  
**12.0**

Passenger Revenue	
Passengers	32,292
Revenue	\$ 3,552,120

Block Time	Minutes
Trip block time	66
Total scheduled block time	1,373
Total completed block time	1,332

RPMs	
Passengers	32,292
Stage length	256
Total RPMs	8,197,956

ASMs	
Scheduled departures	1,248
Completed departures	1,211
Available Seats	58
Total ASMs	18,217,680

Revenue	\$ 3,552,120
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Marketing costs	\$ 25,000
Direct operating expenses	\$ 3,928,518
Departure related	\$ 4,391,509
ASM related	\$ 169,789
Total expenses	\$ 8,514,816

Operating income (loss)	\$ (4,962,696)
-------------------------	----------------

5% profit margin	\$ 425,741
------------------	------------

Annual subsidy requirement (Year 1)	\$ 5,388,437
Annual subsidy requirement (Year 2)	\$ 5,550,090
Annual subsidy requirement (Year 3)	\$ 5,716,592
Annual subsidy requirement (Year 4)	\$ 5,888,090

Effective subsidy rate per unit	
Subsidy per trip	\$ 4,451
Subsidy per passenger	\$ 167
Load factor	45%

**SkyWest will dedicate \$25,000 annually to market air service**



**50 SEAT CRJ550  
& 65-76 SEAT  
CRJ700/900**





# TOP FAA PART 121 OPERATOR

	PART 121	PART 135
Two Air Transport Pilots in Flight Deck	✓	✗
Active Flight Dispatching	✓	✗
FAR Part 117 Rest Rules	✓	✗
Safety Management Systems	✓	✗
Advanced Qualification Program (AQP) Training	✓	✗



Founded in 1972 and headquartered in *St. George, Utah*



Connects small and medium sized communities to the *global air service network*



Fleet of nearly *500 aircraft*



Over *2,500 daily departures* to over 250 cities



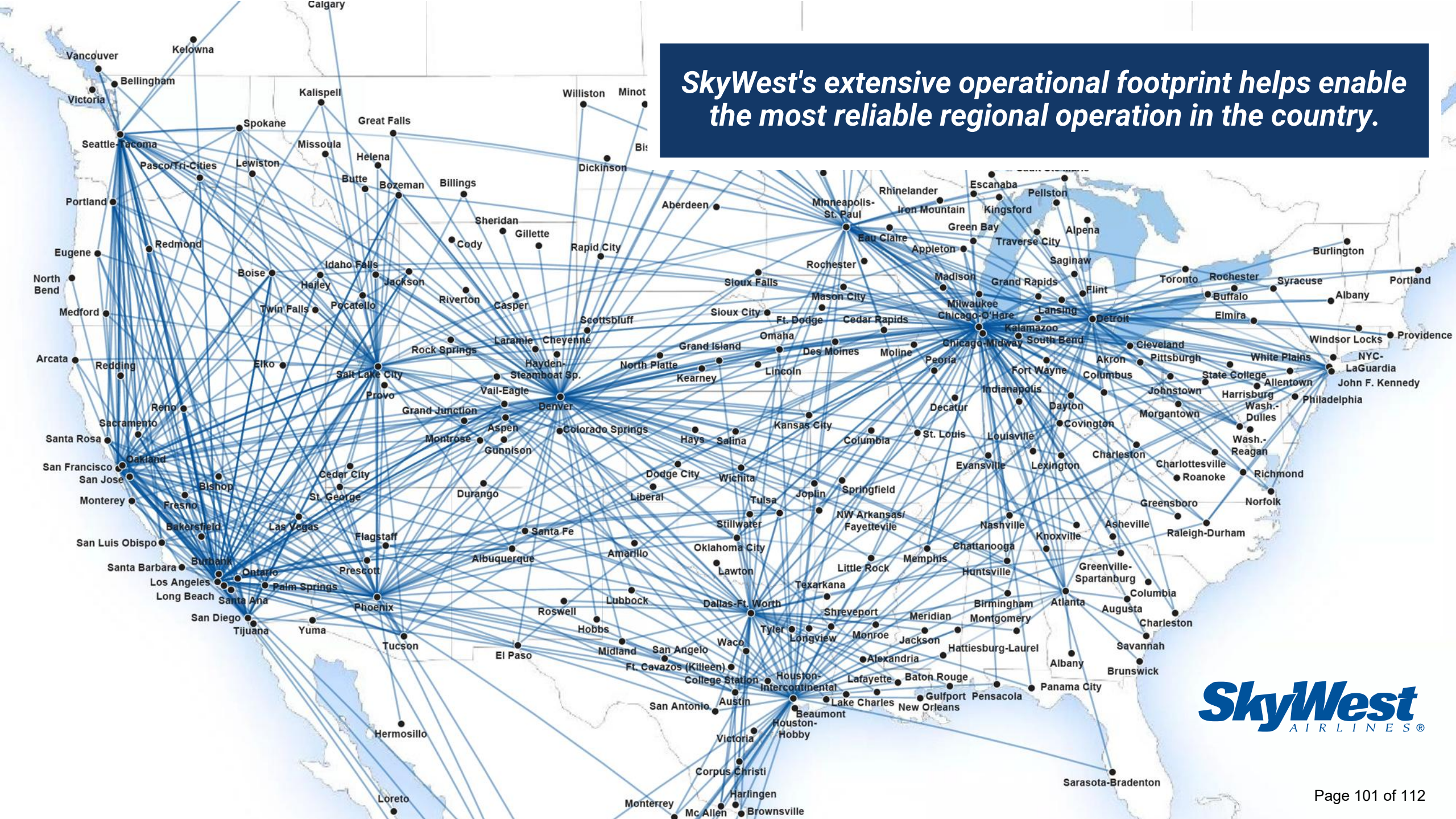
# ABOUT SKYWEST



*Partnership with four major airlines:*



*SkyWest's extensive operational footprint helps enable the most reliable regional operation in the country.*





*SkyWest is a leading CRJ200 operator and has been named the manufacturer's most reliable operator in North America five times.*



# SkyWest

AIRLINES®

[www.skywest.com](http://www.skywest.com)





**SWC**  
SkyWest Charter®



Page Municipal Airport

**Dear Mr. Gormas,**

SkyWest Charter (SWC) is pleased to submit this proposal to provide Essential Air Service (EAS) at Page Municipal Airport. While we propose a **two-year term** operating **12 subsidized weekly round-trips** via our 30-seat CRJ200 regional jets, our vision extends far beyond the contract dates. We view this as the beginning of a long-term partnership designed to scale alongside the Page community.

Our service is strategically engineered to catalyze regional growth:

- **Optimized Connectivity:** By aligning schedules with major hubs in PHX, DEN, SLC, or LAX, we provide the seamless global access necessary to attract high-end tourism and community investment.
- **Capacity for Growth:** The 30-seat CRJ200 offers a premium cabin experience that elevates the airport's profile, ensuring Page is perceived as a premier, accessible destination.
- **Operational Stability:** We provide the reliability of an experienced partner, giving the local community the confidence to plan for long-term expansion.

This proposal is more than a flight schedule; it is a commitment to the economic vitality of the region. SkyWest Charter is dedicated to working hand-in-hand with airport leadership to ensure that air service remains a robust engine for Page's future development.

Thank you for your time and for the opportunity to grow together.

**Trent Moss**

Director – SWC SkyWest Charter



***We will offer 12 subsidized weekly round-trip flights for a two-year term utilizing the CRJ200.***

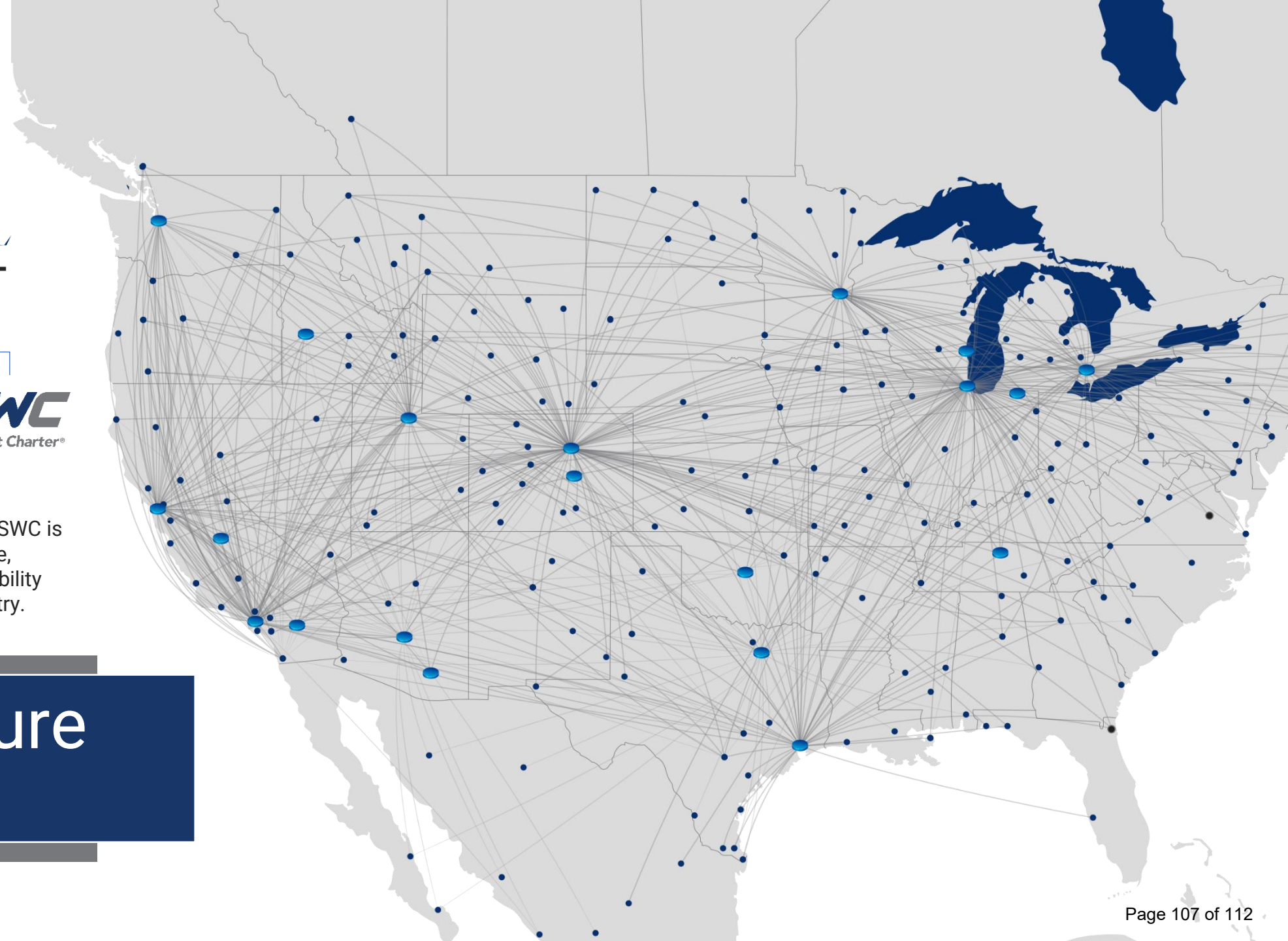


SWC welcomes the opportunity to offer service to the Page, AZ community. Our combination of safe and reliable aircraft, well-timed schedules, and access to a large airline network via interline agreement will provide passengers with quality air service and stimulate economic growth in the region. SWC will also actively partner with the community to market the service with a variety of promotions including print, digital, radio, and online.



As a subsidiary of SkyWest, Inc., SWC is supported by a vast infrastructure, offering unmatched product reliability and service in the Part 135 industry.

# Infrastructure Strength



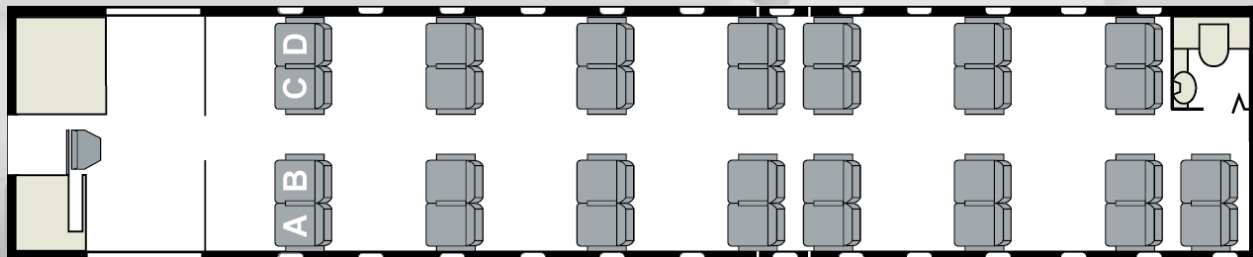
# Safety Programs

SWC is dedicated to the highest safety standards. The SWC team is proud to incorporate the following safety programs and certifications, reflecting our overall commitment to safety.





# 30-SEAT JET SERVICE



Number of  
round trips  
per week from  
PGA to  
PHX/DEN/SLC/LAX  
**12.0**

**30-SEAT  
CRJ200**



Passenger Revenue	
Passengers	20,592
Revenue	\$ 2,162,160

Block Time		Minutes
Trip block time - Average		66
Total scheduled block time		1,373
Total completed block time		1,332

RPMs	
Passengers	20,592
Stage length - Average	243
Total RPMs	5,003,856

ASMs	
Scheduled departures	1,248
Completed departures	1,211
Stage length	243
Available Seats	30
Total ASMs	9,097,920

Revenue	\$ 2,162,160
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Marketing costs	\$ 25,000
Direct operating expenses	\$ 3,520,442
Departure related	\$ 3,851,297
ASM related	\$ 84,793
Total expenses	\$ 7,481,531

Operating income (loss)	\$ (5,319,371)
-------------------------	----------------

5% profit margin	\$ 374,077
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Annual subsidy requirement (Year 1)	\$ 5,693,448
Annual subsidy requirement (Year 2)	\$ 5,864,251
Annual subsidy requirement (Year 3)	\$ 6,040,179
Annual subsidy requirement (Year 4)	\$ 6,221,384

Effective subsidy rate per unit	
Subsidy per trip	\$ 4,703
Subsidy per passenger	\$ 276



*Backed by the strength of its parent company SkyWest, Inc., SWC is among the strongest CRJ200 operators in the world.*

# SWC

SkyWest Charter®

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