

Santa Clara County Roads & Airports Department
Business Plan Update Scope of Work
January 2018

Santa Clara County is looking for assistance from an aviation consulting firm to assist county staff in the preparation of a business plan update for Reid-Hillview and San Martin airports. The chosen consultant must be able to assist with the follow tasks beginning January 2018 with an anticipated project completing date in May 2018.

Tasks:

1. **Analysis of the Airport Enterprise Fund (AEF).** The County Airports operate as an enterprise fund without support from the County General Fund in accordance with the policy of the Board of Supervisors. The County is seeking to ensure the long-term viability of the AEF and thus wishes to analyze the AEF's various revenue and expense components, both from a historical perspective as well as projections going forward. Of particular interest is the interrelationship between the operation budget and capital budget. The County is preparing a long-term infrastructure plan as part of the Business Plan, which will identify maintenance and capital needs going forward. A key part of the analysis will determine which of the identified infrastructure needs are eligible for federal funding under the Airport Improvement Program (AIP) and which must be funded from the operating budget.
2. **Identify ways to diversify the AEF's revenue sources and cost-savings measures.** In conjunction with the above task, the County wishes to identify ways to diversify the AEF's sources of revenue as well as identify cost-saving measure to cut waste and/or inefficiencies.
3. **Review the County Airports' Schedule of Fees and Charges and recommend adjustments.** The County maintains a Schedule of Fees and Charges that specify the cost of services such as hangar and tiedown rental, fuel flowage fees, etc. The consultant shall review this Schedule to determine its appropriateness in terms of market rates as well as in comparisons to comparable Bay Area airports.
4. **Assist staff in determining the optimal re-lease strategy for the airports' Fixed Based Operator (FBO) leaseholds.** Reid-Hillview Airport has nine small FBO leaseholds and San Martin Airport has one. All nine RHV leaseholds are synchronized to expire on December 31, 2021. The RHV leaseholds are contiguous and the County wishes to determine the optimal number of leaseholds to create from the existing nine upon their expiration. The analysis should include factors such as ensuring adequate competition, FBO profitability, customer service and revenue generation for the AEF.

Contractor will be bound by all the terms and conditions of the County of Santa Clara – Service Agreement.

Payment will be on a time –and-materials basis and subject to a payment schedule provided by the contractor and accepted by the county.

The maximum value of this contract is \$25,000.

To be considered for this informal bid process, please provide a letter of interest and qualification along with your rate schedule by close of business Wednesday January 10, 2018.

Documents should be delivered to Eric Peterson via email at Eric.Peterson@rda.sccgov.org. Hard copies should be mailed to:

Eric Peterson
Reid-Hillview Airport
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