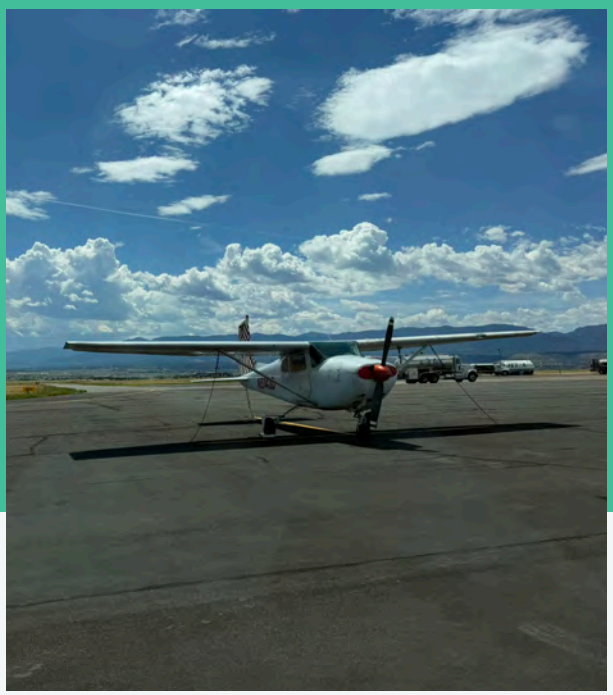
FREMONT COUNTY

AIRPORT PLANNING SERVICES FOR THE FREMONT COUNTY AIRPORT





PAPE–DAWSON

STATEMENT OF QUALIFICATIONS

SEPTEMBER 29, 2026

PAPE–DAWSON

September 29, 2026

Wesley Brandt
Airport Manager
Fremont County Airport
60298 Highway 50
Penrose, CO 81240

Re: Statement of Qualifications for Airport Planning Services for the Fremont County Airport

Dear Mr. Brandt and Members of the Selection Committee:

Fremont County needs a planning partner who can help turn today's opportunities into practical, fundable improvements throughout the planning period. We understand that Fremont County currently has no federal or state planning projects programmed during the next 5 years. Accordingly, our role will be to remain responsive as needs emerge, including potential locally driven hangar development and any planning or special service assignments the County elects to initiate under this on-call contract. Our team will provide seamless integration with your engineer of record to support capital projects with necessary planning, environmental, grant, and funding support.

Serving Cañon City, Florence, Penrose, and the surrounding region, the Airport plays an important local role and has the potential to support growing aviation demand, hangar and landside development, and long-term community value. Pape-Dawson understands that the County's next planning effort must do more than satisfy a requirement – it must provide County leadership, airport staff, users, and funding partners with a clear path for making informed decisions.

Pape-Dawson is ready to support Fremont County with:

- **Planning that leads to implementation**. Our aviation team has completed more than 100 Airport Layout Plan updates in the last 10 years and understands how to develop forecasts, facility requirements, alternatives, environmental documentation, and capital improvement programs that support real funding and development decisions.
- **Grant-aware guidance for a 5-year program**. We routinely help airport sponsors coordinate with the FAA and state aviation agencies, document project justification, align priorities with available funding, and maintain flexible capital improvement programs as grant opportunities evolve.
- **A team that can serve as an extension of County staff**. Pape-Dawson brings aviation planners, engineers, environmental specialists, and project managers who can coordinate with Fremont County, the Airport Manager, airport users, the FAA, and the Colorado Division of Aeronautics to keep the planning process moving and focused on usable outcomes.

We are excited for the opportunity to help Fremont County Airport plan for safe, responsible, and achievable growth. As Senior Vice President, I am authorized to negotiate and execute contracts on behalf of Pape-Dawson. I can be contacted at the address on this letterhead, 877-572-3647 (phone), or Craig.Phipps@pape-dawson.com.

Sincerely,
Pape-Dawson



Craig Phipps, P.E.
Senior Vice President – Aviation



FREMONT COUNTY AIRPORT
AIRPORT PLANNING SERVICES

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Fremont County Airport is at a point where planning needs to help the County make confident, fundable decisions about what comes next. With two runways, available development opportunities, and upcoming airfield improvement projects, the Airport needs a team that can take existing planning studies and apply a clear, concise methodology to support implementation while prioritizing the 5-year CIP.

Pape-Dawson brings a multidisciplinary team of aviation planners, engineers, environmental specialists, surveyors, and grant specialists together to create a holistic team capable of moving projects from conception through implementation.

Anticipating Fremont County's needs, Pape-Dawson will provide integrated planning support to the engineering team. Our planners assist in establishing project needs, evaluating alternatives, identifying development constraints, and ensuring compatibility with long-term airport goals.

This effort will require a consultant who can help a lean airport organization carry projects forward. Fremont County will need clear recommendations, planning-level costs, realistic phasing, and documentation strong enough to support conversations with the FAA, Colorado Division of Aeronautics, County leadership, airport users, and the public.

Pape-Dawson will approach the assignment with these outcomes in mind. We will help define priorities, facilitate timely input from airport users and agency partners, flag constraints before they become schedule issues, and keep the planning process grounded in implementable decisions. Fremont County will receive a planning partner who understands the technical requirements but is equally focused on producing work that is practical, defensible, and useful for the Airport's next phase of CIP development.



What We Observed at Fremont County Airport: Our team members visited the Airport on August 25th. During this visit, we met with County staff, gained a clear understanding of the Airport's 5-year CIP, and familiarized our team with the existing airport infrastructure and future development opportunities.

Pape-Dawson has more than 50 full-time aviation specialists exclusively serving more than 200 airports throughout the FAA Southwest Region. Our aviation planning team has an average of 20 years of experience and has supported airports with a wide range of operational complexities, facility needs, and development challenges. This experience includes both commercial service and general aviation airports of varying sizes. This enables our team to tailor its approach to the specific characteristics, priorities, and resources of each airport sponsor.

Effective planning is not limited to producing large, comprehensive planning studies; it must provide clear direction that can be quickly implemented into design and construction decisions supporting the 5-year CIP.

To meet the anticipated needs of Fremont County, Pape-Dawson will provide integrated planning services with the goal of supporting engineering.

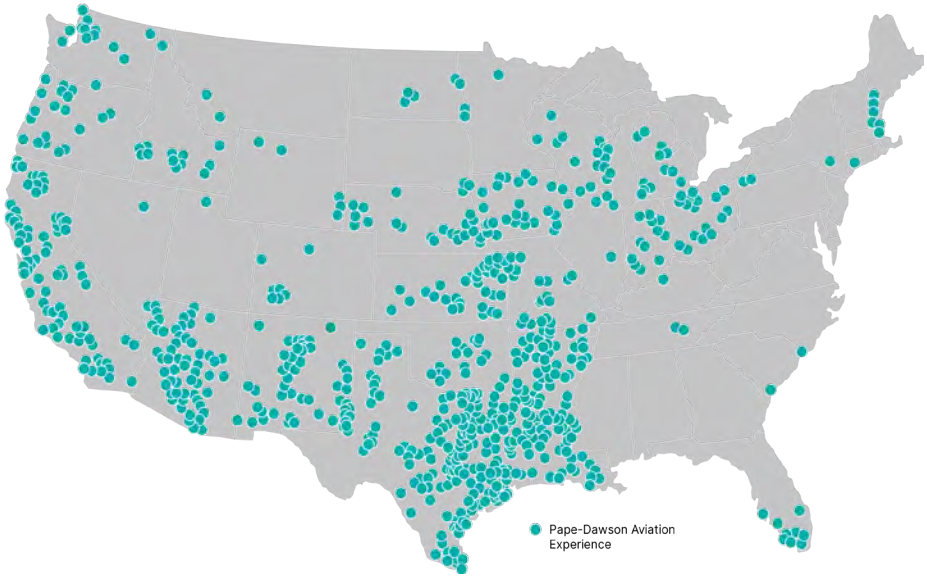
Environmental Planning Support - Our team of environmental experts will help align environmental planning requirements with programmed infrastructure improvements to ensure a seamless path through design, funding, and construction. We have worked with FAA Airport District Offices (ADO) and state aviation agencies across the country. By integrating environmental considerations early in the project development process, Pape-Dawson can help identify potential issues before they impact design, schedule, cost, or approvals.

NEPA Planning - From Documented Categorical Exclusions (CatEX) to Environmental Assessments (EA), we provide extensive experience navigating complex NEPA regulations and best practices to ensure projects stay on schedule, meet agency funding timelines, and position the airport for success throughout the CIP.

Pape-Dawson understands the importance of timely environmental clearance and uses existing relationships with FAA and Colorado Division of Aeronautics (CDOT) Environmental Protection Specialists (EPS) to clearly communicate upcoming capital projects and develop project schedules that satisfy the needs of all stakeholders.

Noise Compatibility Planning - Through our partners at Coffman Associates (a Pape-Dawson company), noise study requirements, including 14 CFR Part 150 studies, and construction and operational air quality and emissions analysis ensure thoughtful planning for noise sensitive developments that may be located around the airfield. Our experts will ensure comprehensive coordination with funding partners to ensure all noise compatibility requirements are met throughout the implementation of the CIP.

Land Acquisition, Soil and Geotechnical, and other Special Services - Our team has helped clients navigate simple and complex land acquisition at airports across the country. A key advantage of our structure is the depth of our in-house capabilities. In addition to aviation planning and engineering, our team can provide surveying, soil and geotechnical investigation support, and GIS services. These resources allow project information to be collected, analyzed, mapped, and coordinated efficiently within one team. Our in-house environmental staff includes biologists, Certified Floodplain Managers, and archaeologists who can assist with biological assessments, floodplain considerations, cultural resource evaluations, and agency coordination throughout the land acquisition process.



Airport Master Planning/ALP Updates/Hangar Development

Our team has completed more than 100 Airport Layout Plan (ALP) updates during the last 10 years. This experience provides a strong foundation for supporting engineering projects with sound planning. Our planners will establish an approach that prioritizes engineering work allowing projects to proceed with a clear understanding of operational requirements, property considerations, environmental conditions, phasing, and potential funding implications.

As project needs become more defined, our team can provide the technical foundation necessary for a future comprehensive Airport Master Plan or ALP update. When Fremont County is ready to undertake those broader planning efforts, Pape-Dawson can build on the experience developed during the on-call planning support to provide a clear path for the future development of the Airport. Our planners will be prepared to translate current airport conditions, committed improvements, facility needs, development opportunities, and County priorities into a coordinated, long-term plan. Through this phased approach, Pape-Dawson can provide responsive support for immediate engineering and environmental needs while helping Fremont County establish a practical and implementable strategy for the Airport's future.







ORGANIZATIONAL STRUCTURE

Pape-Dawson's aviation practice is organized to provide Fremont County with direct access to experienced aviation professionals while drawing on the resources of a national, multidisciplinary firm. Our aviation team includes airport engineers, planners, project managers, construction-phase specialists, and technical support staff who routinely deliver FAA-funded airport projects for general aviation, non-hub, and small hub airports.

For this contract, Fremont County will work directly with a dedicated project manager supported by senior aviation leadership and technical specialists as needed. This structure provides clear lines of communication, efficient decision-making, and the flexibility to scale resources based on the size and complexity of each assignment. Whether supporting pavement preservation, runway and taxiway rehabilitation, fuel facility improvements, lighting projects, environmental coordination, or grant administration, Pape-Dawson will assemble the right team for the specific project while maintaining continuity in leadership and client service throughout the contract term.

SIZE OF COMPANY

Pape-Dawson is a multidisciplinary consulting firm with approximately **2,081 employees**, including **58 aviation professionals** dedicated to airport planning, engineering, environmental services, grant administration, construction administration, and related technical disciplines. This depth of staff allows us to provide specialized expertise while maintaining the responsiveness and personal service expected by airport sponsors.

Our aviation team is supported by survey, geotechnical, environmental, civil engineering, construction management, and other technical professionals throughout the firm. As a result, Fremont County will have access to the resources needed to deliver projects ranging from planning studies and grant-supported improvements to complex airfield rehabilitation and construction programs, while receiving the focused attention of a dedicated aviation team.

COMPARABLE EXPERIENCE AND REPUTATION

Pape-Dawson's aviation team understands that high-country airport projects require careful attention to weather, temperature swings, elevation, shortened construction seasons, and material performance. These conditions affect everything from pavement preservation and phasing to constructability and long-term maintenance. Our team has direct experience supporting airports in similar environments, including Colorado and Alaska, where climate, elevation, and seasonal constraints must be accounted for early in the design process. At an undisclosed Alaska airport, our team completed an air cargo feasibility and site plan that included pavement evaluation, facility planning, apron and taxiway alignment considerations, and operational feasibility for a large-scale cargo development. This experience, combined with Project Manager Trevor Self's cold-regions engineering certification and Arctic design background, gives Fremont County a team prepared to plan practical, durable improvements to airport infrastructure exposed to demanding weather and construction conditions.

> "[Pape-Dawson] has been a welcome addition and significant asset to the Cushing Regional Airport community. Staff expertise and abundance of knowledge is unmistakable through the top-notch work they deliver. It's been an absolute pleasure..."
>
> - Mike Middleton, Cushing Regional Airport

> "With each and every project, you have been professional, articulate, and respectful of this organization. Your dedication is unsurpassed – spending many hours in our office helping to work out the details of complex elements of our master plan. You have been readily available, engaged in each meeting, and offered beneficial insights. In a day where time is money – you are punctual and accessible. Your word is golden in submitting deliverables by the due date."
>
> -Gary P. Mascaro, Former Aviation Director Scottsdale Airport

> "Each project was completed on time and on budget. The process for each was efficient and timely. The resulting documents have proved to be highly useful and have led directly to obtaining development grants and to many successful airport projects. I continue to refer to the master plan for each airport regularly. What I find particularly satisfying is knowing that I can call you with any questions I have, even if it has been years since the project has closed."
>
> -Eric Johnson, President/Director of Airports Metropolitan Topeka Airport Authority

AWARDS

AIRPORT MANAGER OF THE YEAR

- 2025 Kellie Reed, Stillwater Regional Airport
- 2021 Lance Lamkin, Max Westheimer Airport
- 2020 James Brown, Conroe-North Houston Regional Airport

MOST IMPROVED AIRPORT

- 2021 Fabens Airport, Fabens, TX
- 2019 Texas Gulf Coast Regional Airport, Angleton, TX

AIRPORT OF THE YEAR

- 2025 Stillwater Regional Airport, Stillwater, OK
- 2023 Granbury Regional Airport, Granbury, TX
- 2021 Max Westheimer Airport, Norman, OK

SAMPLE OF PAPE–DAWSON'S AVIATION CLIENTS IN THE LAST 5 YEARS

- A.L. Mangham Jr. Regional Airport
- Alpine-Casparis Municipal Airport
- Angelina County
- Beauregard Regional Airport
- Boulder Municipal Airport
- Brenham Municipal Airport
- Bridgeport Municipal Airport
- Bruce Field Airport
- Burnet Municipal Airport
- Castroville Municipal Airport
- Chennault International Airport
- Cherokee County
- City of Austin
- City of Ballinger
- City of Bonham
- City of Burnet
- City of Chattanooga
- City of Cotulla
- City of Cushing
- City of Del Rio
- City of DeQuincy
- City of Durant
- City of Edinburg
- City of Granbury
- City of Hamilton
- City of Lake Charles
- City of Natchitoches
- City of Pineland
- City of Springhill
- City of Stephenville
- Conroe-North Houston Regional Airport
- Contra Costa County Department of Airports
- Corpus Christi International Airport
- County of Ventura Department of Airports
- Davis Field Airport
- Denton Enterprise Airport
- DeSoto Parish Police Jury, LA
- Draughon-Miller Central Texas Regional Airport
- Durant Airport Authority
- Durant Regional Airport-Eaker Field
- East Texas Regional Airport
- Eunice Airport
- Fort Dodge Regional Airport
- Fort Smith Regional Airport
- Fort Worth Spinks Airport
- Granbury Regional Airport
- Grand Prairie Municipal Airport
- Gregg County
- Jefferson County
- Jones Field Airport - Bonham
- Kerr County Airport
- Liberty Municipal Airport
- Louisiana Department of Transportation and Development
- Max Westheimer Airport
- McAllen International Airport
- McCampbell-Porter Airport
- Mena Intermountain Municipal Airport
- Mid Valley Airport
- Mid-Way Regional Airport
- Minden Airport
- Monroe Regional Airport
- Mount Pleasant Regional Airport
- Natchez-Adams County Airport
- New Braunfels National Airport
- Norman Public Schools
- Oklahoma Department of Aerospace and Aeronautics
- Palestine Municipal Airport
- Pauls Valley Municipal Airport
- Reserve Airport
- Rising Aviation High School
- Ruston Regional Airport
- Shreveport Airport Authority
- South Texas International Airport
- South Texas Regional Airport
- SOWELA Technical Community College
- Springfield-Branson National Airport
- Stillwater Regional Airport
- Sugar Land Regional Airport
- Sulphur Municipal Airport
- Taylor Municipal Airport
- Tensas Police Jury
- Texarkana Regional Airport
- Texas Aviation Partners
- Texas Gulf Coast Regional Airport
- Texas State Technical College
- Town of Addison
- Town of Many
- Town of Vivian
- Tulsa Air and Space Museum
- Tulsa Airports Improvements Trust
- Texas Department of Transportation Aviation Division
- Tyler Pounds Regional Airport
- University of Oklahoma
- Vicksburg-Tallulah Regional Airport

EXPERIENCE WITH FAA AIP GRANT PROJECT

Pape-Dawson's aviation team understands how the FAA Airport Improvement Program (AIP) and state aviation grant requirements shape airport planning assignments from the earliest stages of project scoping through final FAA approval. For Fremont County Airport, this experience is directly relevant to the County's anticipated planning program, including an Airport Master Plan/ALP Update, environmental assessments and CatEX documentation, land acquisition support, hangar development planning, compatible land use planning, facility requirements, public involvement, and capital improvement programming.

Our team routinely works with airport sponsors to translate aviation demand, facility needs, FAA design standards, environmental considerations, and funding eligibility into practical planning recommendations. This gives Fremont County access to planners and engineers who can help the County document needs, prioritize improvements, and position future projects for federal, state, and local funding as opportunities become available.

Because Fremont County's contract may extend up to 5 years and individual projects will depend on available funding, our role will be to support the County with flexible, grant-aware planning that can evolve as priorities, eligibility requirements, and funding programs change. We understand the importance of preparing planning documents that are technically sound, easy for decision-makers to use, and aligned with FAA and Colorado Division of Aeronautics expectations.

Pape-Dawson's technical expertise includes FAA Advisory Circular AC 150/5100-14, Architectural, Engineering, and Planning Consultant Services for Airport Grant Projects, which governs qualifications-based consultant selection for airport grant projects, as well as FAA planning and design guidance that informs ALP development, facility requirements, airspace evaluations, land use compatibility, environmental documentation, and implementation planning.

The following FAA guidance is particularly relevant to Fremont County Airport's anticipated planning services:

- AC 150/5070-6 – Airport Master Plans, which supports master planning, aviation demand forecasts, facility requirements, alternatives development, implementation planning, and public involvement.
- FAA Standard Operating Procedures for Airport Layout Plan review and Exhibit "A" Airport Property Inventory, which guide ALP drawing preparation, property mapping, and FAA coordination.
- FAA environmental guidance and NEPA procedures, which inform environmental assessments, CatEX documentation, and early identification of environmental constraints that may affect future development.
- AC 150/5300-13 – Airport Design, which supports the evaluation of runway, taxiway, apron, safety area, and development standards shown on the ALP.
- Guidance related to land acquisition, compatible land use, hangar development, pavement planning, lighting, and special studies, which may be needed as Fremont County advances individual projects identified through the planning process.

Pape-Dawson understands that the selected consultant will do more than prepare planning documents. We will serve as an extension of Fremont County staff by coordinating with the FAA and Colorado Division of Aeronautics, supporting grant applications and pre-applications, developing planning-level cost estimates, preparing and updating the CIP, documenting project justification, facilitating stakeholder and public involvement, and helping the County move eligible projects from planning into implementation.

This grant-funded planning experience will help Fremont County make informed decisions for Runway 11/29, Runway 17/35, hangar and landside development, environmental clearances, land acquisition needs, and future airport improvements while maintaining compliance with FAA requirements and preserving flexibility as funding becomes available.

A recent AIP-funded assignment at an airport in Alaska demonstrates Pape-Dawson's ability to support complex airport development initiatives beyond traditional engineering design. Under a confidential engagement, our team completed an air cargo feasibility study and site plan for a proposed large-scale cargo operation. Services included pavement evaluations; facility requirements planning for warehousing, apron and taxiway alignments, hangars, and office space; and a detailed feasibility analysis to confirm the airport could accommodate the proposed development. This effort required balancing operational, infrastructure, and development considerations to support informed funding, phasing, and long-term airport planning decisions.

ORGANIZATIONAL CHART

PRINCIPAL–IN–CHARGE
Peter Van Pelt, AAE

PROJECT MANAGER
Michael Mitchell, Ed.D, C.M.

DEPUTY PROJECT MANAGER
Elizabeth Burgess, C.M., MPA

QA/QC
David Kirkpatrick

KEY PERSONNEL

AVIATION PLANNER III
Andrew Wertheimer, C.M.

AIRPORT PLANNING
Patrick Taylor, C.M.

ENGINEERING SUPPORT
Trevor Self, P.E.
Adam Marsh, P.E.

GEOSPATIAL SURVEY
Ryan Flicek

DBE PLAN & GOALS
Lauren Spillers

NONDESTRUCTIVE TESTING AND PAVEMENT ASSESSMENT
Phil Donovan, Ph.D., P.E.

ENVIRONMENTAL
Melanie Medeiros

Team Member Key:

- Pape-Dawson Group, Inc.
- Martinez Geospatial, Inc.
- DBE Plans & Goals Preparation Services, LLC
- Applied Research Associates, Inc.
- SWCA Environmental Consultants

PETER VAN PELT, AAE

Principal-in-Charge



EDUCATION

Graduate Studies, Fontbonne University

B.S. in Aviation Management, University of Central Missouri

REGISTRATION

Accredited Airport Executive (AAE), American Association of Airport Executives

BIO

Peter has 40+ years of airport experience. Over a 21-year management career, he has managed seven airports, ranging from large commercial facilities to small general aviation airports, including several commercial service airports. Since 2001, he has managed or provided senior technical leadership for more than 100 airport planning programs. His expertise includes airport planning and development, operations and management, public outreach, and regulatory compliance. He has worked across nearly all aspects of the airport industry and has led several notable initiatives, including serving as founding president of the Oklahoma Airport Operators Association and co-founder of the SCC/AAAE Accreditation Academy. He also served as one of the youngest members of the AAAE Board of Directors and currently serves on the board of the International Association of Airport Executives (IAAE).

PROJECT EXPERIENCE

City of Austin - Austin-Bergstrom International Airport Midfield Taxiway Realignment, *Austin, TX*
Peter served as principal-in-charge and project director for this planning program at Austin-Bergstrom International Airport, one of the nation's fastest-growing airports. Following completion of the airport's Master Plan Update, projected needs exceeded the implementation timeline, and Peter and his team were engaged to provide interim planning and guidance for three critical-path projects involving taxiways, development phasing, and equipment relocation. In this role, he directed planning for a system of parallel Airport Design Group V taxiways to allow simultaneous bidirectional crossing of the airfield complex, phased development of parallel taxiways for the west runway complex, and required equipment relocation. He also guided the program to minimize impacts to existing infrastructure, including the air traffic control tower and the Aircraft Rescue and Fire Fighting station.

Contra Costa County - Buchanan Field Airport Part 150 Study, Master Plan, Runway Safety Area Study, & On-Call Contract*, Concord, CA*
Peter served as project manager for the Part 150 Study, Master Plan, Runway Safety Area Study, and on-call planning and programming services at Buchanan Field Airport. In this role, he led a planning effort requiring a sensitive, right-sized approach to airport development, with a focus on mitigation, aligning community needs with operational and regulatory requirements, and addressing broader development priorities. He managed the Part 150 Study, which focused on mitigation measures and potential modifications to arrival and departure flight tracks. He also directed the strategic business planning effort to determine the highest and best use of airport property, including a competitive development opportunities analysis.

City of Tyler - Tyler Pounds Regional Airport Master Plan, *Tyler, TX*
Peter served as principal-in-charge and project director for this commercial service airport planning effort. He led work that included runway decoupling, air service demand assessment and forecasting to inform facility requirements, and an update to the PCN and Pavement Management Plan. He also directed FAA AGIS and eALP efforts to support compliance requirements. In addition, he oversaw evaluation of terminal facility needs, including passenger gates and holding areas.

Contra Costa County - Airports Strategic Plan, *Contra Costa County, CA*
Peter served as principal-in-charge and project director for the Contra Costa County Airports Strategic Plan, an update to the Buchanan Field Airport Business Plan that expanded the effort to include both Buchanan Field Airport and Byron Airport and established strategic goals for the Airports Division. In this role, he worked with division staff and stakeholders to define existing conditions and needs, then translated those findings into strategic goals, implementation actions, and measurable outcomes. His work positioned the Airports Division to advance the operations, maintenance, and development of this two-airport system.

MICHAEL MITCHELL, ED.D., C.M.
Project Manager – Planning



EDUCATION

Doctor of Education (Ed.D.) in Aviation and Space Science, Oklahoma State University

M.S. in Aviation and Space Science, Oklahoma State University

B.S. in Aviation Management, Oklahoma State University

REGISTRATION

Certified Member (C.M.), American Association of Airport Executives

FAA Private Pilot Certificate, No. 3692461

BIO

Michael serves as a senior aviation and environmental planner based out of Pape-Dawson's McKinney office. His recent work with Pape-Dawson has included several planning and environmental projects, including airport master planning, terminal planning, forecast planning, and capital improvement programs, as well as managing National Environmental Policy Act (NEPA) clearances. Michael is passionate about seeking innovative solutions to sustain and improve the aviation industry. Michael joined Pape-Dawson in 2016 as an aviation planner. He holds a Doctor of Education in Aviation & Space Science from Oklahoma State University with a research focus in airport sustainability.

PROJECT EXPERIENCE

University of Oklahoma - Max Westheimer Airport 5-Year On-Call Consultant, *Norman, OK*
Pape-Dawson is currently serving as the 5-year on-call engineering and planning consultant for the Max Westheimer Airport in Norman, Oklahoma. In April 2024, the Airport received a $36.5M earmark from U.S. Rep. Tom Cole for the purpose of critical airport infrastructure improvements. Pape-Dawson was tasked with developing a plan to engage these valuable dollars, which has resulted in the Airport Optimization Program (AOP). This robust program includes the environmental clearance, design, implementation, and construction of a primary runway extension, crosswind runway shifts and decoupling, taxiway extension and relocation, primary runway strengthening, and other critical airfield improvements. Pape-Dawson began work on the AOP Environmental Assessment in September 2024, which will provide environmental clearance for all projects identified in the AOP. Pape-Dawson is also managing the design, bidding, and construction of a new Air Traffic Control Tower at OUN.

University of Oklahoma - Max Westheimer Airport Environmental Assessment/Categorical Exclusion for Airfield Optimization Program, *Norman, OK*
Michael prepared an EA evaluating multiple university-sponsored projects supporting the AOP. Clearing nearly $25M in improvements at OUN, there isn't a corner of the airfield this EA didn't survey. Along with several partners, Michael and his team oversaw field surveys of noise and air quality impacts, cultural resources, wetlands, and threatened and endangered species. Following the collection of field data and analysis of noise impacts, the ADO determined the project qualified for clearance under a Documented CATEX. Michael and his team worked with the sponsor to reduce scope, completed the required environmental clearance, and ultimately returned valuable earmark funds to other projects included in the AOP.

City of Stephenville - Stephenville Clark Regional Airport Environmental Assessment, *Stephenville, TX*
In 2023, Pape-Dawson was selected to update the 2016 Environmental Assessment (EA) for the proposed Runway 14-32 extension at Stephenville Clark Regional Airport. Michael served as lead environmental planner, directing the NEPA process and coordinating with local, state, and federal agencies to evaluate the proposed development. The EA assessed the feasibility, justification, and compatibility of extending the existing 4,200' runway to an ultimate length of 5,000'. The project was identified as an operational improvement to address the documented needs of current and future airport users. Consistent with FAA Advisory Circular 150/5325-4B, Runway Length Requirements for Airport Design, technical studies evaluated aircraft operations and runway performance requirements. The analysis confirmed that operations exceed the 500 annual operation thresholds used to determine recommended runway lengths and that the existing 4,209' runway does not adequately serve current tenants and frequent users, particularly when operating at maximum gross takeoff weight (MTOW). Under Michael's leadership, the updated EA provided the necessary environmental documentation to support informed decision-making and regulatory review, positioning the runway extension to move forward in compliance with federal environmental requirements.

ELIZABETH BURGESS, C.M., MPA
Deputy Project Manager



EDUCATION

Master of Public Administration, Stephen F. Austin State University

B.S. in Aviation Management, University of Oklahoma

REGISTRATION

Certified Member (C.M.), American Association of Airport Executives

BIO

Elizabeth brings 5 years of airport experience to her clients. Elizabeth has experience serving at Dallas-Fort Worth International Airport, one of the busiest airports in the world, as an airport operations assistance officer. She also has experience working for small- and medium-hub airports at Dallas Love Field and Midland International Air and Space Port. Her areas of expertise include airport operations and management, writing and administering standard operating procedures, environmental assessments, CatEX, airport planning, and airport development. Elizabeth excels at providing technically accurate documents that are easy for readers to understand, ensuring they are suitable for public consumption. Her recent work with Pape-Dawson includes numerous airport master plan updates, environmental assessments, and airport business plans. Elizabeth has recently received her Master of Public Administration from Stephen F. Austin State University.

PROJECT EXPERIENCE

City of New Braunfels - Airport Traffic Control Tower Replacement Environmental Assessment (EA), *New Braunfels, TX*
Elizabeth was the lead technical writer for the BAZ Airport Traffic Control Tower (ATCT) Replacement EA. The EA was prepared to evaluate the potential environmental impacts of the proposed BAZ ATCT. Elizabeth coordinated with the lead agency, the Texas Department of Transportation (TxDOT) Aviation Division, and ensured timely delivery of the project through prompt responses to comments. She also coordinated the public review process, ensuring compliance with Title 40, Code of Federal Regulations 1506.6(b).

City of Weslaco - Mid Valley Airport Master Plan Update, *Weslaco, TX*
Elizabeth served as the lead technical writer for the Airport Master Plan, where she was responsible for producing a clear document that translated complex technical data into accessible content for stakeholders. This Master Plan included an environmental chapter that ensures less planning is needed when projects in the Capital Improvement Program (CIP) are ready for design or construction. Detailed analysis was completed in this Master Plan to assess the feasibility of different runway extensions, including evaluations of displaced thresholds and the application of declared distances. These technical considerations were thoroughly documented and presented to the Airport Sponsor to support informed decision-making prior to selecting a Recommended Development Plan that considers operational needs with environmental and land use limitations. Elizabeth provided a thorough analysis in relation to NEPA so the Airport can easily begin and complete environmental requirements when necessary.

City of Durant - Eaker Field Environmental Assessment (EA) Reevaluation/Noise Analysis, *Durant, OK*
This project was conducted as a reevaluation to determine the validity of a Finding of No Significant Impact (FONSI) issued by the FAA in 2018 for the extension of Runway 17/35 at DUA. The reevaluation only considered the pavement strength of Runway 17/35, as there was no design consideration of this project in the previously approved EA. Additional supporting documents were provided in this EA reevaluation to assess the potential noise impact, if any, associated with strengthening the pavement for Runway 17/35 at DUA. Elizabeth served as the lead technical writer for this project.

City of Tyler - Airport Traffic Control Tower Replacement Environmental Assessment (EA), *Tyler, TX*
The FAA prepared a Final Programmatic Environmental Assessment (PEA) to consider the conditions and potential environmental impacts of the Proposed Action for numerous FAA-owned airport traffic control towers (ATCT). Elizabeth served as the lead technical writer to tier off the FAA PEA for the Tyler Pounds Regional Airport ATCT. Elizabeth coordinated with the lead agency, the FAA, and the Sponsor.

DAVID KIRKPATRICK
QA/QC



REGISTRATIONS

Rotor-Wing Pilot Certification – Commercial & Instrument Rated

Fixed-Wing Pilot Certification – Instrument Rated

FAA Part 107 Remote Pilot Certification

Airframe & Powerplant (A&P) Mechanic Certificate with Inspection Authorization (IA)

Occupational Safety Management Certification

Helicopter Repair & Maintenance Technician Certification

BIO

David is an aviation planning and project management professional with 19 years of experience supporting general aviation airports through strategic consulting, regulatory compliance, and infrastructure development. His expertise includes feasibility studies, FAA and TxDOT grant management, NPIAS and TASP coordination, and compliance with federal regulations, including 2 CFR §§ 200.317–200.326. David's background includes hands-on roles as an airport manager, assistant public works director, and state aviation planner, each of which has contributed to his strengths in operational planning, stakeholder engagement, and infrastructure coordination. He draws on this experience to deliver comprehensive, regulatory-aligned planning and development solutions for both public and private aviation clients.

PROJECT EXPERIENCE

City of Addison - Addison Airport Project Management Services, *Addison, TX*
David provided comprehensive project management and aviation advisory support for the City of Addison's airport development initiatives. He oversaw construction activities; coordinated with TxDOT, FAA, and contractors; and ensured projects remained on schedule, within budget, and compliant with applicable standards.

City of New Braunfels - New Braunfels National Airport Security Fencing, *New Braunfels, TX*
As lead planner, David coordinated a 7.5-mile security fence that included 8' chain link and game fencing, access gates, signage, and erosion control measures. He ensured FAA compliance and collaborated with contractors, inspectors, and testing firms throughout the project. He clarified technical specifications and addressed contractor inquiries related to site clearing, logistics, and survey responsibilities. He also supported the engineer with submittal reviews, boundary surveys, site coordination, and compliance with Buy America, IIJA, and AIP funding requirements.

City of Austin - Austin-Bergstrom International Airport Airfield Sign Replacement, *Austin, TX*
As aviation planner, David is supporting an airfield signage replacement project focused on upgrading existing signage infrastructure and accommodating future airfield expansion. His responsibilities include conducting site visits to complete a signage inventory and coordinating with airport staff to integrate CAD and shapefile drawings.

City of Winnsboro - Winnsboro Municipal Airport 5-Year On-Call Services, *Winnsboro, TX*
David served as the aviation planner for the project, supporting long-term planning, land acquisition coordination, and the implementation of the automated weather observing system. Multiple land parcels were acquired to expand the Airport property, with designated areas reserved for future use by the Economic Development Corporation. He collaborated with stakeholders to incorporate the acquired parcels into the Airport boundary and identify those suitable for future EDC disposition. He worked with City of Winnsboro staff to align TxDOT requirements with the CIP and prepared supporting documentation for TxDOT reimbursement. He also identified utility access constraints, conducted vendor outreach to validate costs, and ensured NEPA compliance.

City of Hondo - South Texas Regional Airport Solar Farm Master Planning, *Hondo, TX*
David led the aviation planning and design for a solar farm integration project covering approximately 300 acres at South Texas Regional Airport. His responsibilities included preparing airport layout drawings, land use drawings delineating aeronautical and nonaeronautical zones, and memos for recommended development. He worked closely with CAD technicians to design and finalize property layout boundaries, ensuring alignment with FAA regulations and future aeronautical needs.

ANDREW WERTHEIMER, C.M.
Aviation Planner III



EDUCATION
B.S. in Aviation Management, University of Oklahoma

REGISTRATION
Certified Member – American Association of Airport Executives (CM)

BIO

Andrew is an aviation planner at Pape-Dawson with hands-on experience in airport operations and a strong foundation in aviation finance and development. His work spans airport layout plans, rate studies, wind and land use analyses, and forecast modeling. Andrew is known for producing high-quality planning documents and financial models that align with FAA standards and client expectations.

PROJECT EXPERIENCE

County of Ventura - Camarillo Airport Land Use Study, *Camarillo, CA*
Andrew led the development of alternative land use concepts and a scoring matrix to assess aeronautical and non-aeronautical development opportunities for underutilized parcels.

University of Oklahoma - Max Westheimer Airport Master Plan, *Norman, OK*
Andrew prepared airside and landside layouts, conducted wind and operations analyses, and coordinated air traffic control tower siting. He also supported development of the Preferred Alternative Plan and FAA justification for crosswind runway funding.

City of Many - Hart Airport ALP Update, *Many, LA*
Andrew served as the lead document author for the inventory, forecasting, and development alternatives. He addressed design standard deficiencies and evaluated AWOS siting to optimize the layout within the airport's small footprint.

PATRICK TAYLOR, C.M.

Airport Planning & Environmental Assistance



EDUCATION

M.A. in Geography/GIS, University of Kansas

B.A. in Political Science, Miami University

REGISTRATION

Certified Member (C.M.), American Association of Airport Executives

BIO

Patrick has been involved in all aspects of airport master planning, including aviation demand forecasting, airport financial analysis, alternative development evaluation, and needs analysis. Additionally, Patrick has worked on airport feasibility studies and site selection studies. Patrick has valuable recent experience providing airport planning services in the FAA's Northwest Mountain Region, including projects for the Oregon Department of Aviation. Before joining the firm, Patrick spent 10 successful years in sales and marketing in the technology industry, including two years with a large international engineering firm.

PROJECT EXPERIENCE

City of Redding - Benton Airpark ALP Update with Narrative Report, *Redding, CA*
Patrick served as project manager for an ALP update and narrative report that evaluated existing airfield and landside facilities and identified needed improvements over a 20-year planning period. The plan emphasized flexible landside development to support future hangar demand and included a capital improvement program to help the airport identify funding sources and budget for future projects.

Contra Costa County - Buchanan Field Airport ALP Update with Narrative Report, *Concord, CA*
Patrick served as project manager for an ALP update that evaluated future aviation land needs and supported determinations regarding property available for non-aviation use. The update also incorporated airfield safety improvements, including resolution of hot spots and taxiway configuration enhancements.

Contra Costa County - Buchanan Field Airport Runway Safety Analysis, *Concord, CA*
Patrick served as project manager for a runway safety analysis of primary Runway 1L-19R. The study evaluated whether the runway could better accommodate increasing medium and large jet activity while continuing to meet FAA design standards, ultimately identifying opportunities to increase usable takeoff and landing length through planning and declared distances.

City of Caldwell - Caldwell Executive Airport Master Plan, *Caldwell, ID*
Patrick served as project manager for a master plan that addressed significant airport growth and evaluated the most efficient way to develop more than 100 acres of undeveloped land. The plan identified activity triggers for future improvements, including a second parallel taxiway, runway extension, and new aircraft apron.

County of Ventura - Camarillo Airport ALP Update with Narrative Report, *Camarillo, CA*
Patrick served as project manager for an ALP update that positioned the airport for future FAA-supported projects. The capital improvement program established a timeline for rehabilitating paved surfaces, while the plan addressed updated FAA design standards, taxiway geometry improvements, on-airport land use, and public involvement related to future facility needs.

County of San Bernardino - Chino Airport ALP Update with Narrative Report, *Chino, CA*
Patrick served as project manager for an ALP update supported by a focused airfield geometry study addressing runway incursions and FAA-identified hot spots. The plan incorporated FAA input, evaluated taxiway configurations, and identified redevelopment opportunities for aging hangars and undeveloped aviation land.

Wichita Airport Authority - Colonel James Jabara Airport ALP Update with Narrative Report, *Wichita, KS*
Patrick served as project manager for an ALP update and 20-year capital improvement program for a reliever airport. The project included development alternatives, airport property use analysis, obstruction identification, and planning for future aeronautical development and priority FAA-supported improvements.

TREVOR SELF, P.E.
Engineering Support



EDUCATION

B.S. in Civil Engineering, The University of Texas at Tyler

REGISTRATIONS

Professional Engineer, Colorado No. 0060210

BIO

Trevor specializes in airport improvements with a focus on pavement design, evaluation, and long-term maintenance planning. He has worked on more than 60 projects at 40 airports with construction costs totaling approximately $100M, including pavement evaluations, PMPs, new construction, rehabilitation, airfield lighting, fencing, hangar development, and navigation aids. As a pavement design and evaluation specialist, Trevor is highly experienced with FAA AC 150/5320-6G Airport Pavement Design and Evaluation, FAA AC 150/5335-5D Standardized Method of Reporting Airport Pavement Strength – PCR, FAA Construction Specifications, ASTM Standards, and the FAA's pavement design software, FAARFIELD 2.1.1. He has conducted numerous structural evaluations, Pavement Classification Rating (PCR) updates, and pavement condition index (PCI) inspections to develop long-term maintenance and rehabilitation plans that align with FAA standards and capital improvement planning.

PROJECT EXPERIENCE

Catron County - Reserve Airport Airfield Rehabilitation, Runway Widening, and Wildlife Fence Relocation, *Reserve, NM*
As the project manager and lead designer on this project, Trevor is working with Catron County, New Mexico Department of Transportation, and the FAA to design and construct an airfield improvement project including a mill and overlay of Runway 7-25, widening Runway 7-25 by 10' to meet Runway Design Code (RDC) B-I Standards, clearing the runway safety area of brush, removal of tree obstructions at both ends of Runway 7-25, full-depth replacement of failed apron pavement, rehabilitation of the taxiway connector and apron pavement, relocation of the wildlife exclusion fence on the east end of the airfield to mitigate creek crossings, installing a manual vehicle access gate on the east end, and installing a pedestrian access gate on the west end of the airfield.

Catron County - Reserve Airport Airfield Lighting and Electrical Improvements, *Reserve, NM*
Trevor designed and oversaw the construction of an Airfield Lighting and Signage Improvements project, which included a MIRL system that consisted of LED runway edge lights, LED runway threshold lights, LED taxiway edge lights to identify the exit for the taxiway to the apron, LED lighted signage, an LED windcone, and new equipment in the electrical vault. This project provided a reliable lighting system that allowed pilots to utilize the airport at night and was performed under a multi-year contract that also included pavement and wildlife fencing improvements.

City of Del Rio/Val Verde County - Del Rio International Airport Pavement Rehabilitation Project, *Del Rio, TX*
Trevor served as the lead project engineer and lead engineering designer for the ongoing Pavement Rehabilitation Project at the Del Rio International Airport. This rehabilitation project will touch almost every inch of FAA-eligible and public-use airfield pavement at Del Rio, ensuring that the current distresses and deterioration are rehabilitated appropriately. This project will provide crack sealing, joint sealing, surface treatment, and re-marking of the airfield pavement. Trevor worked with the Pape-Dawson team, Del Rio International, and the FAA to ensure that the rehabilitation methods utilized were not only the most appropriate and effective methods for the pavement's condition but were also the most cost-effective/readily available methods in the current economic climate.

ADAM MARSH, P.E.
Engineering Support



EDUCATION
B.S. in Civil Engineering, The University of Texas at Austin

REGISTRATION
Professional Engineer, Colorado No. 0048719

BIO

Adam has 19 years of engineering experience in both private-sector consulting and public service. He supports commercial service and general aviation airports and is actively delivering multiple asphalt and concrete pavement rehabilitation projects, pavement infrastructure expansions, and hangar developments. He previously worked at the FAA as a program manager in the Arkansas/Oklahoma Airports District Office, managing CIPs for at least 25 airports. He routinely met with airport sponsors, reviewed planned projects for justification and eligibility, and oversaw grant and project activities throughout each project's lifecycle. He also served as an internal trainer for FAA staff on reviewing and responding to Obstruction Evaluation/Airport Airspace Analysis (OE/AAA) cases.

PROJECT EXPERIENCE

University of Oklahoma - Max Westheimer Airport Airfield Optimization Project, *Norman, OK*
Adam is leading construction and grant administration for a $25M airfield optimization project at Max Westheimer Airport. The project includes strengthening and extending Runway 18/36 to 6,900', extending the parallel taxiway, and shifting the crosswind runway to meet FAA separation standards. The work also includes full replacement of the airfield electrical system with energy-efficient LED lighting.

Cushing Municipal Airport - Taxiway Crack Seal, *Cushing, OK*
Adam served as project manager and design engineer for improvements that extended the service life of Taxiways Alpha and Bravo. The project sealed more than 50,000 LF of asphalt pavement cracks and refreshed taxiway centerlines and runway hold-position markings. Adam also provided grant and construction administration and conducted periodic RPR site visits. The $291k project finished ahead of schedule, and final grant expenditures remained below the original award. A 90% FAA AIP grant and a 10% COVID match covered the full cost, with no local sponsor contribution required.

City of Chattanooga - Chattanooga Sky Harbor Airport Runway Rehabilitation and Runway Lighting Reconstruction, *Chattanooga, OK*
Adam managed design, bidding, construction, and grant administration for a state-funded maintenance project at Chattanooga Sky Harbor Airport. The work included crack sealing the asphalt runway and apron, evaluating a seal coat alternative (not advanced to construction), and designing a new LED runway and taxiway lighting system. His team designed medium-intensity runway lights (MIRL) and medium-intensity taxiway lights (MITL) in accordance with FAA AC standards, along with a new CCR, FAA L-821 airfield lighting control panel, and FAA L-854 radio controller.

University of Oklahoma - Max Westheimer Airport Air Traffic Control Tower Replacement, *Norman, OK*
Adam managed grant application support and construction administration for the replacement of the air traffic control tower at Max Westheimer Airport. He coordinated project funding across six FAA grants and three ODAA grants, developed tracking systems for multi-source reimbursements, and led monthly coordination meetings with the University of Oklahoma and the project team.

University of Oklahoma - Max Westheimer Airport Taxiway Systems Reconstruction Phase I, *Norman, OK*
Adam managed construction administration and grant reimbursement for the reconstruction of Taxiways C, D, and E at Max Westheimer Airport. He supported the evaluation of pavement section alternatives and contributed to the successful delivery of the project, which was completed under budget.

RYAN FLICEK
Geospatial



EDUCATION

B.A. in Political Science, Saint Olaf College

A.A. in Air Traffic Control, Minneapolis Community and Technical College

Certificate in Air Traffic Control, Federal Aviation Administration Academy

REGISTRATIONS

FAA Commercial Pilot

FAA Certificated Flight Instructor

FAA Certificated Ground Instructor

BIO

Ryan has served the aviation industry in a variety of fields over the past 20 years, including experience as a pilot, an air traffic controller, and a managing consultant in the mapping/photogrammetry field. Aviation is Ryan's passion, both as a professional consultant and as a flight instructor & aerobatic pilot. His knowledge of the national airport and airspace system as a professional, a teacher, and a user gives Ryan a rare thorough understanding of the system as a whole. Ryan joined Martinez Geospatial 18 years ago, when the company's aviation practice was in its infancy. For the past 15 years, Ryan has led the company's aviation practice as vice president; he is responsible for all aviation-related client relations and personally manages all company aviation projects. Through his leadership, the company's aviation practice has expanded steadily and now accounts for over half of the company's annual revenue. He has acted as MTZ's project manager on over 350 projects in support of airspace. He has overseen aviation projects in all areas of the continental United States. Ryan is nationally recognized as an expert on the FAA Airports-GIS Program and has been a guest lecturer at FAA and airport conferences on the subject.

PROJECT EXPERIENCE

Port of Seattle - Flight Corridor Safety Program, Seattle-Tacoma International Airport, *SeaTac, WA*
Ryan served as Martinez Geospatial's project manager and the project team's geospatial technical lead. The Flight Safety Corridor Program was developed in order to identify, plan, and manage trees and vegetation within the limits of Seattle-Tacoma International's airspace. Martinez Geospatial's efforts included collecting and evaluating over 7,000 trees. In addition to the safety-critical nature of the effort, the project was also highly politically sensitive due to the environmental implications.

Hillsborough County Aviation Authority - AGIS Aeronautical Survey, Tampa International Airport, *Tampa, FL*
Ryan served as Martinez Geospatial's project manager and the project team's geospatial technical lead. The project involved completing an AGIS Aeronautical Survey and Airspace Analysis in support of a Master Plan. Additionally, Martinez Geospatial completed Part 77 and One-Engine-Inoperative airspace analysis.

Houston Airport System - AGIS Aeronautical Survey, George Bush Intercontinental Airport, *Houston, TX*
Ryan served as Martinez Geospatial's project manager and the project team's geospatial technical lead. In support of an Airport Layout Plan, Ryan's team analyzed Part 77 and AC-13 approach surfaces for the airport's 5 runways. Additionally, in support of the airport's instrument approach procedures, including Precision approaches to 8 of the 10 runway approach ends, an AGIS Aeronautical Survey was completed for all runways.

City of Harrisonville - Obstacle Action Plan, Lawrence Smith Memorial Airport, *Harrisonville, MO*
Ryan served as Martinez Geospatial's project manager and the project team's geospatial technical lead. In support of an Obstacle Action Plan, Ryan's team completed high-accuracy obstacle collection and evaluation. The main goals of the project were to identify the reasons the airport lost its nighttime approach minimums, identify trees currently having an adverse impact on instrument procedure minimums, identify trees that, with future growth, will impact instrument procedure minimums, and provide guidance and consultation to the airport in managing its tree obstacles.

LAUREN SPILLERS

DBE Plans and Goals



EDUCATION

MBA, University of North Texas

B.S. in Accounting, Louisiana Tech University

BIO

Lauren, sole owner and operator of DBE Plans & Goals Preparation Services, LLC, has more than 10 years of experience in preparing DBE Programs and Goals for submission to the FAA. She has extensive knowledge of FAA regulations and is extremely knowledgeable about 49 CFR Parts 23 and 26, as well as Title VI Regulations. She has partnered with Springer Municipal in the past by preparing the most recently approved DBE program and goals for the airport. She works well with the FAA and has a great rapport with the FAA DBE/ACDBE specialist. She is highly responsive, professional, and dedicated to making the DBE preparation process seamless for the engineering firms and airports she partners with.

PROJECT EXPERIENCE

- **Town of Springer – Springer Municipal Airport DBE Program,** *Springer, NM*
- **Town of Many - Hart Airport DBE Program & Fiscal Year 2025-27 DBE Goal Preparation,** *Many, LA*
- **City of El Reno - El Reno Regional Airport DBE Program & Fiscal Year 2025-27 DBE Goal Preparation,** *El Reno, OK*
- **Pueblo of Zuni - Andrew Othole Memorial Airport DBE Program & Fiscal Year 2025-27 DBE Goal Preparation,** *Zuni, NM*
- **City of Wellington - Wellington Municipal Airport DBE Program & Fiscal Year 2025-27 DBE Goal Preparation,** *Wellington, KS*

PHIL DONOVAN, PH.D., P.E.

Nondestructive Testing and Pavement Assessment



EDUCATION

Ph.D. in Civil Engineering, Transportation and Highway Engineering, University of Illinois

M.S. in Civil Engineering, Geotechnical Engineering, University of Washington

REGISTRATION

Professional Engineer, Colorado, No. 0047356

BIO

Phil is a licensed engineer with more than 30 years of experience in civil and pavement engineering, including airfield pavement design, testing, and management. He retired as a lieutenant colonel after 20 years of active duty with the US Air Force, where his final assignment was teaching geotechnical and pavement engineering at the US Air Force Academy. He has substantial experience in non-destructive testing using the Falling Weight Deflectometer (FWD) and Heavy-Weight Deflectometer (HWD), and extensive knowledge in pavement evaluation and design, pavement and asset management, and GIS.

PROJECT EXPERIENCE

FAA - Analysis of Unbound Aggregate Layer Deformation Behavior from Full-Scale Aircraft Gear Loading with Wander, *Atlantic City, NJ*

Phil taught airfield pavement design at the US Air Force Academy for seven years. His doctoral research with the FAA used full-scale aircraft gear loading data from the FAA's National Airport Pavement Test Facility (NAPTF) to study unbound aggregate base and subbase deformation under aircraft traffic wander, titled "Analysis of Unbound Aggregate Layer Deformation Behavior from Full-Scale Aircraft Gear Loading with Wander." His subsequent research, published through the FAA Worldwide Airport Technology Transfer Conference and the Transportation Research Board, developed discrete element models and stress-history-based methods for predicting rutting in airport pavement granular layers, informing airfield pavement design criteria.

US Army Corps of Engineers - Smart Runway, *Hill AFB, UT*

Phil led project management, design, and implementation of the "Smart Runway" project for the US Army Corps of Engineers, working with the USACE Engineering Research Development Center in Vicksburg, MS, to install instrumentation and a data acquisition system on an active runway at Hill AFB.

Various Clients - Friction, Structural Data Collection, and PCI Analysis*, Various Locations, USA*

Phil is one of ARA's experts in friction data collection and reporting, with completed projects for Caltrans, the South Dakota DOT, and the Louisville, LeSueur City, MN, and White Cloud, MI airports. He is responsible for pavement structural data collection and analysis using Dynatest's FWD and HWD equipment, including ACN/PCN and ACR/PCR evaluations and FAARFIELD-based rehabilitation design and remaining-life analysis, on projects for the Navy and the Los Angeles World Airports, including an HWD deployment to Tinian Island to evaluate harbor pavements ahead of a marine training ground expansion. Phil is also the project manager for PCI surveys and pavement management system implementation for several county, municipal, and military installations using StreetSaver® and PAVER.

US Air Force - Pavement Renovation, Runway Evaluation, and Rapid Repairs*, Various Locations, USA and Afghanistan*

Phil served as a project manager on several time-sensitive military projects, including coordinating renovation projects at the Air Force Academy and teaching hands-on pavement construction from subgrade preparation to paving. During a deployment to Afghanistan, he evaluated all runway surfaces throughout the country and helped design and implement rapid pavement repairs for deteriorating operational runways.

MELANIE MEDEIROS, M.A., RPA
Environmental



EDUCATION

M.A. in Anthropology, University of Arizona

B.A. in Archaeology and Classical Studies, Cornell College

REGISTRATION

Registered Professional Archaeologist, 37843972

SWCA ENVIRONMENTAL CONSULTANTS

BIO

Melanie Medeiros is an interdisciplinary project manager, principal client services lead, and cultural resource principal investigator in SWCA's Denver office. She has 23 years of experience in archaeological investigations, cultural resources management, and environmental consulting. Melanie has spent the last 12 years with SWCA conducting environmental research throughout the western United States, including Colorado. Her experience has focused on cultural resources investigations for development and infrastructure projects to comply with the National Environmental Policy Act, National Historic Preservation Act (Sections 106 and 110), and state and local historic preservation laws. She has coordinated with clients and regulatory agencies and prepared cultural resources documentation in support of environmental assessments, environmental impact statements, and other environmental review processes. Melanie also has extensive experience as a subject matter expert, project manager, and archaeologist supporting transportation and infrastructure projects across the western United States. Her experience applying cultural resources expertise to support NEPA and environmental review processes makes Melanie a key expert in supporting airport planning and environmental review projects.

PROJECT EXPERIENCE

Garver, LLC - Hangar Development Environmental Surveys, *Montezuma County, CO*
Melanie served as the cultural resources task lead and principal investigator for environmental surveys associated with proposed hangar development, apron expansion, and terminal improvement projects at the Cortez Municipal Airport. The project included cultural resource investigations to support FAA environmental review, evaluation of the airport terminal building for National Register of Historic Places eligibility, and technical documentation supporting National Historic Preservation Act compliance, as well as support for biological and aquatic resources. The work supported FAA-funded airport development projects and environmental review requirements.

Dibble - Telluride Airport South Side Complex Environmental Services, *San Miguel County, CO*
Melanie served as project manager and cultural resources principal investigator for cultural, aquatic, and biological resources surveys, permitting support at the local and federal levels, and agency consultation for the proposed Telluride Regional Airport South Side Executive Hangar Complex Development Project. Cultural resources-related tasks included a file search and literature review, examination of historic maps and aerial imagery, pedestrian survey and recordation of a precontact open camp, reporting, and coordination with the FAA and Colorado SHPO. The work supported FAA-funded airport development projects and environmental review requirements.

Gensler - Grand Junction Regional Airport Control Tower Cultural Resource Services, *Mesa County, CO*
Melanie served as the project manager and principal investigator for cultural resources support associated with airport infrastructure improvements at the Grand Junction Regional Airport. SWCA prepared a desktop review for archaeology for a no survey recommendation, conducted a historic resources survey that included documentation and evaluation of the ATCT, and prepared documentation supporting FAA environmental review of the project.

Armstrong Consultants, Inc. - Cultural Resource Survey for Colorado Plains Regional Airport, *Washington County, CO*
Melanie served as project manager and principal investigator for a Class III cultural resource survey at the Colorado Plains Regional Airport to support proposed terminal and apron development. Efforts supported FAA environmental review and included conducting a file search and literature review, examination of historic maps and aerial imagery, pedestrian survey and shovel testing, reporting, and coordination with the FAA and Colorado SHPO.

CITY OF BOULDER

Airport: Boulder Municipal Airport, Boulder, CO

Reference: Eric Vences, 720-235-7860

ENGINEER OF RECORD

Pape-Dawson was selected as the Engineer of Record for the Boulder Municipal Airport in 2024 and has worked closely with the Airport to address airfield pavement rehabilitation and overall development needs. Mirroring the needs of Fremont County, our planning team has helped facilitate ongoing CIP updates, cost estimating, grant positioning, and coordination with the Denver ADO and CDOT to ensure important capital projects could proceed without delay. Our planners supported engineering through environmental and grant planning, addressing Runway 8/26 and taxiway pavement distress. This project will ultimately extend the life of the primary runway and taxiway system until a seal coat is warranted.

CATRON COUNTY

Airport: Reserve Airport, Reserve, NM

Reference: Deborah Mahler, Interim Catron County Manager; 575-533-6423



CONSULTANT OF RECORD

Pape-Dawson was re-selected in 2023 as the consultant of record for the Reserve Airport (T16), following prior selections in 2014 and 2019. Since the initial selection, Pape-Dawson has worked closely with the County as an extension of its staff to upgrade its airfield facilities. Pape-Dawson understands that not every airport, city, and county can employ a robust staff. In scenarios where the Airport Staff may be stretched thin, we are ready to pick up and provide our knowledge and services at every step of the way. Whether that is FAA grant coordination and meetings, scheduling design review meetings with the FAA, or reaching out to the FAA Program Managers for a status update on the project. Catron County and Pape-Dawson have partnered to accomplish the following airfield improvements:

Preparation of an Airport Action Plan at Reserve Airport. Pape-Dawson prepared an airport action plan which culminated with a 5-year CIP for the airport. The action plan focused on maintaining existing facilities and pursuing projects at the airport that could increase revenue, providing funds for the airport's future development and use. Installation of a fuel farm, construction of a terminal building, and potential hangar construction will enable the airport to capitalize on visitors to the area. Many visitors utilize outfitters located in the Reserve area; currently, many of these visitors utilize Springerville Airport, which is located across the state line in Arizona. By providing improved service, it is hopeful the airport can become a more valuable resource for the community.

Obstruction Survey, Reserve Airport. Before the FAA would approve grant funding for airport improvements, an obstruction survey was required. This survey identified several trees that need to be cleared to ensure the 20:1 approach surface did not contain any penetrations.

Airfield Rehabilitation, Runway Widening, and Wildlife Fence Relocation. Pape-Dawson is currently working with Catron County, NMDOT, and the FAA to design an airfield improvement project including a mill and overlay of Runway 7-25, widening Runway 7-25 by 10’ to meet RDC B-I Standards, clearing the Runway Safety Area of vegetation, removal of tree obstructions at both ends of Runway 7-25, full-depth replacement of failed apron pavement, rehabilitation of the taxiway connector and apron pavement, relocation of the wildlife exclusion fence on the east end of the airfield to mitigate creek crossings, installing a manual vehicle access gate on the east end, and installing a pedestrian access gate on the west end of the Airfield. This project is slated to be constructed in FY 2025 and will be funded utilizing multiple federal sources.

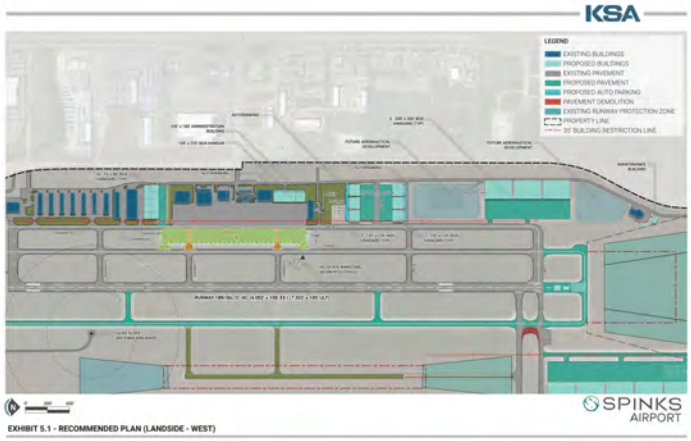
Airfield Lighting and Signage Improvements. Pape-Dawson designed and oversaw the construction of a Medium Intensity Runway Lighting system that consisted of LED runway edge lights, LED runway threshold lights, LED taxiway edge lights to identify the exit for the taxiway to the apron, LED lighted signage, an LED windcone, and new equipment in the electrical vault. This project provided a reliable lighting system that allowed pilots to utilize the airport at night.

Automated Weather Observation System Installation and Airport Building Renovations Grant Request Preparation and General Consultation. Over the last 2 years, Pape-Dawson has been a resource to County Staff, helping them understand the needs of their airport and preparing grant applications and funding requests for an AWOS Installation Project and Airport Building Renovations. Pape-Dawson worked directly with the FAA and NMDOT to secure funding for all projects listed in the CIP and secured 100% State-Funded Grants for both the AWOS Installation and Airport Building Renovations. These projects are currently being designed and slated for construction in FY2025.

CITY OF FORT WORTH

Airport: Fort Worth Spinks Airport, Fort Worth, TX

Reference: Joe Hammond, Airport Manager; 817-392-5430



AIRPORT MASTER PLAN

Fort Worth Spinks is one of three National Airports in the Fort Worth System. Pape-Dawson led the development of a comprehensive airport master plan for the City of Fort Worth, aviation regulatory agencies, key stakeholders, and the community. Runway extensions and noise exposure maps were evaluated to determine the feasibility of airport expansion with close stakeholder coordination in surrounding communities. Some key planning considerations were:

- Identified challenges and constraints associated with an extension to the primary runway 18R/36L, including justification/feasibility and surrounding land use compatibility.
- Evaluated potential alternatives in overall length of a turf runway to allow for new aeronautical development areas.
- Completed a structural pavement analysis of the primary runway during the airport master plan to ensure adequate strength was published for the forecast activity.

VENTURA COUNTY

Airport: Camarillo Airport, Ventura County, CA

Reference: Keith Frietas, Director of Airports; 925-646-5722



LAND USE PLAN

This evaluation is to determine the highest and best use for aeronautical and non-aeronautical development options at the airport. A detailed Strengths, Weaknesses, Opportunities, and Threats analysis was completed, as well as conceptual development concepts. Work also included a technical approach to quantifying the value of the proposed development to the broader community and the airport. Critical to this project was ensuring an impactful investment in the future of the airport, congruent with community support and the best interests of the airport.

CITY OF ALPINE

Airport: Alpine-Casparis Municipal Airport, Alpine, TX

Reference: Abel Hinojos, Airport Manager; 432-837-5929



ALP UPDATE WITH NARRATIVE

Located just north of Big Bend National Park and the Chisos Mountains in Texas is Alpine-Casparis Municipal Airport. This airport serves as a gateway to Big Bend National Park and even serves as the starting point for emergency medical evacuations to West Texas medical services.

The remote nature of this Airport and the region means it is essential for them to provide necessary infrastructure to accommodate these emergency response aircraft, while considering the high elevation and temperatures of this area. To prepare for the future, the Airport had to consider operational functions, short-term and long-term opportunities for business, economic development for the community and region, and the standards that development will take.

This project included an Airport Layout Plan (ALP) update with narrative, which provided the opportunity to evaluate the current infrastructure of the Airport, where the Airport will be in the next 20 years, and how best to accommodate this growth. Alternatives for the future development of the Airport were presented to the City of Alpine, Airport staff, and tenants involved in the project and a Recommended Development Plan was established as a "living" exhibit for the future development of the Airport.

A CIP was established to help dictate guidance on how to implement the findings and recommendations of the planning effort through project identification and cost estimates. This project crafted a dynamic development concept that allows for easy transition or reconfiguration if the focus or opportunities of the Airport change within the 20-year planning horizon.

TEXAS STATE TECHNICAL COLLEGE

Airport: Texas State Technical College Waco Airport, Waco, TX

Reference: Kevin Semien, Vice Chancellor and Chief Campus Services Officer; 254-867-3704

ALP UPDATE

Texas State Technical College updated the Airport Layout Plan with Narrative for the Texas State Technical College Waco Airport to guide future aviation training, airport operations, and facility development. The study built upon the 2008 Master Plan and 2020 ALP drawing while evaluating the airport's potential for expanded development, particularly on the east side of the airfield. The planning process incorporated input from Texas State Technical College, airport stakeholders, local agencies, tenants, and the public to establish attainable improvements consistent with FAA and TxDOT requirements. Study tasks included:

- Existing conditions inventory and aviation demand forecasting.
- Facility requirements analysis and development alternatives.
- Capital Improvement Plan, project phasing, cost estimating, and funding evaluation.
- Airport Layout Plan updates, airspace analysis, land use planning, and public coordination.
- Development of additional aircraft storage hangars to accommodate the projected increase in based aircraft.

CITY OF LANCASTER

Airport: Lancaster Regional Airport, Lancaster, TX

Reference: Kellen Benbrook, Airport Manager, 972-227-5721



AIRPORT MASTER PLAN

Lancaster Regional Airport is positioned for continued operational growth, business aviation development, and expanded community connectivity. The master plan will evaluate extending the full-length parallel taxiway to meet the 400' runway centerline separation standard while considering impacts to existing development. The plan also incorporates Lancaster's surrounding industrial growth, including nearby warehouse and distribution facilities, to identify compatible zoning and opportunities for airport integration. Other considerations of the master plan include:

- Airside development, business aviation growth, and parallel taxiway extension
- Comprehensive CIP development, noise contour evaluation, and compatibility planning
- Advanced Air Mobility

CAPABILITY TO MEET SCHEDULES

Pape-Dawson is committed to developing and maintaining planning schedules that meet Fremont County's goals, FAA requirements, Colorado Division of Aeronautics expectations, and the funding-driven timelines associated with airport planning assignments. Because the contemplated work may be completed through multiple task orders over a 5-year period, we understand that schedule control must be flexible enough to respond to changing grant opportunities while remaining disciplined enough to keep planning studies, ALP updates, environmental documentation, land acquisition support, and public involvement on track.

Our approach begins by confirming the critical path for each assignment and working backward from required deliverable dates. For planning projects, this includes appropriate time for data collection, aviation demand forecasts, facility requirements, alternatives development, environmental review, stakeholder engagement, County review, FAA/CDOT coordination, ALP drawing preparation, CIP development, and final documentation. Establishing these milestones early helps set realistic expectations and gives the County a clear roadmap for decision-making.

Pape-Dawson builds review milestones into each planning schedule rather than waiting until final submittal to identify issues. Internal senior review, peer review, and independent quality checks are completed at key stages so technical comments can be resolved while recommendations are still being developed. This reduces rework, protects the overall schedule, and produces planning documents that are easier for the County, FAA, and Colorado Division of Aeronautics to review and approve.

Our aviation leadership and project teams meet regularly to review schedules, workloads, staffing needs, and project-specific constraints. These discussions give the team the visibility needed to anticipate conflicts, assign additional resources, and maintain momentum before schedule pressure becomes a problem. This proactive workload management is particularly important for Fremont County, where the selected consultant may be asked to support several planning and special service assignments as funding becomes available.

For each task order, Pape-Dawson will coordinate closely with Fremont County staff, the Airport Manager, FAA, Colorado Division of Aeronautics, airport users, and other stakeholders to keep reviews moving and decisions timely. We will identify required input early, provide clear review timelines, and maintain open communication so the County understands upcoming decisions, potential constraints, and schedule implications before they affect delivery.

Pape-Dawson's record on airport planning and grant-supported assignments demonstrates our ability to meet deadlines without sacrificing quality. We take a proactive role in managing schedules, documenting decisions, coordinating agency reviews, and resolving issues before they affect grant eligibility, public commitments, or implementation. This disciplined approach will help Fremont County advance its planning priorities with dependable delivery, clear communication, and practical recommendations that can move efficiently from planning into future funded projects.



Client#: 1863504 PAPEDAWS2

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DATE (MM/DD/YYYY) 2/25/2026

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INSURER(S) AFFORDING COVERAGE	NAIC #
INSURER A : National Fire Insurance Co. of Hartford	20478
INSURER B : Illinois Union Insurance Company	27960
INSURER C : Allied World Surplus Lines Insurance Co	24319
INSURER D :	
INSURER E :	
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INSURED
Pape-Dawson Group, Inc.
2000 NW Loop 410
San Antonio, TX 78213

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A	X COMMERCIAL GENERAL LIABILITY CLAIMS-MADE X OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: POLICY X PRO-JECT LOC OTHER:			7012316633	02/28/2026	02/28/2027	EACH OCCURRENCE DAMAGE TO RENTED PREMISES (Ea occurrence) MED EXP (Any one person) PERSONAL & ADV INJURY GENERAL AGGREGATE PRODUCTS - COMP/OP AGG	$1,000,000 $1,000,000 $15,000 $1,000,000 $2,000,000 $2,000,000
A	AUTOMOBILE LIABILITY X ANY AUTO OWNED AUTOS ONLY X HIRED AUTOS ONLY SCHEDULED AUTOS X NON-OWNED AUTOS ONLY			7012296190	02/28/2026	02/28/2027	COMBINED SINGLE LIMIT (Ea accident) BODILY INJURY (Per person) BODILY INJURY (Per accident) PROPERTY DAMAGE (Per accident)	$1,000,000
B	UMBRELLA LIAB X OCCUR X EXCESS LIAB CLAIMS-MADE DED RETENTION $			G48685596002	02/28/2026	02/28/2027	EACH OCCURRENCE AGGREGATE	$5,000,000 $5,000,000
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) Y / N: N If yes, describe under DESCRIPTION OF OPERATIONS below	N / A		7012316647	02/28/2026	02/28/2027	X PER STATUTE OTH-ER E.L. EACH ACCIDENT E.L. DISEASE - EA EMPLOYEE E.L. DISEASE - POLICY LIMIT	$1,000,000 $1,000,000 $1,000,000
C	Professional Liability			03145815	02/28/2026	02/28/2027	$5,000,000 per claim $5,000,000 annl aggr.	

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

The General Liability and Automobile Liability coverages include primary non-contributory additional insured coverage when required under written contract or written agreement as per attached endorsements. General Liability and Automobile Liability waiver of subrogation coverage is included per attached endorsements. Workers Compensation coverage includes waiver of subrogation coverage when required by written contract or agreement, per attached endorsement. Umbrella follows form to General Liability, Auto Liability
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AUTHORIZED REPRESENTATIVE



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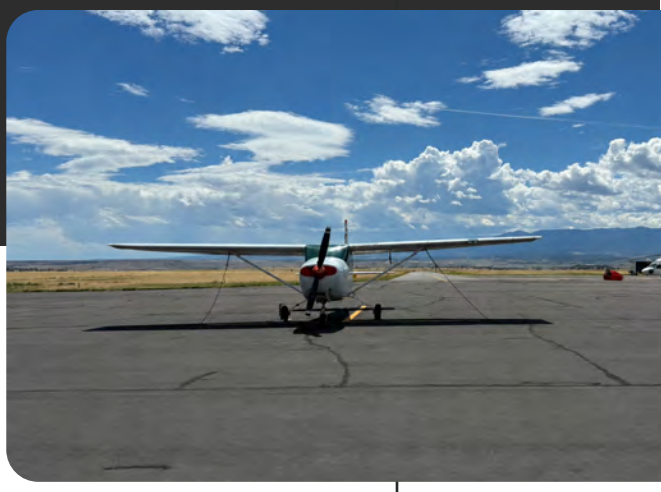
PAPE–DAWSON

FREMONT COUNTY

AIRPORT ENGINEERING SERVICES AT FREMONT COUNTY AIRPORT







STATEMENT OF QUALIFICATIONS

SEPTEMBER 29, 2026

PAPE–DAWSON

September 29, 2026

Wesley Brandt
Fremont County Airport
60298 Hwy 50
Penrose, CO 81240

Re: Statement of Qualifications for Airport Engineering Services

Dear Mr. Brandt and Selection Committee:

Fremont County Airport is entering an important 5-year period of practical, grant-funded improvements focused on preserving existing infrastructure, improving safety and reliability, and positioning the airfield to serve current and future aviation demand. Pape-Dawson is ready to support the County through that effort with a responsive aviation team that understands general aviation airports, FAA AIP requirements, Colorado funding coordination, and the importance of delivering improvements without creating unnecessary burden for County staff.

Fremont County receives the benefit of Pape-Dawson's aviation engineering and planning expertise and our broader multidisciplinary resources through our engineering staff south of the Denver Metro Area and additional team members throughout the Southwest Region. This team gives the County:

- **A one-stop aviation partner** with engineering and planning expertise for pavement preservation, runway, taxiway, and apron rehabilitation, airfield lighting, fuel facility improvements, fencing, surveys, geotechnical investigations, environmental studies, construction administration, inspection coordination, testing, payment documentation, and FAA grant closeout.
- **An extension of Fremont County's staff** that can help define and prioritize projects, coordinate with the FAA and Colorado Division of Aeronautics, anticipate funding and schedule requirements, communicate with airport stakeholders, and stay engaged from preliminary engineering through final design, bidding, construction, and closeout.
- **Personal, responsive communication** from a team that is accessible, practical, and committed to clear follow-through when decisions need to be made or project issues need to be resolved.
- **A right-sized team for each assignment**, so Fremont County receives the appropriate level of senior leadership, aviation design expertise, planning support, field coordination, and construction-phase oversight without unnecessary layers.

Our commitment is simple: to be responsive, technically capable, and easy to work with. We will protect the County's funding and schedule, keep communication personal and direct, and deliver airport improvements that are safe, constructible, and aligned with Fremont County Airport's long-term needs. As principal-in-charge, I am authorized to negotiate and execute contracts on behalf of Pape-Dawson. I can be contacted at the address on this letterhead, 877-572-3647 (phone), or Craig.Phipps@pape-dawson.com.

Sincerely,
Pape-Dawson

Craig Phipps, P.E.
Senior Vice President – Aviation



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FREMONT COUNTY, COLORADO
STATEMENT OF QUALIFICATIONS FOR AIRPORT ENGINEERING SERVICES FOR FREMONT COUNTY AIRPORT

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Pape-Dawson understands that Fremont County needs a principal airport consultant that can guide the Fremont County Airport through a 5-year program of federally assisted improvements. That support must extend from early project definition through final closeout, with consistent coordination among the County, FAA, Colorado Division of Aeronautics, airport users, and other stakeholders as priorities, funding availability, and operational needs evolve.

The airport's near-term needs point to a practical capital improvement program focused on preserving and improving existing infrastructure, including taxiway rehabilitation, airfield pavement preservation and crack sealing, apron rehabilitation, runway rehabilitation or reconstruction, fuel farm installation or improvements, airport lighting systems, wildlife fencing, and automobile parking area improvements. These projects require a consultant who understands both the technical demands of airfield design and the funding realities of Airport Improvement Program (AIP)-assisted general aviation airports.

Fremont County Airport is a public-use general aviation airport serving Cañon City, Florence, Penrose, and the surrounding region. With Runway 11-29 serving as the primary 5,399′ by 75′ asphalt runway and Runway 17-35 providing a 1,800′ by 35′ crosswind turf runway, the airfield's pavement condition, lighting systems, fencing, fuel infrastructure, and landside access improvements must be considered together so that each project supports safe, efficient, and sustainable airport operations.

Fremont County also needs more than design production. Successful delivery will require assistance during the preliminary, design, bidding or negotiation, and construction phases, along with technical support for surveys, field investigations, geotechnical studies, environmental considerations, cost estimating, grant documentation, construction observation, contractor coordination, pay requests, wage rate interviews, record drawings, Airport Layout Plan (ALP) updates, and project closeout.

Pape-Dawson will approach this contract as an extension of Fremont County's staff. Our priority will be to help the County clearly define each project, confirm eligibility and funding strategy, identify permitting and environmental considerations early, develop practical design and phasing solutions, and maintain communication with the County and funding agencies throughout delivery. This approach gives Fremont County flexibility to advance, modify, or reprioritize projects as funding conditions and airport needs change.

Our understanding is straightforward: **Fremont County needs a responsive aviation consultant** that can protect the County's funding, maintain airport operations, produce complete and constructible documents, control schedule and budget, and deliver airport improvements that serve existing users while positioning the airport for future demand.



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2000 NW Loop 410
San Antonio, TX 78213

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Senior Vice President
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craig.phipps@pape-dawson.com

PAPE–DAWSON



Central to ensuring the airport remains safe and reliable for aviators in south-central Colorado is maintaining Runway 11-29. We know the airport has an immediate need to rehabilitate/reconstruct the runway. We understand a geotechnical report has been produced to understand the existing pavement section(s) and underlying base characteristics. During our visit, we visually inspected the runway, and it appeared to be in fair condition, but we know it has been in place beyond its expected 20-year useful life. Most of the observed distress appeared to be environmental and age-related; the airport has done a great job of managing and maintaining the existing pavement. The most recent Pavement Condition Index completed by the Colorado Division of Aeronautics in 2024 assigned a value of 54. This number corresponds to a "POOR" condition. The inspection also identified approximately 2,500 SF of low-severity alligator cracking and 850 SF of medium-severity alligator cracking; however, these distresses are likely isolated and were not very apparent during our visit. The report also identified areas of swelling. While not specifically witnessed on the runway, there were areas on the parallel taxiway exhibiting a similar "rippling" behavior. Swelling/rippling indicates a potential airfield drainage issue that could also be present on the runway.

The State's maintenance and rehabilitation plan identifies an upcoming mill-and-overlay project for Runway 11-29 with a total cost of over $4M. We know this is a very large project for the airport. Any major project like this that requires significant capital must be right-sized for the airport. A preliminary engineering report, utilizing the geotechnical investigation data obtained during the field investigation, will chart the course for the project. **Our proposed team, including subconsultants ARA and Ground Engineering, is a group of pavement experts** who will properly investigate the existing runway section, past performance, and current airfield drainage, to identify the most feasible, accurate, and cost-effective solution for the runway. Our team has a documented track record of identifying and designing the best solutions for airports like Fremont County. Another key aspect of the project will be identifying required drainage improvements to avoid the rippling present on the parallel taxiway. Additional drainage infrastructure might be necessary to be included in the project. This infrastructure could address the taxiway drainage, at which point a future, focused project could fix taxiway pavement issues.

Pape-Dawson and ARA successfully completed a project at the East Texas Regional Airport, where the team investigated and determined the existing pavement capacity. The analysis justified a structural overlay/reconstruction in isolated areas, a mill and overlay in other areas, and a full reconstruction in other areas that were holding water. This project also addressed deficiencies in the runway safety area and provided a safe, reliable runway for the airport. Our team will provide a similar, detailed solution that delivers a successful project that will serve the airport and the aviation community for years to come, while remaining as economical as possible.

Pape-Dawson has the aviation experience, technical resources, and project delivery capacity to perform the full range of engineering services Fremont County may need throughout this 5-year contract. Our aviation team has delivered airport pavement, runway, taxiway, apron, lighting, fuel facilities, fencing, drainage, and landside improvement projects for general aviation, non-hub, and small-hub airports, giving the County access to a team familiar with the improvements planned for Fremont County Airport.

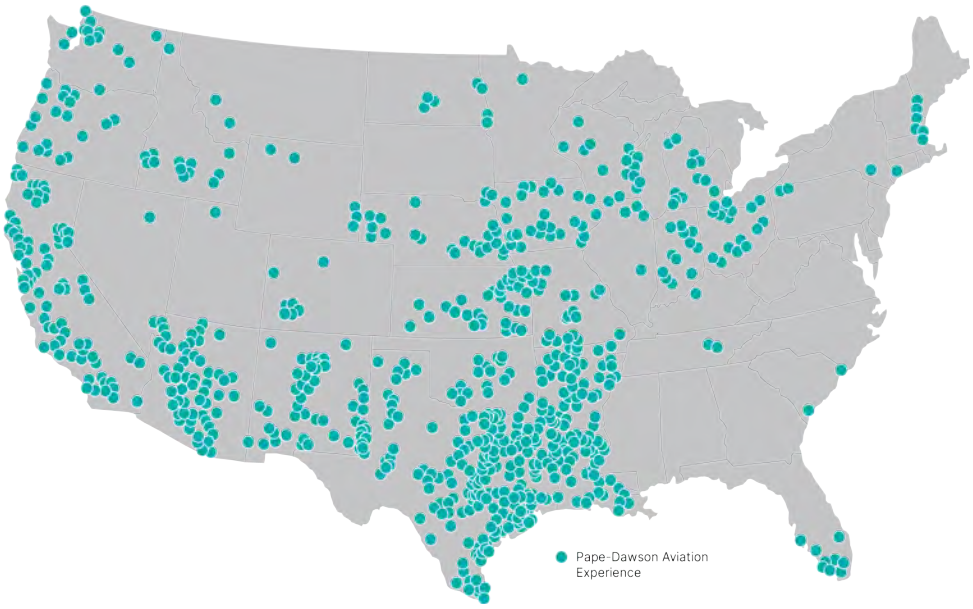
This capability begins with FAA AIP grant administration. **Pape-Dawson understands the documentation, coordination, and timing required to keep federally assisted airport projects moving**, including CIP coordination, project justification, pre-grant documentation, grant applications, DBE coordination, cost estimates, FAA coordination, wage rate interviews, certified payroll review, payment documentation, record drawings, ALP updates, final reports, and grant closeout.

Our team is prepared to support Fremont County from preliminary engineering through final design and bidding. During early project development, we will help define scope, evaluate existing conditions, coordinate surveys and field investigations, identify environmental or permitting considerations, prepare preliminary layouts and cost estimates, and confirm the most practical project approach. As each project advances, we will prepare construction plans, technical specifications, bid documents, construction safety phasing plans, and engineers' estimates that are complete, constructible, and aligned with FAA requirements.

Pape-Dawson's capabilities extend to construction management, inspection coordination, testing, contractor administration, payment documentation, and closeout. We understand the importance of having clear communication among the County, contractor, resident project representative, testing laboratory, FAA, and project team during construction. Our role will be to help protect the County's interests by reviewing submittals, responding to requests for information, coordinating materials testing and inspection documentation, evaluating pay applications, preparing change orders or supplemental agreements when needed, supporting final inspection, and assembling the documentation required for project and grant closeout.

The County can also rely on Pape-Dawson to manage multiple grant-funded projects at different stages of development. Airport programs often require several efforts to move simultaneously, with one project in closeout, another in construction, another in design, and the next project being scoped for future funding. Our internal project controls, aviation leadership, and depth of staff allow us to monitor workload, assign resources, meet federal requirements, and maintain momentum across the full program.

When specialized services are needed, Pape-Dawson will coordinate with our qualified subconsultants and technical partners for surveying, geotechnical investigations, environmental studies, construction materials testing, resident project representation, and other construction-phase services. We will integrate these efforts into the project schedule and communicate clearly with Fremont County, so **decisions are made early, deliverables are coordinated, and each project advances efficiently** from concept through completion.



OUR TEAM HAS SUCCESSFULLY COMPLETED AVIATION PROJECTS NATIONWIDE, SPANNING FROM SMALL GENERAL AVIATION AIRPORTS TO MEDIUM–HUB COMMERCIAL SERVICE AIRPORTS

ORGANIZATIONAL STRUCTURE

Pape-Dawson's aviation practice is organized to provide Fremont County with direct access to experienced aviation professionals while drawing on the resources of a national, multidisciplinary firm. Our aviation team includes airport engineers, planners, project managers, construction-phase specialists, and technical support staff who routinely deliver FAA-funded airport projects for general aviation, non-hub, and small hub airports.

For this contract, Fremont County will work directly with a dedicated project manager supported by senior aviation leadership and technical specialists as needed. This structure provides clear lines of communication, efficient decision-making, and the flexibility to scale resources based on the size and complexity of each assignment. Whether supporting pavement preservation, runway and taxiway rehabilitation, fuel facility improvements, lighting projects, environmental coordination, or grant administration, Pape-Dawson will assemble the right team for the specific project while maintaining continuity in leadership and client service throughout the contract term.

SIZE OF COMPANY

Pape-Dawson is a multidisciplinary consulting firm with approximately 2,081 employees, including 58 aviation professionals dedicated to airport planning, engineering, environmental services, grant administration, construction administration, and related technical disciplines. This depth of staff allows us to provide specialized expertise while maintaining the responsiveness and personal service expected by airport sponsors.

Our aviation team is supported by survey, environmental, civil engineering, construction management, and other technical professionals throughout the firm. As a result, Fremont County will have access to the resources needed to deliver projects ranging from planning studies and grant-supported improvements to complex airfield rehabilitation and construction programs, while receiving the focused attention of a dedicated aviation team.

COMPARABLE EXPERIENCE AND REPUTATION

Pape-Dawson's aviation team understands that high-country airport projects require careful attention to weather, temperature swings, elevation, shortened construction seasons, and material performance. These conditions affect everything from pavement preservation and phasing to constructability and long-term maintenance. **Our team has direct experience supporting airports in similar environments, including Colorado and Alaska, where climate, elevation, and seasonal constraints must be accounted for early in the design process.** At an undisclosed Alaska airport, our team completed an air cargo feasibility and site plan that included pavement evaluation, facility planning, apron and taxiway alignment considerations, and operational feasibility for large-scale cargo development. This experience, combined with Engineering Project Manager Trevor Self, P.E.'s cold-regions engineering certification and Arctic design background, gives Fremont County a team prepared to plan practical, durable improvements to airport infrastructure exposed to demanding weather and construction conditions.

PROJECT TYPE	NUMBER OF PROJECTS
RUNWAY CONSTRUCTION / REHABILITATION	239
TAXIWAY AND APRON CONSTRUCTION AND REHABILITATION PROJECTS	316
AIRFIELD ELECTRICAL, LIGHTING, AND SIGNAGE	87
DRAINAGE AND STORMWATER	106
VISUAL AIDS / NAVIGATION AIDS	11
ACCESS ROAD / LANDSCAPE IMPROVEMENTS	149
FENCING AND SECURITY	65
SITE PLANNING & HANGAR DEVELOPMENT	184
FACILITY DESIGN / RENOVATION / REHABILITATION	21
FUEL FARM	28
SPCC / SWPP	78
AIR TRAFFIC CONTROL TOWERS	20

"[PAPE–DAWSON] HAS BEEN A WELCOME ADDITION AND SIGNIFICANT ASSET TO THE CUSHING REGIONAL AIRPORT COMMUNITY. STAFF EXPERTISE AND ABUNDANCE OF KNOWLEDGE IS UNMISTAKABLE THROUGH THE TOP–NOTCH WORK THEY DELIVER. IT'S BEEN AN ABSOLUTE PLEASURE..."

Mike Middleton, Cushing Municipal Airport

SAMPLE OF PAPE–DAWSON'S AVIATION CLIENTS IN THE LAST 5 YEARS:

- A.L. Mangham Jr. Regional Airport
- Alpine-Casparis Municipal Airport
- Angelina County
- Beauregard Regional Airport
- Boulder Municipal Airport
- Brenham Municipal Airport
- Bridgeport Municipal Airport
- Bruce Field Airport
- Burnet Municipal Airport
- Castroville Municipal Airport
- Chennault International Airport
- Cherokee County
- Conroe-North Houston Regional Airport
- Contra Costa County Airports Division
- Corpus Christi International Airport
- Cushing Municipal Airport
- Davis Field Airport
- Denton Enterprise Airport
- DeSoto Parish Police Jury, LA
- Draughon-Miller Central Texas Regional Airport
- Durant Airport Authority
- Durant Regional Airport - Eaker Field
- East Texas Regional Airport
- Eunice Airport
- Fort Dodge Regional Airport
- Fort Smith Regional Airport
- Fort Worth Spinks Airport
- Granbury Regional Airport
- Grand Prairie Municipal Airport
- Gregg County
- Jefferson County
- Jones Field Airport - Bonham
- Kerr County Airport
- Liberty Municipal Airport
- Louisiana Department of Transportation
- Max Westheimer Airport
- McAllen International Airport
- McCampbell-Porter Airport
- Mena Intermountain Municipal Airport
- Mid Valley Airport
- Mid-Way Regional Airport
- Minden Airport
- Monroe Regional Airport
- Mount Pleasant Regional Airport
- Natchez-Adams County Airport
- New Braunfels National Airport
- Oklahoma Department of Aerospace and Aeronautics
- Palestine Municipal Airport
- Pauls Valley Municipal Airport
- Reserve Airport
- Ruston Regional Airport
- Shreveport Airport Authority
- South Texas International Airport
- South Texas Regional Airport
- SOWELA Technical Community College
- Springfield-Branson National Airport
- Stillwater Regional Airport
- Sugar Land Regional Airport
- Sulphur Municipal Airport
- Taylor Municipal Airport
- Tensas Police Jury
- Texarkana Regional Airport
- Texas Aviation Partners
- Texas Gulf Coast Regional Airport
- Texas State Technical College
- Town of Addison
- Town of Many
- Town of Vivian
- Tulsa Air and Space Museum
- Tulsa Airports Improvements Trust
- Texas Department of Transportation Aviation Division
- Tyler Pounds Regional Airport
- University of Oklahoma
- Ventura County Department of Airports
- Vicksburg-Tallulah Regional Airport
- Waco - TSTC Airport
- Wiley Post-Will Rogers Memorial Airport
- Winnsboro Municipal Airport






EXPERIENCE WITH FAA AIP GRANT PROJECTS

Pape-Dawson specializes in aviation planning and engineering consulting for civil, electrical, airfield, and landside improvement projects funded through the FAA AIP, Infrastructure Investment and Jobs Act (IIJA), and State aviation grant programs. Our aviation team has supported general aviation, small hub, and non-hub airports throughout the FAA Southwest Region, Colorado, New Mexico, Alaska, and California, giving Fremont County Airport access to a team that understands the technical, administrative, and funding requirements that shape federally assisted airport projects. **QA/QC & FAA Funding Liaison Adam Marsh, P.E.**, who you met on our site visit, previously worked in the FAA Southwest Region as a Program Manager in the Office of Airports, administering the AIP and IIJA grant program. He brings unique insights and expertise that we will leverage to drive your success.

This experience is directly aligned with Fremont County's contemplated program, including taxiway rehabilitation, airfield pavement preservation and crack sealing, apron rehabilitation, runway rehabilitation or reconstruction, fuel farm improvements, airport lighting systems, wildlife fencing, and automobile parking improvements.

Our staff is well-versed in FAA regulations, policies, procedures, and Advisory Circulars (AC), and we track new and draft guidance to ensure that project recommendations, design criteria, specifications, construction safety phasing, grant documentation, and closeout materials remain compliant with current FAA expectations.

Pape-Dawson's technical expertise includes AC 150/5100-14, Architectural, Engineering, and Planning Consultant Services for Airport Grant Projects, and AC 150/5300-13, Airport Design, which will guide the planning, design, bidding, construction administration, and closeout activities completed under this 5-year contract.

The following FAA guidance is particularly relevant to Fremont County Airport's anticipated projects:

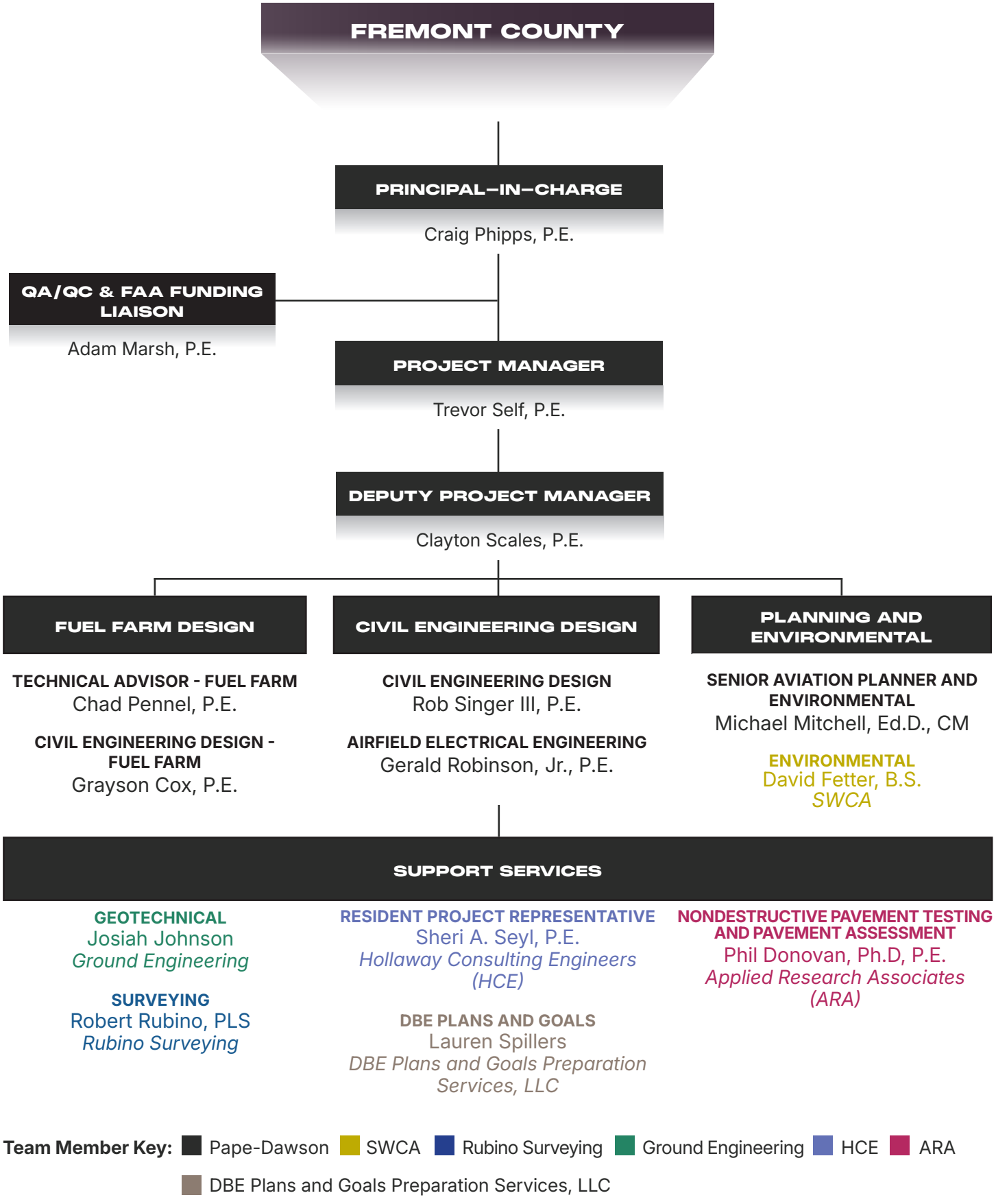
- **AC 150/5320-6 – Airport Pavement Design and Evaluation, which covers the design and structural evaluation of aircraft pavements.**
- **AC 150/5380-6 – Guidelines and Procedures for Maintenance of Airport Pavements, which supports pavement preservation, crack sealing, rehabilitation planning, and maintenance recommendations.**
- **AC 150/5230-4 – Aircraft Fuel Storage, Handling, and Dispensing on Airports, which applies to fuel farm installation and improvement projects.**
- **AC 150/5340-30, AC 150/5340-18, and AC 150/5340-1, which guide airport visual aids, signs, lighting, and pavement markings.**
- **AC 150/5370-2 and AC 150/5370-10, which govern operational safety during construction and FAA construction specifications for airport projects.**

Pape-Dawson understands that the consultant selected for the Fremont County Airport will do more than prepare plans and specifications. We will support the County through the full AIP project lifecycle, including project scoping, CIP coordination, grant applications and pre-applications, DBE documentation, preliminary engineering reports, cost estimates, bidding support, wage rate interviews, certified payroll review, payment documentation, construction observation, record drawings, ALP updates, final reports, and grant closeout.

Because Fremont County's improvements will depend on federal AIP funding, state funding, and Sponsor approval, our role will be to help the County prioritize projects, document need and eligibility, coordinate with the FAA and Colorado Division of Aeronautics, and adjust scope or phasing as funding conditions evolve.

A recent AIP-funded assignment at an airport in Alaska demonstrates Pape-Dawson's ability to support complex airport development initiatives beyond traditional engineering design. Under confidential engagement, our team completed an air cargo feasibility study and site plan for a proposed large-scale cargo operation. Services included pavement evaluations; facility requirements planning for warehousing, apron and taxiway alignments, hangars, and office space; and a detailed feasibility analysis to confirm the airport could accommodate the proposed development. This effort required balancing operational, infrastructure, and development considerations to support informed funding, phasing, and long-term airport planning decisions.

ORGANIZATIONAL CHART



Team Member Key: Pape-Dawson | SWCA | Rubino Surveying | Ground Engineering | HCE | ARA | DBE Plans and Goals Preparation Services, LLC

CRAIG PHIPPS, P.E.
Principal-in-Charge



EDUCATION
B.S. in Civil Engineering, Texas A&M University

REGISTRATION
Professional Engineer, Texas No. 89430

BIO
Craig has 33 years of aviation experience, delivering professional services for more than 100 projects at 50 Texas airports, with improvement costs approaching $325M. His experience spans general aviation and commercial service airports, including airside pavements, drainage, lighting, signage, hangars, and terminal buildings. As senior vice president and aviation practice director at Pape-Dawson, he leads the aviation team focused on airport improvement projects across the U.S. He maintains strong partnerships with local funding agencies and the FAA, thereby supporting access to key aviation grant funding sources.

PROJECT EXPERIENCE

City of Bryan - Coulter Field Runway, *Taxiways, and Apron Rehabilitation, Bryan, TX*
As principal-in-charge, Craig provided civil engineering design, bidding, construction administration, and closeout services for the rehabilitation of hot mix asphalt (HMA) pavement on Coulter Field's Runway 15-33, the taxiway system, and the terminal apron. The project included isolated pavement repairs, crack sealing, and surface treatment to protect the HMA pavement. Craig also oversaw shoulder backfilling along the runway to achieve the required 1.5" drop from pavement to natural ground and implemented drainage improvements in hangar development areas to eliminate ponding and erosion.

City of Sugar Land - Sugar Land Regional Airport Taxiway A Relocation, *Sugar Land, TX*
Craig has served as the engineer of record for civil improvements at Sugar Land Regional Airport since 2002, providing design and construction administration for more than $100M in improvements, with TxDOT Aviation as the grant-funding agency. The most recent project involved relocating an 8,000-LF parallel taxiway and reconstructing all connector taxiways to meet FAA runway-to-taxiway separation standards. The project was constructed in five phases to align with available FAA grant funding. Working under Craig's high-level oversight, the aviation team developed a detailed phasing plan that kept portions of the old parallel taxiway operational to maintain runway access while constructing the new taxiway with LED medium-intensity taxiway lights. The project also included three independent bridge structures spanning remnants of oxbow lakes, with a total construction cost of $38M.

City of New Braunfels - New Braunfels National Airport North Apron Reconstruction, *New Braunfels, TX*
Craig has served as the engineer of record at New Braunfels National Airport since 2008, providing design and construction administration for more than $25M in improvements, with TxDOT Aviation as the grant-funding agency. The most recent project involved the reconstruction of the north apron, covering 37,000 square yards (7.6 acres) of HMA pavement. The apron serves nine hangars and approximately 80 stored aircraft. The aviation team designed a multi-phase construction plan to optimize hangar access and support-based businesses and tenants. The total construction cost was $4.8M.

City of Brenham - Brenham Municipal Airport Airfield Lighting Improvements, *Brenham, TX*
As principal-in-charge, Craig provided civil and electrical engineering design, bidding, construction administration, and closeout services for the complete replacement of Brenham Municipal Airport's electrical system. The project included medium-intensity runway edge lights, precision approach path indicators, a new electrical vault, and the replacement of a rotating beacon. He collaborated with the airport, City of Brenham, TxDOT Aviation, and key stakeholders to develop a construction phasing plan that balanced daily aircraft operations with efficient project execution. The project was completed on schedule and within budget.

Victoria County - Victoria Regional Airport Runways, *Taxiways, and Terminal Apron Rehabilitation, Victoria, TX*
Craig served as principal-in-charge for the rehabilitation of Runway 13-31, Runway 18-36, the parallel taxiway system, and the terminal apron. The rehabilitation consisted of HMA crack sealing, PCC joint sealing, PCC spall repairs, PCC slab leveling and replacement, HMA seal coat surface treatment, and pavement remarking. The project was phased for continuous operations.

TREVOR SELF, P.E.
Project Manager



EDUCATION
B.S. in Civil Engineering, The University of Texas at Tyler

REGISTRATIONS
Professional Engineer, Colorado No. 0060210

Professional Engineer: AK, AZ, IL, OK, NM, and TX

BIO
Trevor specializes in airport improvements with a focus on pavement design, evaluation, and long-term maintenance planning. He has worked on more than 60 projects at 40 airports with construction costs totaling approximately $100M, including pavement evaluations, PMPs, new construction, rehabilitation, airfield lighting, fencing, hangar development, and navigation aids. As a pavement design and evaluation specialist, Trevor is highly experienced with FAA AC 150/5320-6G Airport Pavement Design and Evaluation, FAA AC 150/5335-5D Standardized Method of Reporting Airport Pavement Strength – PCR, FAA Construction Specifications, ASTM Standards, and the FAA's pavement design software, FAARFIELD 2.1.1. He has conducted numerous structural evaluations, Pavement Classification Rating (PCR) updates, and pavement condition index (PCI) inspections to develop long-term maintenance and rehabilitation plans that align with FAA standards and capital improvement planning.

PROJECT EXPERIENCE

Boulder Municipal Airport – Runway 8-26 and Taxiway Rehabilitation Project, *Boulder, CO*
As the project manager and lead design engineer on this project, Trevor has worked with the Boulder Municipal Airport, City of Boulder, FAA and Colorado Division of Aeronautics to design and construct the airfield rehabilitation project, including crack sealing and seal coating Runway 8-26, Taxiway Alpha, A1, A2, A3, A4, A5, & A6. The project addresses the current distresses on the airfield pavement, provides general maintenance operations, and increases the overall life and protection of the airfield's greatest assets. Trevor is currently providing on-site construction observation, working with the airport for phasing coordination, and overseeing the contractor's operations to ensure they adhere to the plans and specifications. The project is slated to be completed in the Fall of 2026.

Catron County - Reserve Airport Airfield Rehabilitation, Runway Widening, and Wildlife Fence Relocation, *Reserve, NM*
As the project manager and lead designer on this project, Trevor is working with Catron County, New Mexico Department of Transportation, and the FAA to design and construct an airfield improvement project including a mill and overlay of Runway 7-25, widening Runway 7-25 by 10' to meet Runway Design Code (RDC) B-I Standards, clearing the runway safety area of brush, removal of tree obstructions at both ends of Runway 7-25, full-depth replacement of failed apron pavement, rehabilitation of the taxiway connector and apron pavement, relocation of the wildlife exclusion fence on the east end of the airfield to mitigate creek crossings, installing a manual vehicle access gate on the east end, and installing a pedestrian access gate on the west end of the airfield.

Catron County - Reserve Airport Airfield Lighting and Electrical Improvements, *Reserve, NM*
Trevor designed and oversaw the construction of an Airfield Lighting and Signage Improvements project, which included a MIRL system that consisted of LED runway edge lights, LED runway threshold lights, LED taxiway edge lights to identify the exit for the taxiway to the apron, LED lighted signage, an LED windcone, and new equipment in the electrical vault. This project provided a reliable lighting system that enabled pilots to use the airport at night, and it was performed under a multi-year contract that also included pavement and wildlife fencing improvements.

City of Del Rio/Val Verde County - Del Rio International Airport Airfield Pavement Rehabilitation Project, *Del Rio, TX*
Trevor served as the lead project engineer and lead engineering designer for the ongoing Airfield Pavement Rehabilitation at the Del Rio International Airport. This project will touch almost every inch of FAA-eligible and public-use airfield pavement at Del Rio, ensuring that current distress and deterioration are appropriately addressed. This project will provide crack sealing, joint sealing, surface treatment, and re-marking of the airfield pavement. Trevor worked with the Pape-Dawson team, Del Rio International, and the FAA to ensure that the rehabilitation methods used were not only the most appropriate and effective for the pavement's condition but also the most cost-effective/readily available in the current economic climate.

Bonham Jones Field Airport - Taxiway Extension & Pavement Rehabilitation Project, *Bonham, TX*
Trevor served as the lead project engineer for the two-phase Taxiway Extension & Pavement Rehabilitation Project at the Bonham Jones Field Airport. These projects provided the airport with a full parallel taxiway system and rehabilitated almost every inch of HMAC-eligible airfield pavement. The goal of the project was to ensure that the current distress and deterioration were addressed appropriately. The rehabilitation portion of the project milled and overlaid the runway, crack-sealed and seal-coated the taxiway with FAA P-629, and crack-sealed and seal-coated the apron pavement with P-631. Trevor worked with the Pape-Dawson team, Jones Field, and TxDOT Aviation to ensure that the rehabilitation methods used were not only the most appropriate and effective for the pavement's condition but also the most cost-effective/readily available in the current economic climate.

CLAYTON SCALES, P.E.

Deputy Project Manager



EDUCATION

B.S. in Civil Engineering, Texas A&M University

REGISTRATIONS

Professional Engineer: TX, AR, OK, and NM

BIO

Clayton has led Pape-Dawson's Amarillo office since 2009. He has over 27 years of engineering experience, with 20 of those years working on airport improvement projects at commercial service airports as well as general aviation facilities. Many of Clayton's projects included pavement rehabilitation and/or concrete pavement construction. Clayton is committed to frequent communication with his clients so they are always up to date on the status of their projects. His design and construction experience will allow him to provide a cost-effective design tailored to local conditions.

PROJECT EXPERIENCE

City of Spearman - Major Samuel B. Cornelius Field Airport MIRL and Electrical Improvements for Runway 02-20, *Spearman, TX*
Pape-Dawson provided professional engineering services for airfield electrical improvements at Major Samuel B. Cornelius Field. Clayton served as project manager for the project that included the installation of medium-intensity runway lights, precision approach path indicators, new airfield signage, a replacement beacon, and a new wind cone with segmented circle. The scope included topographic surveying, electrical design, PAPI siting, circuit layouts, vault plans, lighting control details, construction safety phasing, stormwater prevention, erosion control, cost estimates, specifications, bidding documents, bid evaluation, and construction administration.

City of Dalhart - Dalhart Municipal Airport Apron and Taxiway Rehabilitation, *Dalhart, TX*
Pape-Dawson provided engineering services for the rehabilitation of the airport apron and taxiway, including pavement inspections, geotechnical investigation, topographic surveying, pavement design, and evaluation of rehabilitation and phasing alternatives. Clayton served as project manager for the improvements that included concrete panel replacement, spall and crack repairs, popout repairs, joint sealant replacement, pavement markings, erosion control, stormwater prevention, and construction safety phasing. The scope included engineering design, bidding documents, and construction administration.

City of Slaton - Slaton Municipal Airpark Parallel Taxiway Extension, *Slaton, TX*
Pape-Dawson provided engineering services for the extension of the parallel taxiway at the Slaton Municipal Airpark. Clayton served as the project manager for the project that extended the taxiway by more than 2,100 LF and removed a portion of an existing taxiway turnaround, which included relocating the connection from the runway to the existing apron in order to meet the latest FAA design standards. The project also required removal and addition of taxiway lights and signage.

City of Amarillo - Rick Husband Amarillo International Airport Terminal Drainage Improvements, *Amarillo, TX*
Pape-Dawson provided engineering services for the terminal drainage improvements at Rick Husband Amarillo International Airport. Clayton served as the project manager for the scope that included design, bidding, and construction administration for a detention facility on the east side of the terminal building and a storm drain inlet on the west side. The project also included construction documents for demolition and disposal of nine existing underground fuel tanks and a pump house adjacent to the east apron. Portions of the commercial ramp were removed, and fence improvements were designed and installed.

City of Slaton - Larry T. Neal Memorial Airport Runway, Taxiway, and Apron Rehabilitation*, Slaton, TX*
Pape-Dawson was chosen to design a pavement construction and rehabilitation project for the City of Slaton. Clayton served as the project manager for the project that included rehabilitating and marking Runway 18-36, the partial parallel taxiway, stub taxiway, turnaround (Runway 36), apron, and hangar access taxiways; constructing a concrete fueling pad and hangar access taxiway; reconstructing a portion of the apron; and replacing the wind cone and segmented circle. The scope included design, bidding, and construction administration.

ADAM MARSH, P.E.
QA/QC & FAA Funding Liaison



EDUCATION
B.S. in Civil Engineering, The University of Texas at Austin

REGISTRATION
Professional Engineer, Colorado No. 0048719

Professional Engineer: OK and TX

BIO
Adam has 19 years of engineering experience in both private-sector consulting and public service. He supports commercial service and general aviation airports and is actively delivering multiple asphalt and concrete pavement rehabilitation projects, pavement infrastructure expansions, and hangar developments. He previously worked at the FAA as a program manager in the Arkansas/Oklahoma Airports District Office, managing CIPs for at least 25 airports. He routinely met with airport sponsors, reviewed planned projects for justification and eligibility, and oversaw grant and project activities throughout each project's lifecycle. He also served as an internal trainer for FAA staff on reviewing and responding to Obstruction Evaluation/Airport Airspace Analysis (OE/AAA) cases.

PROJECT EXPERIENCE

Boulder Municipal Airport – Runway 8-26 and Taxiway Rehabilitation, *Boulder, CO*
Adam assisted Boulder Municipal Airport with FAA and Colorado Division of Aeronautics funding and grant strategy. His prior experience at the FAA allowed him to provide guidance and expertise to maximize grant dollars. The project was designed to meet all federal requirements for justification and eligibility. The state funded the construction phase, and the airport is utilizing a future FAA grant to reimburse professional services associated with design, bidding, construction administration and resident project representative.

University of Oklahoma - Max Westheimer Airport Airfield Optimization Project, *Norman, OK*
Adam is leading construction and grant administration for a $25M airfield optimization project at Max Westheimer Airport. The project includes strengthening and extending Runway 18-36 to 6,900', extending the parallel taxiway, and shifting the crosswind runway to meet FAA separation standards. The work also includes full replacement of the airfield electrical system with energy-efficient LED lighting.

Cushing Municipal Airport - Taxiway Crack Seal, *Cushing, OK*
Adam served as project manager and design engineer for improvements that extended the service life of Taxiways Alpha and Bravo. The project sealed more than 50,000 LF of asphalt pavement cracks and refreshed taxiway centerlines and runway hold-position markings. Adam also provided grant and construction administration and conducted periodic RPR site visits. The $291k project finished ahead of schedule, and final grant expenditures remained below the original award. A 90% FAA AIP grant and a 10% COVID match covered the full cost, with no local sponsor contribution required.

City of Chattanooga – Chattanooga Sky Harbor Airport Runway Rehabilitation and Runway Lighting Reconstruction, *Chattanooga, OK*
Adam managed design, bidding, construction, and grant administration for a state-funded maintenance project at Chattanooga Sky Harbor Airport. The work included crack sealing the asphalt runway and apron, evaluating a seal coat alternative (not advanced to construction), and designing a new LED runway and taxiway lighting system. His team designed medium-intensity runway lights (MIRL) and medium-intensity taxiway lights (MITL) in accordance with FAA AC standards, along with a new CCR, FAA L-821 airfield lighting control panel, and FAA L-854 radio controller.

University of Oklahoma - Max Westheimer Airport Air Traffic Control Tower Replacement, *Norman, OK*
Adam managed grant application support and construction administration for the replacement of the air traffic control tower at Max Westheimer Airport. He coordinated project funding across six FAA grants and three ODAA grants, developed tracking systems for multi-source reimbursements, and led monthly coordination meetings with the University of Oklahoma and the project team.

University of Oklahoma - Max Westheimer Airport Taxiway Systems Reconstruction Phase I, *Norman, OK*
Adam managed construction administration and grant reimbursement for the reconstruction of Taxiways C, D, and E at Max Westheimer Airport. He supported the evaluation of pavement section alternatives and contributed to the successful delivery of the project, which was completed under budget.

Cushing Municipal Airport - Airport Layout Plan with Narrative, *Cushing, OK*
Adam supported ALP development by participating in the Planning Advisory Committee (PAC), public, City, and stakeholder meetings. He led the engineering team's evaluation of development alternatives and prepared cost estimates for the 20-year CIP. His work helped define a practical long-term vision for airport growth, funding, and compliance with FAA and ODAA requirements.

CHAD PENNEL, P.E.
Technical Advisor - Fuel Farm



EDUCATION

B.S. in Civil Engineering, Missouri University of Science and Technology

REGISTRATION

Professional Engineer, Texas No. 91114

BIO

Chad has 31 years of experience managing and designing engineering solutions for civil airports, ranging in size from small general aviation airports to large commercial service airports. His areas of expertise include airfield and landside pavement design; civil/site work for airport terminals and hangars; rehabilitation and management of airfield and landside pavement; pavement condition assessments; airfield lighting, signage, and NAVAIDs; airfield perimeter security; airfield drainage; and construction management. He's helped airports develop capital improvement programs, prepare grant applications, justify project eligibility for AIPs, and prepare overall development objective data sheets.

PROJECT EXPERIENCE

City of Granbury - Granbury Regional Airport New Fuel Farm Facilities, *Granbury, TX*
Chad serves as project manager for this ongoing fuel farm expansion, which increases Jet A storage capacity near the new terminal in response to growth in jet traffic following recent airfield improvements. He has coordinated project development, supported site planning and layout decisions, and guided design of the fuel farm facilities. The project includes the evaluation of alternative layouts, the installation of one new 15,000-gallon Jet A tank, the relocation of an existing 15,000-gallon tank, and the construction of a service road for fuel delivery trucks. He is also assisting the airport with Airport Infrastructure Grant requirements, including grant application support, documentation, NEPA coordination, and development of DBE goals to maintain funding compliance and keep the project on schedule.

City of Granbury - Granbury Regional Airport New Runway 1-19 and Parallel Taxiway System, *Granbury, TX*
Chad served as project manager for the replacement and extension of Granbury Regional Airport's existing 3,600' Runway 1-19 with a new 5,200' runway to accommodate business jet traffic. After assuming project leadership following preliminary design by another consultant, he led a detailed review of plans and specifications and refined pavement sections and grading quantities, reducing construction costs by approximately $750k. These savings allowed the incorporation of a terminal apron and terminal access road into the construction package, which Chad helped integrate into the bid documents. He also oversaw aerial surveying and coordinated with the FAA to ensure new instrument approaches were published in conjunction with the runway opening. The project included more than 600,000 cubic yards of earthwork; more than 75,000 SY of pavement; a new runway; parallel and connecting taxiways; terminal apron improvements; airfield lighting and signage; PAPIs; a new airfield electrical vault; perimeter fencing and gates; and decommissioning of the existing runway.

City of Clovis - Clovis Regional Airport Runway 12-30, Taxiway A, and Apron Reconstruction, *Clovis, NM*
Chad served as project manager for phased airfield improvements at Clovis Regional Airport, including the rehabilitation of Runway 12-30, the reconstruction of portions of Taxiway A, and the reconstruction of the commercial service apron. He led the preparation of the preliminary engineering report, evaluating alternatives to full reconstruction to maximize the use of federal, state, and local funding. He coordinated with the FAA and NMDOT on project development and funding strategy, and helped advance apron reconstruction with the runway work ahead of the separate Taxiway A phase. He also oversaw phased delivery through construction, with runway and apron work completed in 2019 and Taxiway A reconstruction completed in 2021.

City of Del Rio/Val Verde County - Del Rio International Airport Airfield Pavement Rehabilitation, *Del Rio, TX*
Chad is serving as project manager for this ongoing airfield pavement rehabilitation project at Del Rio International Airport. The project includes rehabilitation of nearly all runways, taxiways, and apron pavement, including rubber removal, crack sealing, and application of a seal coat to extend pavement service life. All pavement markings are being replaced. He worked closely with the airport to develop a phasing plan that minimizes operational impacts, with a key element being the completion of runway work during nightly closures.

GRAYSON COX, P.E.
Civil Engineering Design - Fuel Farm



EDUCATION

B.S. in Civil Engineering, The University of Texas at Austin

REGISTRATIONS

Professional Engineer, Texas No. 111345

Professional Engineer, California No. 96204

BIO

Boasting 17 years of experience, Grayson has delivered projects for more than 50 municipal and state agency clients, totaling $100M+ in construction value. His expertise spans planning, design, and construction management across utility, transportation, and development projects. He is well-versed in TxDOT standard specifications, design manuals, and local project procedures; AASHTO and TMUTCD design guidelines; Texas Accessibility Standards for ADA compliance; TCEQ regulations for public water and sanitary sewer systems; and FAA advisory circulars and construction specifications for airport projects. Most of his work involves coordination with funding agencies, and his in-depth knowledge of funding programs and reporting requirements helps streamline regulatory approvals.

PROJECT EXPERIENCE

City of Taylor - Taylor Municipal Airport Fuel Farm and Access Road, *Taylor, TX*
After an unexpected failure in the Taylor Municipal Airport's fuel facility, the Airport reached out to Pape-Dawson to expedite the design, permitting, bidding, and construction of a new fuel facility. Grayson served as project manager and lead design engineer. Pape-Dawson's aviation engineering team drew upon our experience with general aviation fuel facilities and our relationships with contractors and manufacturers of fueling systems to quickly design a new facility that was comprised of two 12,000-gallon dual-wall steel tanks for AVGAS and Jet A, a new pumping, recycling, filtering, and payment system with wireless data connection to the Airport Manager's office, a new foundation with secondary containment meeting EPA requirements, and new driveway and apron pavement to provide adequate access for refueler trucks and required drainage into the containment area.

Devine Municipal Airport – Airfield Electrical Improvements, *Devine, TX*
As the project manager for Devine's 5-year on-call contract, Grayson oversaw a variety of projects at Devine Municipal Airport, including the wholesale replacement of the Airport's lighting and electrical systems, including new LED medium-intensity runway lights, LED PAPI-2 units, guidance signage, rotating beacon with tilt-down pole, lighted wind cone, and electric vault upgrades.

City of New Braunfels - New Braunfels National Airport Perimeter Fencing, *New Braunfels, TX*
Grayson is the project manager for the design and installation of over 40,000 LF of chain link security fencing and wildlife exclusion fencing including gates, emergency access, and signage. The project is funded via a reimbursable IIJA grant, and the Pape-Dawson team prepared the grant application and managed grant documentation to ensure reimbursement eligibility.

City of Sugar Land - Sugar Land Regional Airport Pavement Management Plan, *Sugar Land, TX*
Grayson served as the design engineer and lead inspector for the pavement evaluation and Pavement Management Plan prepared in 2011. Grayson conducted a baseline visual distress inspection for over 3M SF of SGR airfield pavement in accordance with the ASTM D5340, Standard Test Method for Airport Pavement Condition Index Surveys. Utilizing MicroPaver, Grayson input over 1,000 distress logs to determine a Pavement Condition Index – on a scale from 0 to 100 – for each section and branch in the SGR airfield pavement network. This distress information was combined with 14 geotechnical bores to understand the existing pavement section and deflection testing to determine the structural capacity of the in-service pavements. The final Pavement Management Plan report described the results of these evaluations in detail, provided short- and long-term recommendations for pavement maintenance and rehabilitation, and served as the basis for capital improvement planning for pavement improvements at SGR.

TxDOT Aviation Division - Pearland Regional Drainage Study, *Pearland, TX*
Pape-Dawson prepared hydraulic and hydrology modeling of the entire Pearland Regional Airport and development of a Master Drainage Plan in compliance with FAA, TxDOT Aviation, and the local drainage district criteria that included sizing and placement of detention ponds for the airport's ultimate development, stormwater conveyance improvements, and recommended wildlife hazard mitigation.

TxDOT Aviation Division - Taxiway F Detention Pond & Storm Sewer, New Braunfels Regional Airport, *New Braunfels, TX*
Grayson provided engineering and design services to construct a regional detention pond and improved stormwater conveyance facilities for the ultimate terminal and hangar development at the New Braunfels National Airport. The project included over 150,000 cubic yards of excavation for a 9' deep pond, a new 6'x4' concrete box culvert underneath Taxiway F, and the reconfiguration of existing drainage channels and detention pond.

ROB SINGER III, P.E.

Civil Engineering Design



EDUCATION

B.S. in Civil Engineering, University of Colorado at Boulder

REGISTRATIONS

Professional Engineer, Colorado No. 32191

Certified Floodplain Manager, Colorado No. US-18-10615

FEMA Certified Floodplain Mgr., No. US-18-10615

PAPE–DAWSON

BIO

Rob has 33 years of civil engineering experience in operational and technical roles for a wide variety of project types, clients, and business sectors. His areas of expertise include industrial, commercial, and residential land development; water and wastewater; dam safety; utility infrastructure; roadway; and environmental engineering. He also has experience in renewable energy, oil and gas, mining and minerals, municipal staff augmentation, and aviation. He is a strong project manager, skilled in balancing cost and schedule while meeting the high requirements of owners.

PROJECT EXPERIENCE

- **Rocky Mountain Rail Park Entitlement, Design, and Construction,** *Adams County, CO*
  Rob served as the engineer and project manager for the entitlement, design, and development of a 620-acre multimodal industrial and rail park development, valued at $80M.
- **Northwest Metro District - Anthem Development Roadways,** *Broomfield, CO*
  Rob served as project manager responsible for design, construction document preparation, and construction oversight for several miles of road throughout the Anthem Development.
- **US Forest Service — Monument Helitac Facility,** *Monument, CO*
  Rob managed site work construction for the Monument Helitac Facility, including installation of a modular office structure, foundation, and utilities.

GERALD ROBINSON JR., P.E.

Airfield Electrical Engineering



EDUCATION

B.S. in Electrical Engineering, The University of Alabama

REGISTRATIONS

Professional Engineer, Colorado No. 0043598

Professional Engineer: CA, FL, NM, and TX

PAPE–DAWSON

BIO

Gerald has 37 years of electrical and instrumentation engineering experience, including significant experience on airport and aviation-related projects. As a private pilot and former aircraft owner, Gerald understands how electrical systems interface with both the land- and airfield-side of a project. He has supported airfield electrical assessments, runway and taxiway lighting upgrades, guidance signage improvements, terminal and airport support facility improvements, hangar and airfield development, and aircraft fuel system control upgrades. Gerald's expertise includes airfield lighting and signage systems, electrical distribution, emergency power, communications, security systems, and control networks that support safe and efficient airport operations. He provides practical, operations-focused electrical solutions for airport infrastructure, airfield improvements, and aviation facilities.

PROJECT EXPERIENCE

- **DFW Airport Board - Dallas Fort Worth International Airport Electrical Assessment,** *Dallas, TX*
  Gerald served as senior electrical engineer responsible for the investigation and evaluation of DFW Airport's airfield electrical systems, including lighting, signage, junction can plazas, pullboxes, manholes, and distribution pathways.
- **City of Spearman - Spearman Municipal Airport Airfield Electrical Improvements,** *Spearman, TX*
  Gerald served as senior electrical engineer responsible for quality control review of a complete airfield electrical system replacement.
- **City of Jackson - Jackson-Evers International Airport Runway 16L-34R Pavement Rehabilitation,** *Jackson, MS*
  Gerald served as senior electrical engineer responsible for the replacement of runway centerline, touchdown zone, and taxiway centerline lighting with LED systems.

MICHAEL MITCHELL, ED.D., CM

Senior Aviation Planner and Environmental



EDUCATION

Doctor of Education (EdD) in Aviation and Space Science, Oklahoma State University

M.S. in Aviation and Space Science, Oklahoma State University

B.S. in Aviation Management, Oklahoma State University

REGISTRATION

FAA Private Pilot Certificate, No. 3692461

PAPE–DAWSON

BIO

Michael serves as a senior aviation and environmental planner based out of Pape-Dawson's McKinney office. His recent work with Pape-Dawson has included several planning and environmental projects, including airport master planning, terminal planning, forecast planning, and capital improvement programs, as well as managing National Environmental Policy Act (NEPA) clearances. Michael is passionate about seeking innovative solutions to sustain and improve the aviation industry. Michael joined Pape-Dawson in 2016 as an aviation planner. He holds a Doctor of Education in Aviation & Space Science from Oklahoma State University with a research focus in airport sustainability.

PROJECT EXPERIENCE

- **University of Oklahoma - Max Westheimer Airport 5-Year On-Call Consultant,** *Norman, OK*
- **University of Oklahoma - Max Westheimer Airport Environmental Assessment/Categorical Exclusion for Airfield Optimization Program,** *Norman, OK*
- **City of Stephenville - Stephenville Clark Regional Airport Environmental Assessment,** *Stephenville, TX*
- **Durant Regional Airport - Eaker Field Airport Layout Plan Update (ALP) With Narrative,** *Durant, OK*
- **City of Tyler - Tyler Pounds Regional Airport Environmental Assessment for Runway 4-22,** *Tyler, TX*

DAVID FETTER, B.S.

Environmental



EDUCATION

B.S. in Watershed Science, Colorado State University

SWCA® ENVIRONMENTAL CONSULTANTS

BIO

David has 21 years of experience, two of which have been with SWCA, completing environmental analysis and permitting for infrastructure, energy development, and transmission projects with extensive experience with NEPA analysis. He has completed NEPA report preparation for WAPA, Bureau of Land Management (BLM), Federal Energy Regulatory Commission, U.S. Army Corps of Engineers, and U.S. Forest Service. His responsibilities have included performing advisory tasks to define and guide permitting approaches for multiple renewable energy NEPA processes; developing plans of development and other documents for proposed projects; and managing project teams and their tasks, schedules, and budgets. Additionally, he has worked directly with project proponents and government agencies while serving as a project manager, NEPA subject-matter expert and advisor, project coordinator, and state permit coordinator, making him well-suited to guide complex environmental review and permitting processes from project planning through agency approval.

PROJECT EXPERIENCE

- **Tri-State Generation & Transmission Association, Inc. - Gore Pass Windy Gap Environmental Assessment,** *Grand County, CO*
  David served as project manager for an Environmental Assessment (EA) supporting renewal of a BLM ROW grant and incorporation of access roads for a transmission line.
- **Plus Power Services, LLC - Solo Sky Categorical Exclusion Justification Memorandum,** *Beadle County, SD*
  David served as NEPA planner for the preparation of a Categorical Exclusion Justification Memorandum for the Solo Sky Battery Energy Storage System Project.

JOSIAH JOHNSON
Geotechnical



GROUND ENGINEERING

CERTIFICATIONS
CDOT Basic Highway Math, CDOT Basic Highway Plans Reading, CDOT Basic Highway Construction Surveying, CDOT Concrete Pavement Inspector, Troxler Nuclear Gauge, ACI Concrete Field Testing Technician Grade 1, ACI Concrete Strength Testing Technician, CAPA A Laydown, CAPA B Plant Materials Control, WAQTC Embankment and Base Testing Technician

BIO
Josiah is the Colorado Springs Area Manager and a senior transportation inspector with 12 years of experience here at GROUND in heavy civil inspection, special inspections, and construction materials testing. He has experience on a variety of projects, including heavy civil infrastructure, such as bridges and highways, municipal infrastructure, and commercial and industrial buildings.

PROJECT EXPERIENCE
- **Arapahoe County Public Airport Authority - Centennial Airport Taxiway C Extension,** *Denver, CO*
- **Buckley Air Force Base Runway 14-32,** *Aurora, CO*
- **City of Salida - Harriet Alexander Field Airport New Fuel Apron,** *Salida, CO*
- **Meadow Lake Airport Improvements Taxiway B,** *Peyton, CO*

SHERI A. SEYL, P.E.
Resident Project Representative



HOLLAWAY Consulting Engineers, LLC

BIO
Sheri has 39 years of experience in civil design and construction management, with a specific emphasis on aviation design and construction for 25 years. She is familiar with the challenges of planning, designing, and constructing projects within airport budgets and schedules and is comfortable working outside the box to develop and implement innovative solutions, alternative designs, and aggressive schedules and budgets to meet these challenges. Sheri understands and works daily with FAA and TxDOT requirements. She brings a strong background in construction management, with hands-on experience developing and executing project designs and successfully managing them through to completion. Her extensive construction experience means that plans are designed and reviewed with a contractor's eye. Sheri is a hands-on construction administrator, working daily with the owner, contractor, and resident project representative to maintain the schedule and budget. Her attention to detail, as well as her ability to form a project team of all relevant parties, is key to the successful completion of her projects.

EDUCATION
B.S. in Engineering,
Texas A&M University

REGISTRATION
Professional Engineer,
Texas No. 70133

PROJECT EXPERIENCE
- **City of Uvalde - Garner Field Airport Apron Expansion,** *Uvalde, TX*
- **City of Hondo - South Texas Regional Airport Taxiway A Reconstruction Project,** *Hondo, TX*
- **City of Uvalde - Garner Field Airport Runway and Taxiway Rehabilitation Project,** *Uvalde, TX*

LAUREN SPILLERS

DBE Plans and Goals



EDUCATION

MBA, University of North Texas

B.S. in Accounting, Louisiana Tech University

BIO

Lauren, sole owner and operator of DBE Plans & Goals Preparation Services, LLC, has more than 10 years of experience in preparing DBE Programs and Goals for submission to the FAA. She has extensive knowledge of FAA regulations and is extremely knowledgeable about 49 CFR Parts 23 and 26, as well as Title VI Regulations. She has partnered with Springer Municipal in the past by preparing the most recently approved DBE program and goals for the airport. She works well with the FAA and has a great rapport with the FAA DBE/ACDBE specialist. She is highly responsive, professional, and dedicated to making the DBE preparation process seamless for the engineering firms and airports she partners with.

PROJECT EXPERIENCE

- **Town of Many - Hart Airport DBE Program & Fiscal Year 2025-27 DBE Goal Preparation,** *Many, LA*
- **City of El Reno - El Reno Regional Airport DBE Program & Fiscal Year 2025-27 DBE Goal Preparation,** *El Reno, OK*
- **Pueblo of Zuni - Andrew Othole Memorial Airport DBE Program & Fiscal Year 2025-27 DBE Goal Preparation,** *Zuni, NM*
- **City of Wellington - Wellington Municipal Airport DBE Program & Fiscal Year 2025-27 DBE Goal Preparation,** *Wellington, KS*

PHIL DONOVAN, PH.D., P.E.

Nondestructive Pavement Testing and Pavement Assessment



EDUCATION

Ph.D. in Civil Engineering, Transportation and Highway Engineering, University of Illinois

M.S. in Civil Engineering, Geotechnical Engineering, University of Washington

REGISTRATION

Professional Engineer, Colorado, No. 0047356

BIO

Phil is a licensed engineer with more than 30 years of experience in civil and pavement engineering, including airfield pavement design, testing, and management. He retired as a lieutenant colonel after 20 years of active duty with the US Air Force, where his final assignment was teaching geotechnical and pavement engineering at the US Air Force Academy. He has substantial experience in non-destructive testing using the Falling Weight Deflectometer (FWD) and Heavy-Weight Deflectometer (HWD), and extensive knowledge in pavement evaluation and design, pavement and asset management, and GIS.

PROJECT EXPERIENCE

- **FAA - Analysis of Unbound Aggregate Layer Deformation Behavior from Full-Scale Aircraft Gear Loading with Wander,** *Atlantic City, NJ*
  Phil's doctoral research with the FAA used full-scale aircraft gear loading data from the FAA's National Airport Pavement Test Facility (NAPTF) to study unbound aggregate base and subbase deformation under aircraft traffic wander, titled "Analysis of Unbound Aggregate Layer Deformation Behavior from Full-Scale Aircraft Gear Loading with Wander." His subsequent research developed discrete element models and stress-history-based methods for predicting rutting in airport pavement granular layers, informing airfield pavement design criteria.

- **US Army Corps of Engineers - Smart Runway,** *Hill AFB, UT*
  Phil led project management, design, and implementation of the "Smart Runway" project for the US Army Corps of Engineers, working with the USACE Engineering Research Development Center in Vicksburg, MS, to install instrumentation and a data acquisition system on an active runway at Hill AFB.



CITY OF BOULDER

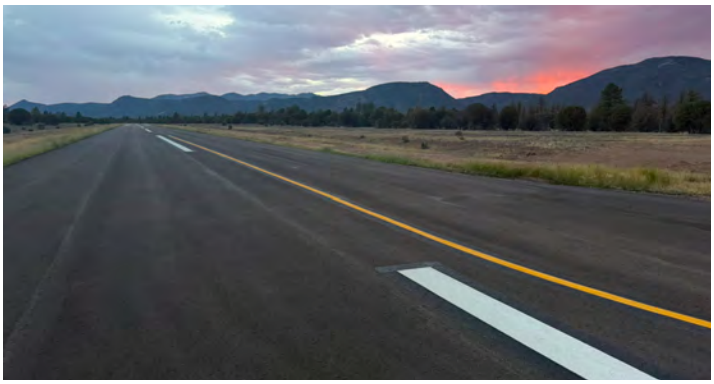
Airport: Boulder Municipal Airport, Boulder, CO
Reference: Eric Vences, Airport Manager, 720-235-7860

Runway and Taxiway Rehabilitation

Pape-Dawson was selected as the Engineer of Record for the Boulder Municipal Airport in 2024 and has worked closely with the Airport to address airfield pavement rehabilitation and overall development needs. Most recently, Pape-Dawson has worked closely with the Airport and the Colorado Division of Aeronautics to develop a structured plan of action to address existing Runway 8-26 and Taxiway pavement distress, thereby minimizing associated safety concerns and the risk of premature pavement failure.

Overall, Pape-Dawson has provided project documents for the crack sealing and seal coat of 4,100 LF of existing Runway 8-26 pavement, including 200 LF of blast pads, and 4,975 LF of existing Taxiways Alpha, A1, A2, A3, A4, A5, A6 pavement at the Boulder Municipal Airport. This project will extend the life of the primary runway and taxiway system until the next seal coat is warranted by replacing existing crack sealant/installing new crack sealant within pavement cracks, mitigating water infiltration, along with the installation of a surface treatment to assist with protecting against environmental degradation & oxidation of the airfield pavement.

Trevor is also currently conducting on-site construction observations for this project, which is slated for completion in the Fall of 2026.



CATRON COUNTY

Airport: Reserve Airport, Reserve, NM
Reference: Deborah Mahler, Catron County Manager; 575-533-6423

Airfield Lighting and Signage Improvements

Pape-Dawson designed and oversaw the construction of a Medium-Intensity Runway Lighting (MIRL) system consisting of LED runway edge lights, LED runway threshold lights, LED taxiway edge lights to identify the exit for the taxiway to the apron, LED lighted signage, an LED wind cone, and new equipment in the electrical vault. This project provided a reliable lighting system that allowed pilots to utilize the airport at night.

Airfield Rehabilitation

Pape-Dawson is currently working with Catron County, NMDOT, and the FAA to design an airfield improvement project including a mill and overlay of Runway 7-25, widening Runway 7-25 by 10′ to meet RDC B-I Standards, clearing the Runway Safety Area of vegetation, removal of tree obstructions at both ends of Runway 7-25, full depth replacement of failed apron pavement, rehabilitation of the Taxiway Connector and Apron pavement, relocation of the wildlife exclusion fence on the east end of the Airfield to mitigate creek crossings, installing a manual vehicle access gate on the east end, and installing a pedestrian access gate on the west end of the Airfield. This project is currently out for bid and slated to be constructed in FY 2026 and will be funded utilizing multiple federal sources.

Building Renovations Grants Request Preparation and General Consultation

Catron County recently relocated a modular building to the Reserve Airport (T16) to provide a pilot lounge and facilities for aircraft operations. The County is working with NMDOT Aviation Division and Pape-Dawson to update the building to meet the current state codes, hook up utilities to the building, provide vehicle parking, and provide an overall space that can be utilized by pilots on a daily basis.

Automated Weather Observation System (AWOS) Installation Grant Request Preparation and General Consultation

Catron County and the Reserve Airport (T16) are working with NMDOT and Pape-Dawson to install an AWOS 3P/T at the airport to provide local weather condition data to pilots in the area. Currently, the closest AWOS to the Reserve Airport is at the Grant County Airport in Silver City, NM. Reserve Airport is 72 NM from Grant County with an elevation difference of 919′. The closest AWOS that provides present weather and thunderstorm/lightning detection is at Lordsburg Airport, which is 78 NM from Reserve Airport, with an elevation difference of 2,087′. The weather conditions in Reserve, NM, vary greatly from those at each of these airports. The installation of an AWOS 3P/T will provide more accurate weather reports and improve overall safety for aircraft operations.



CITY OF SUGAR LAND

Airport: Sugar Land Regional Airport, Sugar Land, TX

Reference: Elizabeth "Beth" Rosenbaum, Director of Aviation, 281-275-2100

Parallel Taxiway Alpha Relocation

Pape-Dawson's current project is the final phase of construction for a $38 million relocation of Parallel Taxiway Alpha to meet FAA runway-to-taxiway separation standards. Parallel Taxiway Alpha Relocation was selected as a feature project as it demonstrates Pape-Dawson's ability to work cooperatively with the Southwest Region of the FAA, TxDOT Aviation, and Airport Sponsor to implement FAA design standards on a large and complex project, secure Discretionary FAA grant funding, and implement a multi-year phasing and construction plan to maintain operations and utilize available grant funds.

Pape-Dawson identified the nonstandard runway-to-parallel taxiway separation distance during the ALP Update. FAA standards require the separation to be 400 feet for an Airport Reference Code of C-III, and the separation was only 235 feet. Pape-Dawson programmed the project into the CIP and prepared detailed estimates to establish the budget.

The project consists of 8,000 linear feet of 12-inch concrete pavement (120,000-pound dual wheel load), three bridge structures spanning remnants of oxbow lakes to address environmental and drainage issues, LED Medium Intensity Taxiway Edge Lights, and the demolition and construction of two corporate box hangars, one at 19,000 SF and the other at 40,000 SF.

The parallel taxiway was designed as a single project and later broken into seven standalone construction projects to align with the available grant funding for each fiscal year. As the prime consultant, Pape-Dawson staff provided design for all improvements – PCC pavement, drainage, and airfield electrical. Pape-Dawson prepared a detailed construction phasing plan that minimized disturbance to airfield operations by constructing the new parallel taxiway to FAA separation standards while leaving the existing parallel taxiway open for operations.

One of the challenges was designing and constructing temporary drainage improvements that allowed for the construction of new pavement while maintaining the original pavement and drainage infrastructure located in the Runway Object Free Area. Detailed designs were prepared not only for the overall drainage system but also for each construction phase, ensuring that existing, final, and temporary systems worked together and didn't cause flooding of airport facilities or impact airport operations.

Pape-Dawson's detailed design and thorough Quality Control Programming, combined with proactive construction administration by the same engineers responsible for design and an experienced Resident Project Representative, ensured that there were no drainage issues during construction.





GREGG COUNTY

Airport: East Texas Regional Airport, Longview, TX

Reference: Max Tovar, Airport Director, 903-563-4598

Runway 13-31 Rehabilitation, East Texas Regional Airport (GGG)

Pape-Dawson was requested by East Texas Regional Airport to rehabilitate Runway 13-31 due to severe deterioration beyond its 20-year lifespan. Previously, Pape-Dawson completed a Pavement Management Program (PMP) for the Airport, analyzing all airfield pavements, documenting their conditions, and providing maintenance and rehabilitation recommendations.

The PMP prioritized the rehabilitation of Runway 13-31, GGG's primary runway. Based on the PMP, three rehabilitation methods were recommended for different runway segments.

Pape-Dawson designed the rehabilitation as a multi-year project with three phases:

- **Phase I:** Structural overlay of the northernmost 2,595′.
- **Phase II:** Combination of structural overlay and full-depth reconstruction over the middle 2,560′.
- **Phase III:** Milling and overlaying the southernmost 4,845′.

Initially, the project aimed to rehabilitate the entire 10,000′ runway. However, after discussions with the Airport and the FAA, the scope was reduced to focus on the area 8,200′ south of the Runway 13 displaced threshold. Although originally planned as a multi-year project, the FAA decided to execute it in a single funding year with multiple phases, still based on the three recommended methods. Pape-Dawson coordinated closely with the Airport to minimize disruptions. During the first phase, Runway 13-31 will be displaced and serve as the only operational runway while work at the Runway 13-31/18-36 intersection is completed. In subsequent phases, Runway 13-31 will be closed, and Runway 18-36 will be the only operational runway.

CITY OF DEL RIO

Airport: Del Rio International Airport, Del Rio, TX

Reference: Juan Onofre, Airport Manager, 830-774-8558

Airfield Pavement Rehabilitation

On three occasions, Pape-Dawson was selected by the City of Del Rio for work at the Airport. The first selection was for the 2020 Airport Master Plan update. The second selection was for the Airfield Pavement Rehabilitation in 2021. After this, the City selected Pape-Dawson a third time to serve as their on-call consultant for a 5-year period on all engineering, architecture, and planning projects at the Airport. The purpose of the project was to seal coat and repair the runway, parallel taxiway, connecting taxiways west of the apron, and the apron.

During the preliminary engineering report phase, it was determined that the pavement was in good condition but was showing signs of oxidation and some cracking. Being a single-runway airport, the runway needed to remain open to serve both commercial and cargo traffic. This meant that much of the work needed to be performed at night. Based upon the budget and the desire to keep the runway open to the greatest extent possible, it was decided to use a P-608-R Rapid Cure Seal Coat. This material cures in 2-3 hours, which allows for preparation work, seal coat placement, and marking placement on sections of the runway within a nightly closure window. The runway would then be opened before the first commercial and cargo flight each morning. Work on the parallel taxiway was to be performed at night to prevent the back taxiing of aircraft on the runway, which is a safety issue. A portion of the apron work was to be performed at night to always maintain access to the cargo area during the day.

Three areas on the apron were identified that required full-depth repair. Two of these areas were adjacent to fuel tanks, and one was in an area where a fuel truck regularly parked. It is believed that a combination of the trucks' weight and the softening of the HMAC pavement due to small fuel spills was responsible for this damage.



UNIVERSITY OF OKLAHOMA

Airport: Max Westheimer Airport, Norman, OK
Reference: Lance Lamkin, Airport Administrator; 405-325-7233

Airfield Optimization

Pape-Dawson is providing engineering design services for the Airfield Optimization Project at Max Westheimer Airport. Supported by an FAA congressional earmark and the Oklahoma Department of Aerospace and Aeronautics, this project will enhance capacity, operational safety, and long-term resilience at one of the state's most critical general aviation airports.

As the home of the University of Oklahoma (OU) School of Aviation, Max Westheimer Airport experiences high volumes of training and business aviation traffic, making infrastructure reliability and uninterrupted operations essential.

The scope includes extending and strengthening Runway 18-36, shortening Runway 3-21 to eliminate intersection conflicts, and rehabilitating and reconfiguring multiple taxiways. Additional improvements include airfield drainage upgrades and modernization of lighting and signage systems. Pape-Dawson is coordinating these efforts with ongoing hangar development to ensure compatibility and construction efficiency.

Delivering major airfield improvements within the Airport's constrained footprint and flat topography presented geometric and drainage challenges. Existing hangars, roadways, and utilities limited alignment flexibility, while minimal elevation changes across the site complicated grading and stormwater design. The project also required complex phasing to maintain continuous operations for OU's high-volume flight training program and event-related jet traffic, such as OU home football games.

We collaborated with OU, FAA, and the Oklahoma Department of Aerospace and Aeronautics to refine airfield geometry and develop a phased construction and access plan that maintains safe, uninterrupted operations. The resulting layout aligns with the approved ALP and supports long-term operational efficiency, demonstrating Pape-Dawson's capability to execute complex airfield projects in active aviation environments.

CITY OF GRANBURY

Airport: Granbury Regional Airport, Granbury, TX
Reference: Cody J. Mathis, C.M., Director of Aviation; 817-579-8533 Ext. 1450

New Fuel Farm Facilities

Following completion of Runway 1-19, the new terminal, and the entrance road, Granbury Regional Airport experienced increased jet traffic and required additional Jet A storage. The City of Granbury retained Pape-Dawson to design a fuel farm expansion near the new terminal and apron.

Our team led an iterative site-planning effort, developing multiple layout alternatives to support selection of a preferred configuration. The final design included a new 15,000-gallon Jet A tank; relocation of an existing 15,000-gallon tank from the original fuel farm; a new pump manifolded to both tanks; and provisions for future expansion. Bid documents also included an alternate for a second new tank in lieu of relocating the existing tank.

The fuel farm is located adjacent to the entrance road and includes a loop access drive for fuel delivery trucks, a truck offloading area, area lighting, tank foundations, and a concrete pad with spill containment. A curb system directs runoff to an inlet with a normally closed valve, allowing containment and cleanup prior to stormwater release. The project also includes protective bollards and a 6′ chain-link fence and gate.

The project was funded through AIG/IIJA and NPE sources and carried a tight deadline to encumber FY22 IIJA funds. We supported grant application and reimbursement documentation, environmental and NEPA coordination, and development of DBE goals using an approved methodology.

Pape-Dawson understands that airport improvement schedules are often driven as much by grant timing as by design production. For FAA AIP-funded projects, schedule discipline begins well before bidding; environmental determination, preliminary engineering, design reviews, independent fee estimates, FAA and state coordination, bidding, construction award, and grant application deadlines must be sequenced early so the Sponsor is positioned to obligate funding within the appropriate cycle. For construction grants, that means working backward from the required grant application timeline so bids, cost documentation, and supporting materials are ready when needed.



Our team manages this process proactively by **developing a realistic project schedule at the outset of each assignment**, identifying critical milestones, and coordinating early with Fremont County, the FAA, the Colorado Division of Aeronautics, and other stakeholders whose review or approval may affect progress. We recognize that delays often occur when project stakeholders are brought in too late or when review comments, permitting needs, environmental considerations, or operational constraints are not addressed early enough. To mitigate these risks, Pape-Dawson schedules coordination milestones at the beginning of each project, maintains regular progress meetings, tracks action items, and elevates decisions before they affect design, bidding, grant documentation, or construction.

This approach is especially important for a busy general aviation airport where County staff, airport users, funding agencies, technical reviewers, and contractors may all have roles in successful project delivery. **Pape-Dawson will operate as an extension of Fremont County's staff**, helping keep each project aligned with funding requirements, construction-season constraints, and airport operations. By pairing sound technical design with early coordination, clear communication, and disciplined schedule management, we help reduce the risk of delays, cost escalation, rework, and contractor claims while maintaining the momentum needed to deliver FAA-funded improvements on time.

PROJECT	SCHEDULE STRESSOR	PAPE–DAWSON RESPONSE
OU Max Westheimer Airport (OUN) Air Traffic Control Tower	Accelerated Design and FAA Funding Deadline	Compressed design schedule with integrated reviews with the client and FAA. Awarded contract was below the Engineer's estimate.
OU Max Westheimer Airport (OUN) Airfield Optimization Project	FAA Funding Deadline, Client Operational Constraints, Multiple Alternatives, and FAA Coordination	Compressed design schedule, early engagement of FAA LOBs, and regular coordination meetings with stakeholders during design. Awarded contract was below the Engineer's estimate.

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PRODUCER
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Portland, OR 97232
503 224-8390

CONTACT NAME: Omid Rezaee
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E-MAIL ADDRESS: omid.rezaee@usi.com

INSURER(S) AFFORDING COVERAGE	NAIC #
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INSURER E :	
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INSURED
Pape-Dawson Group, Inc.
2000 NW Loop 410
San Antonio, TX 78213

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INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	X COMMERCIAL GENERAL LIABILITY			7012316633	02/28/2026	02/28/2027	EACH OCCURRENCE	$1,000,000
	CLAIMS-MADE X OCCUR						DAMAGE TO RENTED PREMISES (Ea occurrence)	$1,000,000
							MED EXP (Any one person)	$15,000
							PERSONAL & ADV INJURY	$1,000,000
	GEN'L AGGREGATE LIMIT APPLIES PER:						GENERAL AGGREGATE	$2,000,000
	POLICY X PRO-JECT LOC						PRODUCTS - COMP/OP AGG	$2,000,000
	OTHER:							$
A	AUTOMOBILE LIABILITY			7012296190	02/28/2026	02/28/2027	COMBINED SINGLE LIMIT (Ea accident)	$1,000,000
	X ANY AUTO						BODILY INJURY (Per person)	$
	OWNED AUTOS ONLY / SCHEDULED AUTOS						BODILY INJURY (Per accident)	$
	X HIRED AUTOS ONLY / X NON-OWNED AUTOS ONLY						PROPERTY DAMAGE (Per accident)	$
								$
B	UMBRELLA LIAB X OCCUR			G48685596002	02/28/2026	02/28/2027	EACH OCCURRENCE	$5,000,000
	X EXCESS LIAB CLAIMS-MADE						AGGREGATE	$5,000,000
	DED RETENTION $							$
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY Y / N	N / A		7012316647	02/28/2026	02/28/2027	X PER STATUTE OTH-ER	
	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? N (Mandatory in NH)						E.L. EACH ACCIDENT	$1,000,000
	If yes, describe under DESCRIPTION OF OPERATIONS below						E.L. DISEASE - EA EMPLOYEE	$1,000,000
							E.L. DISEASE - POLICY LIMIT	$1,000,000
C	Professional Liability			03145815	02/28/2026	02/28/2027	$5,000,000 per claim $5,000,000 annl aggr.	

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

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(See Attached Descriptions)

CERTIFICATE HOLDER

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SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

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egis



Fremont County Airport

Airport Planning Services

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Partnering to Deliver Results

New Name, Same Great People! Even though the name has changed from H.W. Lochner, Inc. (Lochner), to Egis USA, Inc. (Egis), our commitment to you and our clients has not. You will continue working with the people you've come to know and trust. We will continue to provide exceptional quality, communication, and project delivery.

September 29, 2026

Wesley Brandt
60298 Hwy 50
Penrose, CO 81240

RE: Request for Statements of Qualifications for Airport Planning Services for the Fremont County Airport

Dear Mr. Brandt & Members of the Selection Committee:

In support of the Fremont County Airport's (1V6) mission "to provide safe, efficient aeronautical services and facilities for commercial, corporate, private and military aviation," Egis (formerly Lochner) offers a capable planning team with the qualifications, experience, and availability to support you on your upcoming projects. Our team has proudly supported 1V6 in several projects, recently completing the Taxiway C Design project and currently finalizing the Runway Geotechnical Investigation and Taxiways A3, A5, and A6 Design projects. We are excited to expand our service offerings by providing planning services in support of the Airport's upcoming projects over the next five years.

We understand that the airport is considering the following projects: Environmental Assessments, CATEX Environmental Updates, as needed, Land Acquisition, Airport Master Plan Update/ALP Update, and Hangar Developments. In this SOQ, you will find that your dedicated Egis Team has completed similar projects at airport's just like yours. The successful completion of these projects relies on selecting a reliable and knowledgeable planning consultant who can work as an extension of the airport's staff; **Egis is just that firm.**

What Sets Egis Apart?

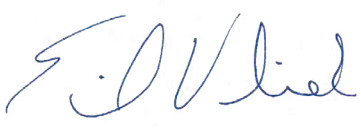
- **Proven Expertise:** We have a robust portfolio of airport projects across Colorado, including projects at 1V6, all funded by the Federal Aviation Administration (FAA) or the Colorado Department of Transportation (CDOT) Division of Aeronautics. Our experienced planning team works across the U.S. and has helped clients with **over 60 planning projects** in the last five years. We drive each project, serving as an extension of the Airport to lead our planning team, provide guidance to subconsultants, and keep the Airport informed of important developments and milestones.
- **Local Knowledge and Resources:** Our dedicated team of local experts brings extensive knowledge of the unique challenges of aviation development in Fremont County. We have supported several Colorado airports in their planning projects, as shown in our Colorado project experience map on page ten. Many of the Egis team members included in this SOQ have collaborated on similar planning projects across Colorado and the Western U.S., which guarantees a solid understanding of the requirements for projects alike.
- **Strong Partnerships:** Our longstanding relationships with CDOT Division of Aeronautics and FAA Northwest Mountain Region staff facilitate seamless communication and expedite project reviews and approvals. Furthermore, former FAA Program Manager, **Amanda Mangano**, helps our team ensure alignment with FAA standards, approvals, policies, and compliance. You can count on us to execute each task in a timely manner and deliver your projects on schedule.
- **Tailored Solutions:** We take the time to understand your specific improvement needs and are equipped to offer innovative solutions. Throughout this process, we will focus on exceeding your expectations, ensuring that our strategies align with your long-term goals for 1V6. Furthermore, we have former Airport Managers on this project team who will be influential in supporting your projects.

As your Project Manager and main point of contact, **Paul Kastler, PE,** will be at the heart of managing this contract with the support of our planning team led by **Matt Tomasson.** Together, they will maintain open and direct communication and coordination with you as the Airport Manager, the Airport Advisory Board, and the County staff. Our team is committed to providing support in navigating any challenges that may arise, paving the way for immediate success and producing reliable planning documents to inform your future airport developments.

We are excited about the opportunity to continue our partnership with Fremont County and the Fremont County Airport to advance the airport's growth and positive impact on the communities it serves. If you require any additional information or clarification during your selection process, please do not hesitate to contact us. Thank you for considering Egis as your trusted partner.

We acknowledge receipt of Addendum No. 1.

Sincerely,



Indiviual Authorized to Enter Into a Contract:
Erik Vliek, MBA, Aviation Business/Operations Manager
715 Horizon Drive, Suite 225
Grand Junction, CO 81506
erik.vliek@egis-group.com | c. 970.208.4893

Project Manager:
Paul Kastler, PE, Project Manager
paul.kastler@egis-group.com
c. 720.988.7109



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Section One: Understanding & Capability to Perform

Egis has the capability to perform all aspects of 1V6's upcoming projects, which is demonstrated by our history of supporting comparable projects at airports across Colorado and the U.S. From our Centennial office and with support from our regional planning and environmental teams, we will perform all required services for this planning contract.

Our Understanding of Your Airport and Upcoming Projects

Egis is committed to delivering the highest level of professional service in support of the Fremont County Airport (1V6) and Fremont County. **Having served as the Airport's on-call planning consultant for the past 20 years,** our team possesses an unparalleled understanding of the Airport's operational characteristics, infrastructure, development history, regulatory environment, and long-term planning objectives. Through this longstanding relationship, Egis has developed a deep familiarity with airport stakeholders, FAA coordination processes, facility constraints, and the priorities that continue to shape the Airport's future development.

During our tenure supporting 1V6, Egis successfully completed many of the Airport's most significant planning initiatives. Our team prepared the Airport's most recent **Airport Master Plan (AMP) Update in 2013,** completed the **Environmental Assessment for the Runway Extension,** developed and maintained numerous **Airport Layout Plan (ALP) Updates,** and provided planning support associated with a wide range of engineering and construction projects. This firsthand knowledge enables Egis to anticipate project-specific requirements, streamline coordination with Fremont County, the FAA, and CDOT Aeronautics, and efficiently advance projects from planning through implementation.

With extensive experience providing airport planning, environmental, and engineering services throughout Colorado and the western United States, Egis offers a comprehensive approach grounded in regulatory compliance, funding eligibility, environmental stewardship, operational efficiency, and practical implementation. Our goal is to support 1V6's continued growth as a critical transportation asset for Fremont County while ensuring projects align with FAA and CDOT priorities and the Airport's long-term vision.

AMP and ALP Continuity and Implementation

Egis is uniquely qualified to support ongoing planning and development at 1V6 because our team has played an integral role in shaping the Airport's development strategy for more than a decade. Through completion of the 2013 Airport Master Plan Update, the Runway Extension Environmental Assessment, multiple ALP updates, and planning support for numerous capital improvement projects, our team possesses a comprehensive understanding of the Airport's planning framework, facility development history, operational needs, and future growth opportunities.

This extensive planning involvement has provided Egis with a detailed understanding of the Airport's airfield infrastructure, environmental considerations, land use constraints, development priorities, and FAA coordination requirements. Because our team developed the planning documents that continue to guide airport development today, we understand the technical basis, assumptions, and agency coordination necessary to efficiently advance future projects.

No other firm possesses the same depth of institutional knowledge and continuity at 1V6. This continuity provides significant advantages, including:

- Immediate familiarity with the Airport's facilities, development history, planning priorities, and capital improvement program.
- Direct understanding of previous FAA and CDOT coordination efforts, environmental approvals, and project eligibility considerations.
- Ability to efficiently complete ALP updates, project justifications, environmental documentation, and grant support activities consistent with prior agency coordination.
- Detailed knowledge of the Airport's operational constraints, development opportunities, and long-term vision, minimizing project startup time and reducing unnecessary reevaluation.

Egis's long-standing involvement ensures continuity between planning, environmental review, funding, design, and implementation, allowing projects to move forward efficiently and in full alignment with FAA and CDOT expectations.

Support for Upcoming Capital Improvement Projects

Egis understands that while this contract is focused on planning services, many of 1V6's near-term priorities are centered on advancing critical design and construction initiatives. Our team recognizes that successful implementation of these projects will require substantial planning, environmental, funding, and FAA coordination support throughout the project lifecycle. **Egis is prepared to support the implementation of the following key initiatives:**

- **Runway 11-29 Rehabilitation:** Maintaining the Airport's runway is critical to preserving safe and reliable operations. Egis understands the planning coordination, environmental considerations, funding strategies, ALP updates, and FAA documentation necessary to support design and construction of this significant airfield improvement. Through prior planning efforts, Matt Tomasson has already evaluated potential strategies to address the non-standard conditions associated with State Highway 67 and perimeter fence penetrations within the Runway 11 ROFA, with a focus on preserving the maximum amount of usable runway length. Given 1V6's high-elevation environment and density altitude considerations, this early analysis demonstrates our understanding of the Airport's priorities and our proactive involvement in advancing practical solutions for upcoming capital improvements.
- **Unleaded Aviation Fuel Facility Development:** The transition to unleaded aviation fuels represents an important industry-wide initiative. Egis understands the facility planning, environmental review, stakeholder coordination, and FAA compliance requirements necessary to successfully implement fuel system improvements while supporting the Airport's long-term operational objectives. Our team has been actively assisting airports in navigating this emerging initiative. Our team is aware of supplemental funding opportunities through CDOT Aeronautics and other state programs to support these initiatives, reducing local funding obligations.
- **Hangar Development and Taxilane Expansion:** 1V6 continues to experience demand for additional aeronautical development opportunities. Egis understands the planning, environmental, land use, utility coordination, lease area planning, and ALP requirements necessary to support future hangar and taxilane development consistent with FAA standards and Airport objectives. What differentiates Egis from other planning consultants is our ability to serve as a true extension of Airport staff throughout the entire development process, not just initial siting and environmental review.
- **Ongoing ALP Updates and FAA Coordination:** As capital projects advance, maintaining a current and FAA-approved ALP will remain essential. Because Egis has prepared numerous ALP updates for the Airport, our team can efficiently incorporate new development, support FAA approvals, preserve grant eligibility, and ensure consistency with the Airport's long-term development program.

Although many of these projects will ultimately be delivered through engineering design and construction, each will require a planning team with a thorough understanding of the Airport's history, regulatory environment, development goals, and stakeholder expectations. Through our longstanding partnership with 1V6, Egis is uniquely positioned to provide the local knowledge, planning expertise, environmental support, and FAA coordination necessary to help the Airport successfully advance its next generation of capital improvement projects.

Categorical Exclusion (CATEX) and Environmental Updates (As Needed)

Environmental compliance and documentation are essential to maintaining project momentum, securing funding, and obtaining timely FAA approvals for airport development projects. Egis brings extensive experience navigating the environmental review process for airport improvement projects across Colorado and the western United States, helping sponsors efficiently move projects from planning through implementation. Our familiarity with 1V6's development program, past environmental approvals, and planned capital improvements enables us to identify potential environmental considerations early, develop practical compliance strategies, and support seamless coordination with FAA and CDOT Aeronautics throughout project delivery.

Egis has prepared numerous FAA environmental documents and compliance evaluations throughout Colorado and the western United States, including projects involving runway and taxiway rehabilitation, airfield lighting improvements, fuel facility development, hangar construction, and other airport infrastructure projects. Our experience enables us to quickly determine the appropriate level of environmental review, prepare technically sound documentation, and coordinate closely with FAA environmental specialists to facilitate timely project approvals while ensuring full compliance with federal, state, and local requirements.

Because Egis has helped guide the Airport's development for many years, our team understands the environmental baseline conditions, prior agency coordination, and planning assumptions associated with upcoming projects, including the Runway 11-29 Rehabilitation, unleaded aviation fuel facility development, future hangar and taxilane expansion, and ongoing airport infrastructure improvements. This familiarity allows us to efficiently develop environmental documentation that is consistent with previous planning efforts and responsive to FAA and CDOT expectations, minimizing delays and reducing project risk.

For upcoming projects at 1V6, Egis is prepared to provide:

- CATEX documentation and environmental review support for eligible airfield and landside improvements in accordance with FAA Order 1050.1G and applicable environmental guidance.
- Environmental coordination and documentation updates necessary to support ALP revisions, grant applications, and capital improvement projects.
- Technical environmental evaluations, including wildlife hazard assessments, noise and land use compatibility assessments, cultural resource coordination, hazardous materials review, and other specialty analyses as required.
- Clear, defensible environmental documentation that reflects the Airport's existing planning framework and facilitates efficient FAA and CDOT review.
- Proactive identification and management of environmental issues early in project development, reducing potential impacts to project schedules, permitting efforts, and funding eligibility.

Egis understands the importance of maintaining environmental compliance while efficiently advancing the Airport's development objectives. Our extensive history with 1V6 provides a level of continuity and institutional knowledge that allows environmental documentation to be completed efficiently, accurately, and in alignment with the Airport's long-term vision, enabling critical infrastructure projects to move from planning through implementation with confidence.

Coordination and Funding Strategy

Egis understands the sponsor's priorities, operational needs, and funding strategy. Our team is familiar with FAA and CDOT Aeronautics funding programs and understands how to structure and phase projects to maximize eligibility and competitiveness for available funding. Our direct involvement in developing the airport's current planning framework ensures that future projects will be grounded in accurate, up-to-date information and aligned with established planning objectives.

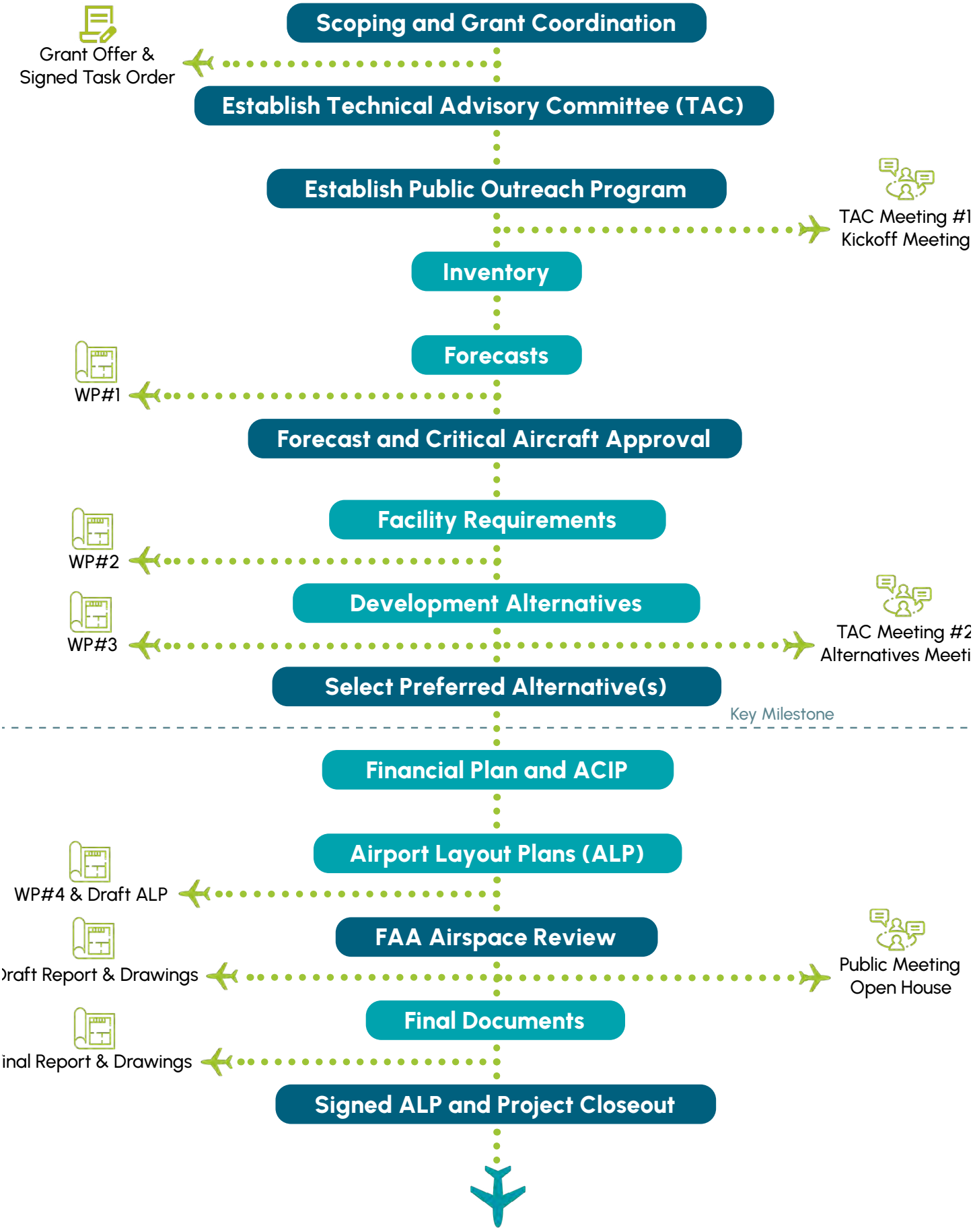
Our Approach to Delivering Quality Projects

While many of 1V6's near-term priorities are focused on engineering and infrastructure improvements, maintaining current planning documents remains equally important to supporting the Airport's long-term development objectives. Egis recognizes that planning and engineering are most effective when they work together, and our team is fully prepared to support everything from Airport Master/Layout Plan updates and environmental documentation to facility planning, aviation forecasting, land use evaluations, and funding strategies that help position future projects for implementation.

Regular updates to the ALP and supporting planning documents provide Fremont County with the tools needed to proactively manage growth, evaluate development opportunities, maintain compliance with evolving FAA requirements, and preserve eligibility for federal funding. These efforts also provide an opportunity to validate the Airport's long-term vision, assess changing operational needs, and ensure future development remains aligned with County goals and aviation industry trends.

Egis's aviation planning team brings extensive experience supporting airports throughout Colorado, developing practical and implementable planning solutions that help airport sponsors make informed decisions and successfully advance projects from concept to construction. Our approach emphasizes close coordination with Airport staff, stakeholders, and the FAA to ensure planning efforts are data-driven, actionable, and aligned with both immediate needs and long-term objectives.

Egis has refined its planning approach through decades of experience delivering airport planning projects of varying size and complexity. The graphic on the following page illustrates our overall planning philosophy, while pages 5-7 summarize our approach to the planning services most commonly provided under on-call agreements.


Scoping and Grant Coordination
Grant Offer & Signed Task Order
Establish Technical Advisory Committee (TAC)
Establish Public Outreach Program
TAC Meeting #1 Kickoff Meeting
Inventory
Forecasts
WP#1
Forecast and Critical Aircraft Approval
Facility Requirements
WP#2
Development Alternatives
WP#3
TAC Meeting #2 Alternatives Meeti
Select Preferred Alternative(s)
Key Milestone
Financial Plan and ACIP
Airport Layout Plans (ALP)
WP#4 & Draft ALP
FAA Airspace Review
raft Report & Drawings
Public Meeting Open House
Final Documents
inal Report & Drawings
Signed ALP and Project Closeout

Project Scoping

Well-defined planning studies and thoughtful project scoping are critical to ensuring 1V6 continues to evolve in ways that support operational needs, enhance safety, and align with the County's long-term vision. Effective scoping establishes the technical foundation, stakeholder alignment, and implementation framework necessary to deliver practical, fundable airport improvements.

Egis's approach begins with close coordination with Airport staff, the FAA, and key stakeholders to clearly define project objectives, identify constraints, and establish achievable outcomes. We apply proven planning methodologies, FAA guidance, and data-driven analysis to ensure each effort is appropriately scoped, technically sound, and aligned with the Airport's current and future needs.

With decades of aviation planning experience and existing familiarity with 1V6, Egis develops clear, right-sized scopes tailored to the Airport's priorities. Our team ensures planning efforts align with FAA requirements and funding eligibility, positioning projects for successful implementation and grant funding, as well as the Airport's continued growth and operational success.

Airport Geographic Information System (AGIS) Survey & Flight Procedure Development

Accurate AGIS data is essential for safe airspace management and for developing or refining instrument flight procedures at 1V6. FAA-compliant AGIS surveys provide precise positional and elevation data needed to evaluate airfield geometry, terrain, and obstructions—supporting new or improved instrument approaches and enhancing operational capability, accessibility, and long-term airspace development.

Egis understands the critical role AGIS data plays in airport planning and airspace analysis. Our team ensures AGIS surveys are properly coordinated and integrated into planning studies, ALPs, and obstruction evaluations in accordance with FAA standards. This approach supports FAA airspace determinations, identifies potential conflicts early, and ensures future development at 1V6 is based on accurate, FAA-accepted data.

To provide the highest level of technical capability, Egis partners with Lean Technology Corporation, an industry leader in instrument flight procedure development. This collaboration ensures seamless coordination between survey data, airspace analysis, and procedure design, positioning 1V6 to pursue enhanced instrument procedures while maximizing safety, accessibility, and long-term operational benefits.

Public Outreach Programs

A critical component of any successful planning effort at 1V6 is a well-designed Public Involvement Program that reflects the dynamic needs of the County, its residents, and its aviation stakeholders. This process ensures that all voices are heard, considered objectively, and incorporated into the planning process through a fair, transparent, and inclusive approach.

Egis develops tailored Public Involvement Programs to facilitate meaningful participation, support collaborative planning, and foster community trust. Our structured approach promotes balanced engagement through effective committee facilitation, clear communication, and proven outreach strategies. Key principles of our program include:

- Engaging the public from the earliest stages of the planning process and maintaining that engagement through project milestones
- Ensuring timely and accessible public information
- Providing opportunities for two-way communication between planners, Airport staff, and the public
- Giving thoughtful consideration to all reasonable suggestions and responding to public input in a timely and informative manner

Our planning team excels at engaging diverse stakeholders. Whether facing community concerns over major airport changes or navigating a lack of consensus, we foster respectful dialogue, ensure all voices are heard, and guide the process with transparency and empathy. Our approach prioritizes trust-building and long-term relationships, helping both the Airport and the public move forward together.

For 1V6, Egis's public outreach strategies may include forming a Technical Advisory Committee (TAC) with representation from key airport stakeholders, holding open-house-style public meetings at key milestones, and using web-based platforms to share planning documents and collect feedback. These tools ensure the public has opportunities to review materials, ask questions, and contribute to the plan's direction.

All public involvement materials, such as meeting agendas, notices, summaries, newsletters, comments, and responses, will be documented and included in any final planning study. Our goal is to deliver a Public Involvement Program tailored to the Airport's unique context and to produce a plan that is informed, supported, and grounded in community input.

Existing Conditions Assessment

A comprehensive inventory of existing conditions provides the foundation for sound planning decisions and ensures that future development at 1V6 is based on accurate, current, and FAA-compliant information. Egis is well positioned to perform this work efficiently, having completed 1V6's most recent AMP and ALP updates. Through this work, our team developed an in-depth understanding of the Airport's airfield configuration, facilities, operational characteristics, and development constraints. This familiarity lets us build on established data, confirm current conditions, and focus planning efforts on meaningful analysis and implementation strategies rather than duplicating completed work.

Egis's inventory process evaluates airfield geometry, landside facilities, operational activity, and environmental considerations to ensure planning recommendations are both technically sound and environmentally responsible. This integrated approach ensures 1V6 planning efforts are grounded in a thorough understanding of existing conditions, aligned with FAA requirements, and positioned to support future development and funding opportunities.

Aviation Forecasts

Accurate aviation forecasting is essential to informed planning decisions and to ensuring future development at 1V6 aligns with realistic operational demand. Egis applies FAA-approved forecasting methodologies consistent with FAA Advisory Circular 150/5070-6 and current FAA guidance, ensuring forecasts are technically defensible and suitable for FAA review and acceptance. Our approach evaluates historical activity trends, socioeconomic indicators, regional demographics, and aviation industry factors to develop activity projections for based aircraft, operations, and passenger enplanement activity. These forecasts support facility planning, airfield design decisions, and justification for future capital improvements. They are especially important for providing accurate and defensible justification for maintaining/extending runway lengths.

Egis brings extensive experience working with regional commercial service and general aviation airports, including those with unique market dynamics and evolving service levels. We understand that regional commercial service airports like 1V6 require careful evaluation of passenger demand drivers, including airline service patterns, regional population trends, proximity to competing airports, and broader economic influences. Our team conducts comprehensive market analyses that incorporate local and regional factors, airline trends, FAA Terminal Area Forecast (TAF) comparisons, and ADS-B tracking to ensure projections are both locally relevant and consistent with national aviation trends.

Facility Requirements Analysis

The Facility Requirements Analysis is a key component of the planning process, using information from the Airport inventory, aviation forecasts, and FAA design standards to determine the infrastructure needed to support current and future activity at the Airport. This effort identifies the critical aircraft and operational characteristics that define facility needs and evaluates whether existing airfield and landside infrastructure can safely and efficiently accommodate anticipated demand.

Egis will evaluate airside components, including runways, taxiways, aprons, lighting systems, navigational aids, and safety areas, to ensure compliance with current FAA standards and identify opportunities to enhance safety, efficiency, and operational capability. Landside facilities, including hangars, terminal areas, access roads, vehicle parking, utilities, and support infrastructure, will also be assessed to ensure they align with existing conditions, projected demand, and 1V6en's long-term development objectives. This comprehensive evaluation ensures that all facilities are appropriately sized, configured, and positioned to support 1V6's role as a critical regional aviation asset. Egis will organize recommended facility improvements into near-, mid-, and long-term planning horizons, allowing Airport leadership to prioritize development based on operational need, funding opportunities, and strategic goals. Egis's familiarity with 1V6 enables us to efficiently evaluate facility requirements without a prolonged learning curve, ensuring continuity between prior planning efforts and future development.

Development Alternatives Analysis

After identifying facility requirements, Egis will evaluate a range of feasible development alternatives to accommodate future growth in a practical, cost-effective, and FAA-compliant manner. Alternatives will be developed for both airside and landside components and evaluated based on operational effectiveness, technical feasibility, cost considerations, environmental factors, and consistency with the County's long-term vision for the Airport's role in the community. This structured process ensures that recommended improvements are not only conceptually sound but also implementable and aligned with the Airport's strategic objectives.

To strengthen the technical and financial reliability of each alternative, Egis incorporates input from our aviation engineering and infrastructure specialists with direct experience in airport design, construction, and implementation. Their involvement helps validate feasibility, refine development concepts, and produce realistic planning-level cost estimates, ensuring recommendations reflect real-world constraints and opportunities.

ALP Drawings

The ALP is a critical planning and funding tool that guides capital development and is a required component for FAA AIP grant eligibility. Maintaining a current, FAA-approved ALP ensures that proposed projects are properly documented, justified, and positioned for funding consideration, while also supporting effective long-term planning and coordination.

Egis brings extensive experience preparing and securing FAA approval of ALP drawing sets for airports nationwide, including recent and ongoing efforts at 1V6. Our team ensures all ALP updates are accurate, technically sound, and fully compliant with FAA standards and guidance, resulting in a high-quality deliverable that supports efficient FAA review and provides a reliable framework for the Airport's future development.

Following the selection of preferred development alternatives, Egis will prepare updates to the ALP drawing set to reflect both existing conditions and planned improvements at 1V6. The ALP serves as the official record of airport development and typically includes the airfield

layout, terminal area plan, airspace and approach-surface drawings, land use plans, and property inventory. Egis will work closely with the County and the FAA to right-size each ALP effort, whether through a comprehensive update or targeted revisions, such as terminal area updates or "Pen & Ink" modifications, ensuring the scope aligns with the Airport's planning needs and project complexity.

Capital Improvement Program & Planning

The Airport Capital Improvement Plans (CIP) serves as the implementation framework for the AMP, translating recommended development projects into a prioritized and financially actionable program. As facility needs and preferred alternatives are identified, projects are assigned estimated costs, timing, and funding eligibility, and organized into near-term and future CIP planning periods. This integration ensures the AMP provides a practical roadmap that supports FAA funding eligibility and enables timely, cost-effective implementation of airport improvements.

In addition to developing a CIP as part of an AMP update, Egis actively manages CIPs for airport clients across the country, providing our team with unique, firsthand insight into FAA funding priorities, grant cycles, and programming strategies. Drawing on this experience, we evaluate applicable funding opportunities and develop financial strategies that maximize AIP grant eligibility while minimizing local funding burdens. Our familiarity with Airport CIP development and coordination allows us to position projects effectively, improving the likelihood of timely funding and implementation. This effort ensures that recommended projects are properly prioritized, justified, and aligned with FAA expectations, thereby supporting their successful inclusion in the CIP and future grant funding beyond the AMP.

Completion

Egis's aviation planning team is committed to delivering timely, actionable planning documents that support operational needs and ensure continued eligibility for FAA funding. We understand that maintaining current, FAA-accepted planning documents, such as AMPs and ALPs, is essential to advancing capital projects without delay.

We recognize that planning documents are not intended to remain static but instead serve as living tools that guide ongoing development, support funding justification, and inform day-to-day decision-making. Egis will continue to support the County through regular planning updates, including ALP revisions and incorporation of as-built conditions, ensuring that airport records remain accurate and development remains consistent with FAA approvals.

Beyond AMP and ALP updates, Egis will provide a full range of aviation planning services to support ongoing operational, development, and funding needs.

Environmental

Balancing airport development needs with the protection of environmental resources is not only a requirement under NEPA but also a sound, responsible practice. Environmental compliance is integrated into the planning and development process to ensure that proposed improvements proceed efficiently and sustainably.

Egis provides comprehensive environmental services to identify potential environmental impacts associated with airport development projects. These services include evaluating alternatives to avoid or minimize impacts where possible and recommending mitigation strategies when unavoidable impacts are identified. The team addresses environmental considerations early in the planning process to streamline approvals and maintain project momentum.

The planning team has extensive experience in preparing documented CATEXs and EAs for airport projects, including new facilities, runway extensions, and landside infrastructure development. Technical services, such as wetland delineations, noise analyses, and compatible land use planning, are conducted in accordance with FAA Order 5050.4B, Airport Environmental Handbook. This ensures efficient and timely processing of environmental approvals needed to keep airport projects on schedule.

In addition to NEPA documentation, Egis provides services including fuel farm siting, stormwater permitting, Spill Prevention, Control, and Countermeasure (SPCC) plans, and voluntary noise abatement programs. By collaborating with biologists, environmental professionals, and regulatory agencies, the planning team ensures environmental requirements are fully met while supporting continued airport growth. Our Environmental Services include:

- CATEX Documents
- EAs
- Wetland Delineations and Section 404 Permitting
- SPCC & SWPPP Plans
- Noise Analysis and FAR Part 150 Studies
- Compatible Land Use Planning and Zoning
- Coordination of Historical, Architectural, and
- Cultural Resource Surveys
- Air Quality Determination and Emissions Inventories
- Voluntary Noise Abatement/Fly Friendly Programs
- Sustainability and Resiliency Analysis
- Public and Stakeholder Outreach Programs

A dedicated, in-house environmental team with specialized expertise in airport environmental compliance and FAA NEPA requirements supports Egis's aviation planning practice. Our environmental professionals work seamlessly alongside our aviation planners, providing a coordinated approach that streamlines documentation, improves efficiency, and ensures consistency between planning and environmental efforts.

Section Two: Firm Background & Aviation Expertise

Our firm has vast experience, knowledge, and expertise with airport planning and is eager to support you. Our planners, environmental specialists, and engineers regularly support Colorado airport projects and are committed to planning excellence, cost control, sponsor involvement, on time completion, and up-to-date technology.

Firm Introduction

Egis is a leading global architecture, consulting, construction engineering, and operating firm. We have been delivering aviation aviation solutions for both commercial service and general aviation airports for more than 55 years, offering deep sector knowledge coupled with real operational experience as airport shareholders and operators.

Our 3,500 aviation experts, based globally, help shape aviation regulations, improve operational performance, and design major aviation infrastructure and systems. This deep understanding of aviation is complemented by expertise from across Egis spanning urban planning, infrastructure and buildings, transport solutions from road, rail, and urban mobility, through to utilities.

Organizational Structure:
Corporation

Size of the Company:
3,500 Aviation Experts and Nearly 24,000 Employees Across the Globe

Office in Charge:
6855 South Havana Street, Suite 580
Centennial, CO 80112

Although Egis offers the resources and technical depth of a global aviation practice, our approach at 1V6 remains rooted in the local relationships and service that have been established with the Airport. The same team members familiar with the Airport's unique challenges, priorities, and stakeholders will continue to serve as your day-to-day partners, supported by a worldwide network of aviation, planning, engineering, environmental, and funding specialists ready to provide additional expertise whenever needed. This combination of local commitment and global capability allows us to deliver the personalized attention of a small firm with the resources of a large one.

We have a history of pioneering innovative methods with project teams, collaborating closely with public and private sector clients to plan, evaluate, design, and implement advanced concepts. Our focus is on maximizing budgets, expediting schedules, extending asset lifespans, and increasing efficiency by reducing impacts and maintenance requirements. **This history has fostered well-respected working relationships with FAA and CDOT staff.**

Our Services

Our team has vast experience, knowledge, and expertise in airport development and is eager to continue supporting 1V6. Our team is committed to planning and engineering excellence, cost control, sponsor involvement, on-time completion, and up-to-date technology. Working with our other in-house disciplines enables the engineering and planning teams to evaluate proposed solutions in the context of the entire project, optimizing performance and minimizing cost.

Our resources allows us to offer the following airport consulting services:

AIRPORT PLANNING

- Advanced Air Mobility (AAM) Planning & Integration
- AMPs & ALPs
- Electronic ALPs (eALP)
- Airspace Obstruction Analysis
- Airport Noise Analysis
- Aviation Forecasting
- Benefit-Cost Analysis
- Capital Improvement Planning
- Cultural & Historical Resource Reviews
- Environmental Site Reviews
- Environmental Studies
- FAA Aeronautical Surveys
- Geographic Information Systems (GIS) Aeronautical Data Collection
- GIS Airport Planning Tools
- Government Relations Tools
- Instrument Approach Procedure Coordination
- Land Use Compatibility Planning
- Public Involvement/ Consensus Building
- Special Studies – RPZ Analysis
- Thermal & Visual Plume Impact Analysis

ENVIRONMENTAL

- CATEX
- Environmental Assessments
- National Environmental Policy Act (NEPA) & State Compliance
- Noise Compatibility Studies
- Stormwater Pollution Prevention Plan (SWPPP)
- U.S. Army Corps of Engineers (USACE) Permitting
- Wetland Delineation/Mitigation

AIRPORT ENGINEERING

- Aircraft Rescue & Fire Fighting (ARFF) Equipment & Facilities
- Airfield Lighting, Signage, & Visual Aids
- Airport Geographic Information Systems (AGIS)
- Obstruction Surveys
- Airport Grading & Geometry
- Contractor Bidding
- Drainage & Stormwater Management
- Fuel Facilities
- Geotechnical Investigations
- Grant Administration & Funding
- Hangar Facilities
- Landside Development
- Navigational Aids (NAVAIDs)
- Pavement Design
- Perimeter Fence & Security Upgrades
- Roadways & Parking
- Runways, Taxiways, & Aprons
- Safety & Operations Plans
- SRE & Buildings
- Terminal & Landside Facilities
- Utility Design & Relocations

AIRPORT MANAGEMENT ADVISOR & GRANT ADMINISTRATION

- Airport Operations & Safety Management
- Airport Revenue Generation & Expenditure Management, including Other Budgetary & Financial Requirements
- Cooperative Development Agreements for Public & Private Partnerships
- Delphi Requests
- Engagement & Collaboration with Local, State, & Federal Elected Representatives
- Exploration of Non-Federal Funding Sources
- Grant Documentation & Reporting
- Grant Troubleshooting
- Innovative Revenue Generation from Non-Aeronautical Uses
- Passenger Facility Charges (PFCs)
- Rules & Regulations, Minimum Standards Development
- Stakeholder Engagement & Community Expectation Management
- State (CDOT) Grant Forms
- Tenant Relations & Lease Development

CADD SUPPORT

- 2D & 3D Aircraft Maneuver & Parking Simulation
- 7460-1 Exhibits
- Airside & Landside Development Exhibits
- CATEX Exhibits
- Construction Plan Sets
- GIS Data Mapping
- UAS Operations for Real Time Data Collection

Experience as an On-call Planning Consultant

Egis has supported general aviation and commercial service areas across the U.S., **including 25 airports in Colorado.** To overcome potential challenges and deliver successful projects, it is essential to have a dedicated consultant who focuses exclusively on your priorities. Your Project Manager, **Paul Kastler, PE,** maintains a manageable workload and serves clients at similar-sized airports in the region. Our team's current capacity is ideal to take on the upcoming planning efforts at 1V6. With several projects nearing completion, we are well-positioned to focus on your planning needs.

The table below highlights the airports in which we have held on-call planning agreements, demonstrating our experience with contracts similar to 1V6. In this SOQ, we have included project narratives from other airport planning projects in our portfolio, further demonstrating our experience supporting projects similar to those upcoming at your airport.

HISTORY OF ON-CALL PLANNING CONTRACTS AT COLORADO AIRPORTS	
Bent County Airport | Las Animas, CO*	Meadow Lake Airport | Peyton, CO*
Blake Field Airport | Delta, CO*	Perry Stokes Airport | Trinidad, CO*
Colorado Plains Regional Airport | Akron, CO*	Rifle - Garfield County Airport | Rifle, CO*
Craig-Moffat Airport | Craig, CO*	Silver West Airport | Westcliffe, CO
Fremont County Airport | Penrose, CO*	Spanish Peaks Airfield | Walsenburg, CO*
Granby-Grand County Airports | Granby, CO*	Springfield Municipal Airport | Springfield, CO
Holyoke Municipal Airport | Holyoke, CO*	Sterling Municipal Airport | Sterling, CO*
Kit Carson County Airport | Burlington, CO*	Walden-Jackson County Airport | Walden, CO
Limon Municipal Airport | Limon, CO*	Yuma Municipal Airport | Yuma, CO*

**Involved FAA Airport Improvement Program-Funded Projects*

Colorado Airport Experience

- EGIS OFFICE
- EGIS OFFICE W/ MATERIALS TESTING LAB
- GENERAL AVIATION EXPERIENCE
- PART 139 AVIATION EXPERIENCE
- FREMONT COUNTY AIRPORT (1V6)

25 COLORADO AIRPORTS

Trust Egis to Provide Engineering, Planning, and/or Construction Services





FAA AIP Knowledge

Egis delivers approximately 50 to 60 FAA Airport Improvement Program (AIP)-funded projects each fiscal year, spanning planning, environmental, design, and construction services. We currently support airports across four FAA regions and seven Airports District Offices. This depth of experience has given our team a clear understanding of FAA processes, regional expectations, and the coordination required to keep projects moving efficiently from concept through closeout.

The FAA administers all planning, engineering, design, and construction projects through its airport program managers. Egis has a rich history of successful collaborations with the FAA, and many Colorado airport projects Egis undertakes are funded by the FAA and CDOT Division of Aeronautics. We routinely manage FAA AIP and/or state-funded planning, environmental, design, and construction projects each fiscal year, including preparing and managing CIPs for airports across the western U.S. We also maintain our relationship with the FAA Northwest Mountain Region for Colorado-specific projects through regular meetings.

Paul Kastler, Amanda Mangano, *and other team members have extensive knowledge of the grant process, providing the County the best chance of securing federal and state funding. They also ensure all projects are completed successfully in full compliance with state, FAA, and local regulations. Egis stands ready to prepare essential documents, including grant applications, reimbursement requests, and environmental clearances, thereby enabling the County's staff to focus on other responsibilities.*

Understanding of FAA Design Standards and Grant Compliance

Egis comprehensively understands FAA policies and procedures governing the AIP, including applicable Advisory Circulars (ACs), FAA Orders, and Federal Aviation Regulations that directly affect grant eligibility, reimbursement, and audit compliance. Our team applies key guidance documents such as FAA AC 150/5300-13, Airport Design; FAA AC 150/5370-10, Standard Specifications for Construction of Airports; FAA AC 150/5320-6, Airport Pavement Design and Evaluation; FAA AC 150/5340-1, Standards for Airport Markings; FAA Order 5100.38D, AIP Handbook; FAA Order 1050.1G, Environmental Impacts: Policies and Procedures; FAA Order 5050.4B, NEPA Implementing Instructions for Airport Actions; and other applicable FAA requirements. **This regulatory familiarity ensures projects are appropriately scoped, designed, documented, and constructed to maintain AIP eligibility, support timely and defensible reimbursement requests, and withstand FAA and State audit reviews.**

Egis approaches grant compliance as a continuous process throughout the project lifecycle, from justification and environmental clearance through construction administration and both construction and grant closeout, helping the Airport protect federal funding, minimize compliance risk, and avoid questioned or disallowed costs throughout the project lifecycle.

Our accounting and grant administration team integrates invoicing, grant tracking, and reimbursement request preparation to streamline the funding process and keep projects moving. We prepare complete, auditable reimbursement packages that support funding eligibility and facilitate efficient agency review. This proactive approach helps minimize reimbursement delays, reduce administrative burden on County staff, and maintain healthy project cash flow from design through closeout.

Our team recognizes that maintaining AIP funding eligibility requires much more than delivering a technically sound project. Compliance with FAA Order 5100.35D, AC 150/5370-10H, and 2 CFR Part 200 demands thorough documentation, clear justification of need, adherence to federal procurement standards, verification of design compliance with applicable FAA Advisory Circulars, proper environmental review and clearance, and diligent construction administration. We understand the importance of keeping each project element consistent with the approved ALP, maintaining grant assurance compliance, validating cost eligibility, and keeping complete, auditable project and grant records.

Through our ongoing work at Colorado airports, we understand that protecting FAA funding eligibility requires proactive coordination, disciplined documentation, and clear communication. Our approach is designed not only to deliver successful projects, but to safeguard the sponsor's funding eligibility at every stage of project development and implementation. By embedding compliance, grant administration, and audit-ready documentation into every phase of project delivery, we help sponsors advance their capital programs with confidence while minimizing funding, administrative, and regulatory risk.

Section Three: Project Team

The County and 1V6 will receive the responsiveness and accessibility of an experienced Colorado aviation team backed by the broader resources of Egis. Our approach emphasizes local project management, direct communication, practical airport planning, and knowledgeable coordination with FAA, CDOT Division of Aeronautics, and local stakeholders.

The organizational chart below outlines our staffing plan for this contract. Egis's Project Manager, **Paul Kastler, PE**, will work with our Planning Lead, **Matt Tomasson,** and his staff of planners to ensure projects meets your needs. Paul and Matt will coordinate closely communicate effectively with key staff to ensure project elements and time frames are met with efficiency. The team presented in this SOQ is qualified and available to provide all required services for 1V6's upcoming projects. We have identified task managers for each service required for this project; **their expertise, ability to assign staff from within their teams, and capability to provide solutions will contribute to projects success.**

Fremont County
Fremont County Airport (1V6)

Paulette Lugo
FAA ADO Engineer

Angelica Cassio
CDOT Planner



Kirk Evans, PE
Principal-in-Charge



Paul Kastler, PE*
Project Manager

ENVIRONMENTAL



Lisa Vale
Environmental Lead



James Landry*
Environmental Scientist

PLANNERS



Matt Tomasson*
National Aviation Planning Lead



Jim Greil, CM*
Senior Planner



Katy Moran*
Planner



Andrew Sites, CM, ACE*
Planner



Jordan Harte*
Planner

FORMER AIRPORT MANAGERS



Judd Hill, CM*
Northwest Mountain Region Lead

CIP/GRANT ADMINISTRATION



Amanda Mangano*
Grant & CIP Manager



Erik Vliek, MBA*
Aviation Business/ Operations Manager

**Key Personnel with Resumes Included in this SOQ*



Paul Kastler, PE

Project Manager

EDUCATION
BS, Civil Engineering, University of Colorado, Boulder

REGISTRATIONS
Professional Engineer: CO No. 61693, MT, NE, NV, WA, WY

Paul will lead our engineering team in delivering high-quality engineering services, providing responsive leadership and on-site presence to ensure projects are delivered efficiently, safely, and in full compliance with FAA standards. He brings 14 years of engineering experience across aviation, transportation, and municipal infrastructure projects. As a licensed pilot, he evaluates airfield projects from both an engineering and operational user perspective, ensuring designs enhance safety, constructability, and long-term maintainability while minimizing impacts to airport operations.

Paul has served as Engineering Project Manager for multiple airports, leading airfield pavement reconstructions, AWOS relocations and replacements, electrical vault replacements, and airfield lighting relocations and upgrades. He understands FAA AIP funding processes, grant assurances, coordination with state aviation divisions, and the importance of maintaining eligibility through proper documentation, bidding compliance, and construction administration.

Prior to joining Egis, Paul served five years as a U.S. Army Engineer Officer managing infrastructure projects for airfields, roadways, and vertical construction domestically and overseas. After leaving active duty, Paul transitioned to working as a design lead and construction manager for roadway, mass transit, and active transportation projects in the Pacific Northwest.

- **Runway 14-32 Rehabilitation |** Holyoke Municipal Airport, CO
- **Main Apron Reconstruction |** Rifle-Garfield County Airport, CO
- **Runway, Taxiway, & Apron Rehabilitation |** Erie Municipal Airport, CO



Matt Tomasson

National Aviation Planning Lead

EDUCATION
BS, Aeronautical Management Technology, Arizona State University

REGISTRATION
Private Pilot

Matt serves as Egis's National Planning Lead, providing strategic leadership and oversight for the firm's airport planning practice nationwide. In this role, he guides the development and execution of complex aviation planning, development, and environmental programs, ensuring projects align with airport objectives, regulatory requirements, funding opportunities, and long-term aviation needs. Matt works closely with airport sponsors, aviation agencies, and multidisciplinary project teams to develop innovative, actionable solutions that support airport growth, operational efficiency, and infrastructure resiliency. In addition to his national leadership responsibilities, Matt serves as Egis's Planning Lead for the State of Colorado, delivering planning projects for airport sponsors throughout the State.

Drawing on extensive experience in airport planning, aviation management, and airport operations, Matt brings a comprehensive understanding of the aviation industry and the unique challenges facing airports of all sizes. Prior to joining Egis, he worked within the airline industry at Mesa Air and served as a member of the Scottsdale Airport operations and management team. This diverse background enables him to effectively balance the perspectives of airport operators, tenants, regulators, and users while fostering consensus among stakeholders. Additionally, Matt is an FAA-licensed private pilot, providing a unique perspective that combines professional planning expertise with firsthand experience as an airport user and member of the aviation community.

- **Airport Master Plan |** Rifle Garfield County Airport, CO
- **Airport Master Plan |** Holyoke Airport, CO
- **Airport Master Plan |** Logan-Cache Airport, UT
- **Airport Master Plan |** Canyonlands Regional Airport, UT
- **Airport Systems Study |** Six Humboldt County Airports, CA



Judd Hill, CM

Northwest Mountain Region Lead

Judd oversees planning and engineering projects within the FAA's Northwest Mountain Region and serves as an Airport Management Advisor, offering support across various airport improvement projects for our clients. As a private pilot, Judd brings a valuable user perspective to his assessments. Prior to joining the Egis Team, he held the position of Airport Director at Canyonlands Regional Airport (CNY) in Moab, UT, where his tenure experienced remarkable growth and enhancement. Judd's diverse background contributes to a distinctive perspective, blending expertise in airport management, insights from a pilot's vantage point, and a comprehensive understanding of airport improvement processes.

Affiliations: Colorado Airport Operators Association (CAOA); Aircraft Owners and Pilots Association (AOPA); American Association of Airport Executives (AAAE); Experimental Aircraft Association (EAA)

- **Taxilane and Apron Rehabilitation |** Vernal Regional Airport, UT
- **Airport Master Plan |** Parowan City Airport, UT
- **Airport Layout Plan |** Ogden-Hinckley Airport, UT
- **Airport Master Plan |** Monticello Airport, UT
- **Runway Construction |** Panguitch Municipal Airport, UT
- **Runway Construction |** Canyonlands Regional Airport, UT

EDUCATION

MS, Idaho State University

MS, Wake Forest University

BS, Wake Forest University

REGISTRATIONS

Certified Member (CM), AAAE

Airport Security Coordinator

Private Pilot

Aircraft Rescue Firefighter



JIM GREIL, CM

Senior Planner

As Senior Planning Project Manager, Jim is an experienced aviation professional with over 30 years of public and private service as an aviation consultant, project manager, airport director, planner, and State Aviation Bureau Chief. Jim is a Certified Member (CM) of the American Association of Airport Executives and (AAAE) and an FAA licensed commercial instrument, multi-engine flight instructor (CFII/MEI). Jim brings a wealth of expertise in leadership, airport management, planning and design, and project management. He spent 18 years with the Montana Aeronautics Division, where he also served as Bureau Chief overseeing 15 general aviation airports and one commercial service airport. This unique blend of experience and wide-ranging public and private aviation industry experience enables Jim to understand the needs of airports, communicate clearly, and bring common ground to competing agendas.

- **Airport Master Plan |** Jackpot Airport/Hayden Field, NV
- **Airport Master Plan |** Saratoga Airport, WY
- **On-Call Planning Services |** Havre Airport, MT
- **Airport Master Plan |** Richfield Municipal Airport, UT
- **Airport Master Plan |** Parowan Airport, UT
- **Airport Master Plan |** Santa Rosa Route 66 Airport, NM

EDUCATION

BS, Aeronautical Science, Embry-Riddle Aeronautical University

REGISTRATIONS

Certified Member, AAAE

CFII/MEI, FAA Airport Security Coordinator

(ASC), Transportation Security Administration (TSA)



Katy Moran

Planner

EDUCATION
MPA, Public Administration, West Virginia University

BA, Journalism & Mass Communications, University of Nebraska-Lincoln

REGISTRATION
Airport Certified Employee: Planning & Environmental AAAE

As an aviation planner, Katy supports a wide range of airport planning efforts across the country, including Airport Master Plans, Layout Plan Updates, and NEPA documentation for general aviation and commercial service airports. She brings a background in public administration and journalism, which enhances her ability to engage with agencies and stakeholders, coordinate multi-disciplinary teams, and produce clear, actionable planning deliverables. Her skill in organizing and presenting technical information in a way that supports regulatory compliance and long-term airport growth makes her a valuable contributor to any planning team. Katy is known for her thoughtful approach to understanding client needs and finding creative solutions that balance regulatory requirements with community goals.

- **Airport Master Plan |** Richfield Municipal Airport, UT
- **Airport Master Plan & Pavement Management Plan |** North Texas Regional Airport, TX
- **Preliminary Engineering Report for Runway 13-31 Rehabilitation |** Muskogee-Davis Regional Airport, OK
- **Airport Master Plan |** Alliance Municipal Airport, NE
- **Airport Master Plan |** Shively Field, WY



Andrew Sites, CM, ACE

Planner

EDUCATION
MS, Aviation Safety, University of Central Missouri

BS, Aviation Management and Operations, University of Central Missouri

REGISTRATIONS
Part 107 Drone Pilot

Certified Member (CM), AAAE

Airport Certified Employee (AAE), AAAE

As an Airport Planner, Andrew will support all planning efforts for your upcoming projects, working closely with Keenan English. He also brings airport management experience to the planning team and served in the United States Air Force. Andrew is a Certified Member of the American Association of Airport Executives and has extensive management experience at a general aviation airport. This combination of knowledge and experience has given him an understanding of airport needs similar to 1V6. Andrew understands the balance of adhering to stringent government standards and being flexible in the design approach for both general aviation and commercial service airports. He looks forward to joining the team to update your planning documents and execute the highest quality service.

- **Limited Scope AMP |** Ava Bill Martin Memorial Airport, MO
- **Airport Master Plan |** Cassville Municipal Airport, MO
- **Airport Master Plan |** Stanton County Municipal Airport, KS
- **Airport Master Plan |** Ava Bill Martin Memorial Airport, MO
- **Airport Master Plan |** Tribune Municipal Airport, KS
- **Airport Master Plan |** Kingman Airport-Clyde Cessna Field, KS
- **Master On-Call |** Tahlequah Municipal Airport, OK



Jordan Harte

Planner

As an up-and-coming airport planner, Jordan collaborates closely with Matt Tomasson and Jim Greil, CM, to spearhead planning projects. He collaborates with our airport engineers to assess each project from a planning and piloting perspective. Jordan's early passion for travel motivated him to pursue an aviation-focused education at Arizona State University, where he attained a B.S. in Aeronautical Management Technology and an M.S. in Aviation Management and Human Factors. By collaborating with Egis planning and engineering teams, he has gained valuable insight into the intricacies of planning and developing airport improvement projects, as well as the importance of teamwork in advancing an airport's vision..

- **Install AWOS |** Yerington Municipal Airport, NV
- **Airport Master Plan |** Gallup Municipal Airport, NM
- **Airport Master Plan |** Lordsburg Municipal Airport, NM
- **Airport Master Plan |** Santa Rosa Route 66 Airport, NM

EDUCATION

MS, Technology, (Aviation Management Technology and Human Factors), Arizona State University

BS, Aeronautical Management Technology, Arizona State University

REGISTRATION

Private Pilot

Part 107 Drone Pilot



James Landry

Environmental Scientist

James is an Environmental Scientist who specializes in water resource identification and permitting. His primary areas of expertise include stream and wetland delineation, USACE Section 404 permitting, and State Water Quality Certifications. James has delineated several water resources in multiple different states and has worked closely with a variety of State permitting agencies and USACE Districts. He is also skilled at using GIS software to identify and map water resources and any potential impacts to them.

- **Categorical Exclusion |** Rifle - Garfield County Airport, CO
- **Categorical Exclusion |** Erie Municipal Airport, CO
- **Runway Safety Area |** Scholes International Airport, TX
- **Taxiway E Realignment |** Scholes International Airport, TX
- **Pavement Markings & Rehabilitation |** Scholes International Airport, TX
- **Hangar Project |** Fort Worth Meacham International Airport, TX
- **Runway 3-21 Extension & Taxiway D Reconfiguration |** Draughon-Miller Central Texas Regional Airport, TX

EDUCATION

BS, Marine Science and Chemistry, University of Alabama



Amanda Mangano

Grants & CIP Manager

EDUCATION

BA in Organizational Management, Ashford University

AA in Business Administration/ Accounting, Santa Barbara Business College

Amanda brings a wealth of expertise from her previous roles as a Program Manager with the FAA as well as Grant Administration and Federal Contracting/Procurement from her many years at DFW Airport. While serving in the Arkansas/Oklahoma ADO, Southwest Region, Amanda led and managed complex aviation programs, ensuring alignment with FAA standards, approvals, policies, and compliance. She oversaw the full program lifecycle phase, development procurement, implementation, and post evaluation as well managed CIP funding for 28 airports across both states. Her commitment to stakeholders and regulatory compliance helped make her role and her airports successful.

While at DFW Airport, she oversaw federal compliance and financial reporting to optimize funding utilization of over $600M in grant funds. She managed large scale federally funded design and construction contracts with 100% audit compliance, demonstrating her exceptional financial acumen and strategic oversight.

Her extensive background in federal contract procurement, grant administration, and deep knowledge of environmental grants underscore her capability to navigate complex regulatory environments, making her an invaluable asset to our team.

- **Runway 4-22 Rehabilitation |** Hays Regional Airport, KS
- **Multi-Year Planning & Engineering |** Tahlequah Municipal Airport, OK
- **Multi-Year Planning & Engineering |** South Grand Lake Regional Airport, OK
- **Master On-Call Planning & New Hangar Access Taxiways |** Jones Field Airport, TX
- **Master On-Call |** Lawton Fort Sill Regional Airport, OK
- **Master On-Call Planning & Engineering |** Clinton Sherman Airport, OK



Erik Vliek, MBA

Aviation Business/Operations Manager

EDUCATION

MBA, Colorado Mesa University

BA, Accounting, Colorado Mesa University

BS, Psychology, Colorado Mesa University

Erik is responsible for all accounting and financing activities. In addition, he has a role in every project, for every client, to ensure that they are properly reimbursed for project related expenses. Since joining Egis in 2008, Erik has worked on over 900 airport projects in thirteen states and two countries and has received compliments from the FAA and State Agencies for the quality and accuracy of my work. His duties include the tracking of billable time and project expenses, preparing all grant reimbursement filings, and assisting Sponsors with the management of Federal and State grants. He has established excellent working relationships with personnel in the FAA, State Aviation/Aeronautics Divisions, and those responsible at the local level for accounting and finance.

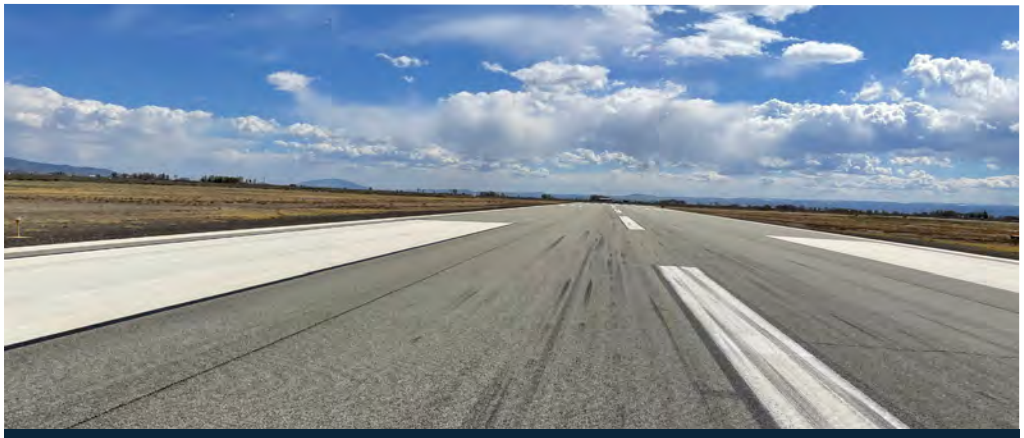
- **Apron Reconstruction |** Rifle Garfield County Airport, CO | Grant Amount: $3,100,000
- **Electrical Improvements (Bid & Construct) |** Holyoke Municipal Airport, CO | Grant Amount: $346,500
- **Runway Rehabilitation (Design Only) |** Holyoke Municipal Airport, CO | Grant Amount: $400,000
- **Airport Master Plan |** San Luis Valley Regional Airport, CO | Grant Amount: $353,000
- **Pavement Maintenance |** Rifle Garfield County Airport, CO | Grant Amount: $558,333
- **Airport Master Plan |** Monticello Airport, UT | Grant Amount: $331,000

Section Four: Project Experience & References

Through hard work and determination, Egis has developed a reputation as a top firm in the FAA's Northwest Mountain Region. We are collaborative and attentive to each project's unique needs and goals. The lasting relationships built with our clients and teaming partners are a source of pride and evidenced through a strong track record of repeat work.

Project Experience

Egis's aviation team can effectively handle the diverse range of tasks involved in your upcoming projects. The staff and projects featured in this proposal demonstrate our capability to work collaboratively with all project stakeholders to effectively implement and manage associated tasks to maximize funding and directly benefit the airport and its users.



San Luis Valley Regional Airport (ALS)

Location
Alamosa, CO

Owner/Client
Alamosa County

Key Team Members
- Matt Tomasson
- Judd Hill

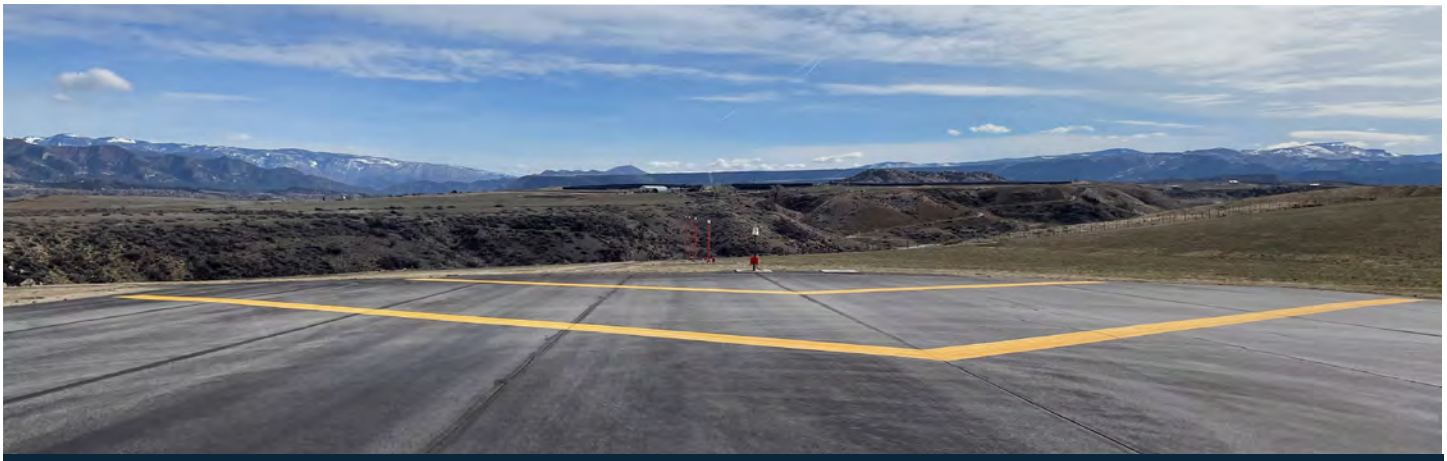
Reference
Will Hickman, Airport Manager (Former) | p. 719.580.1986

Airport Master Plan Update

As part of a comprehensive Airport Master Plan Update, Egis, in partnership with a terminal planning and architectural subconsultant, completed a detailed Terminal Facility Requirements and Terminal Area Update focused on the unique challenges and operational demands of an Essential Air Service (EAS) airport. The study recognized that regional commercial service airports often face a distinct set of planning considerations, including limited flight frequencies, constrained resources, and the need to balance facility investments with realistic growth expectations. The team evaluated the recently renovated terminal facility and identified several operational constraints that continued to affect passenger processing, circulation, and overall functionality despite recent improvements.

Working collaboratively with the project's architectural team, Egis evaluated existing and future terminal requirements associated with SkyWest's CRJ-200 operations while also planning for the airport's long-term objective of accommodating larger regional aircraft. The analysis included terminal space programming, passenger circulation, security screening, hold room capacity, baggage processing, and terminal support functions. In addition to the terminal building itself, the study evaluated supporting facilities including the commercial aircraft apron, vehicle parking areas, and rental car facilities to ensure future terminal development would be supported by complementary landside and airside infrastructure and would not be constrained by previous planning decisions.

A key outcome of the effort was the development of a phased terminal improvement strategy aligned with realistic operational growth. The initial phase focused on improvements necessary to efficiently accommodate existing demand associated with 50-seat CRJ-200 operations, while a subsequent planning phase established facility requirements necessary to support a potential transition to 70-seat CRJ-700 aircraft. By linking facility improvements to identifiable operational milestones and coordinating terminal, apron, parking, and rental car development as an integrated system, the study provided the airport with a practical and implementable roadmap for future investment. The result was a flexible development strategy that addresses immediate operational needs while preserving opportunities for long-term growth and continued success as a regional EAS airport.



Rifle-Garfield County Airport (RIL)

Location
Rifle, CO

Owner/Client
Rifle-Garfield County Airport

Key Team Members
- Paul Kastler
- Judd Hill
- Matt Tomasson
- Katy Moran
- Andrew Sites

Reference
Sam Carver, Airport Director
p. 970.625.1091

Airport Master Plan

Egis is completing the AMP Update for RIL to provide a comprehensive roadmap for accommodating future aviation demand while maintaining safe and efficient operations. The study includes development of detailed aviation activity forecasts and airfield capacity analysis, with particular emphasis on the Airport's limited expansion areas and the anticipated increase in aircraft operations associated with the future closure of nearby Aspen/Pitkin County Airport during reconstruction periods. The planning effort evaluated airfield infrastructure needs and developed expanded apron and hangar layouts to accommodate larger business-class aircraft, while also protecting areas dedicated to helicopter operations and aerial firefighting activities. The AMP further incorporated elements of the Airport's business planning initiatives and provided justification for the future implementation of a remote air traffic control tower.

In addition to airside planning, Egis is conducting a comprehensive evaluation of landside facilities to ensure the airport can effectively support future users and operational growth. This includes development plans for vehicle parking expansion, rental car facilities, fuel farm improvements, and ground transportation enhancements, as well as identifying opportunities for compatible non-aeronautical development. The final AMP establishes a phased development program aligned with FAA standards and the County's long-term vision, positioning the airport to safely accommodate increased aviation activity while supporting operational efficiency and financial sustainability.

Fuel Farm Categorical Exclusion (CATEX)

When RIL identified the need to expand its fuel farm and approximately double its fuel storage capacity, the project required both environmental approval and acquisition of additional airport property to accommodate the expanded facility. Egis prepared a Documented CATEX for the fuel farm expansion and associated land acquisition, evaluated the proposed improvements, and coordinated the documentation required for FAA review. The project also included preparation of an ALP As-Built update to reflect the proposed expansion and changes to airport property.

As the Airport's on-call consultant, Egis brought extensive institutional knowledge of the Airport's facilities, planning documents, environmental history, and ongoing development activities. This familiarity allowed our team to leverage existing information, efficiently coordinate with Airport staff and the FAA, and streamline the environmental review process. As a result, the CATEX was completed on an accelerated schedule, helping the Airport maintain its project timeline and proceed toward construction without delay.

The project demonstrates Egis's ability to quickly and effectively navigate FAA environmental requirements while helping airport sponsors advance critical infrastructure improvements.

Rifle Hangar Development Planning Support

As interest in hangar development increased at RIL, Garfield County engaged Egis to help plan for future growth and manage the increasing number of development requests. Over several related assignments, Egis assisted the Airport with planning future hangar areas, establishing development standards, supporting developer recruitment, and helping guide projects through the approval and construction process.

Egis first helped the Airport evaluate and plan a new hangar development area on the east side of the airport. This work included preparing a conceptual site layout, evaluating future development opportunities, identifying needed ALP modifications, and preparing environmental documentation to support future development. To help the Airport identify potential development partners and determine the best use of available airport property, Egis helped develop and evaluate a hangar development RFP. We reviewed development concepts, evaluated infrastructure considerations, and provided technical input to Airport staff and the Board of County Commissioners during the selection process. Egis also worked with Airport staff, County building officials, and fire officials to develop airport-specific hangar design and safety standards. This effort established clear expectations for future development and provided a consistent framework for reviewing hangar projects and addressing building and fire code requirements.

As development activity continued to grow, Egis assisted the Airport with managing the overall hangar development process. Our team reviewed and improved development procedures, created project tracking tools, coordinated with developers and County departments, and assisted with leasehold development, environmental review, FAA coordination, project approvals, and construction-related coordination. By serving as an extension of Airport staff, Egis streamlined communication and kept projects moving through the development process.

Through these efforts, Egis helped RIL create a clear and repeatable process for hangar development while supporting projects from the earliest planning stages through implementation and construction. Egis's work at RIL demonstrates our ability to support airport development through all phases of a project. Rather than providing only planning or environmental services, our team remained involved from initial development planning through project approvals and implementation, helping the Airport maintain continuity and successfully move projects from concept to construction.

Wildlife Hazard Assessments

Egis has extensive experience leading Wildlife Hazard Assessments (WHAs) and supporting Wildlife Hazard Management Plans (WHMPs) at airports throughout the Mountain West. Our team has completed wildlife hazard studies at a wide range of general aviation and commercial service airports, providing airport sponsors with the information needed to meet FAA requirements, improve airfield safety, and support future development initiatives. Through this experience, Egis has developed a strong network of trusted environmental specialists and wildlife biologists who understand the unique operating environments of western airports and can tailor field investigations to the specific wildlife, habitat, and operational conditions present at each facility. This approach allows us to efficiently collect the data necessary to satisfy FAA requirements while also providing a defensible basis for environmental documentation and future grant-funded airport projects.

Egis has recently completed or is finalizing the projects below, which represent our depth of experience with WHAs.

- **Eureka-Murray Field Wildlife Hazard Assessment:** A unique airfield environment located within a wetland complex and bordered by riverine habitat along three sides of the airport property. The abundance and diversity of wildlife associated with these surrounding habitats created a complex assessment effort, requiring extensive field observations and analysis to identify wildlife hazards and develop recommendations that support both FAA compliance and safe airport operations.
- **Rohnerville-Fortuna Wildlife Hazard Assessment:** Egis completed a Wildlife Hazard Assessment for Rohnerville Airport, where the airfield is surrounded by agricultural land uses, including active farming operations and cattle grazing immediately adjacent to the airport property. The assessment identified a dense deer population and recurring cattle incursions as the primary wildlife hazards, and the findings now support implementing new 8-foot wildlife fencing and fence enhancements designed to prevent deer and livestock from accessing the airfield and creating operational safety risks.
- **Bishop Airport Wildlife Hazard Assessment:** Egis is completing a WHA at Bishop Airport where wildlife concerns were driven by burrowing rodents that contributed to pavement damage and created maintenance challenges throughout the airfield environment. The assessment also documented medium- and large-sized mammals, including coyotes and deer, and the resulting recommendations support installing buried fence skirt improvements to limit burrowing animal access while enhancing the airport's ability to manage wildlife hazards and protect critical infrastructure.



Logan-Cache Airport (LGU)

Location
Logan, UT

Owner/Client
Logan-Cache Airport

Key Team Members
- Judd Hill
- Matt Tomasson

Reference
John Kerr, Airport Board Chair
p. 435.757.7420

Airport Master Plan

Egis has had the privilege to work with LGU for well over two decades. During this time, Egis has worked with the airport on over 30 AIP-funded projects that have far-exceeded $20M in federal grants. These projects have addressed every facet of the airport to include work on the expansion of the land owned by the airport, to the maintenance and upgrade of airport aprons, taxiways, and runways. In addition to the projects funded by the FAA AIP program, Egis has also worked with LGU for the successful acquisition of non-federally funded grants and local-only funded projects to further meet the needs of the airport users and the community at large.

LGU's AMP is a crucial project necessitated by the airport's rapid growth and the city's burgeoning development. Logan is one of the fastest-growing areas in the country, and the airport had maximized its existing development. With the local university's flight program enrolling 400 active students, LGU has become one of the top five busiest airports in the state. To match the city's growth and adequately plan for the airport's future, a comprehensive master plan was essential.

We faced several challenges due to the airport's high activity level and rapid growth. The busy nature of the airport made it clear that the master plan needed to recommend the addition of a control tower to manage air traffic effectively. The sheer volume of growth required swift and thorough planning to address current and future needs. To overcome these challenges, we explored mechanisms to utilize all available airport space and examined design possibilities for surrounding properties. Our approach included evaluating the addition of air traffic control and other avenues to support and manage the airport's expansion. By providing these detailed and forward-thinking solutions, we ensured that the master plan would accommodate LGU's growth and enhance its operational efficiency.



Vernal Regional Airport (VEL)

Location
Vernal, UT

Owner/Client
Vernal Regional Airport

Key Team Members
- Judd Hill
- Matt Tomasson

Reference
Ken Campbell, Airport Manager
p. 801.875.1002

Taxilanes Development

VEL is a non-hub primary commercial airport with Essential Air Service (EAS) service provided by Contour Airlines. In addition to the commercial airline service needs that the airport facilitates, there is a growing demand for private hangar development. Prior to the taxilanes being constructed, there were essentially no available hangar sites with access to the pavement. The construction of new taxilanes was essential for any future hangar development.

Because of the low priority to the FAA in funding taxilanes, Egis staff worked with the Sponsor and the FAA to ensure that a viable funding plan was in place and funding was available for the projects as intended. To take advantage of the funding that was made available by the Bipartisan Infrastructure Law (BIL), the Egis staff worked with the Sponsor and the FAA to shift priorities and adjust the Airport's CIP to ensure the taxilanes could get funded. The project was tailored as needed to allow for the maximum amount of taxilane to be constructed with the funding available.

Egis worked closely with the Airport to ensure that the needs of the airport were understood and that the funding plan for this project was available. Two separate taxilanes were constructed with the project, Taxilane B and Taxilane D. Taxilane B was designed to accommodate general aviation aircraft under 30,000 pounds SWG and approximately five 50'x50' box hangars. Taxilane D was designed and constructed to accommodate corporate aircraft weighing up to 60,000 pounds DWG and approximately five 100' x 100' hangars. Within the same year of the construction of the taxilanes, there was already a hangar developed with a second being designed for development.



Parowan Airport (1L9)

Location
Parowan, UT

Owner/Client
Parowan City

Key Team Members
- Judd Hill
- Matt Tomasson
- Katy Moran

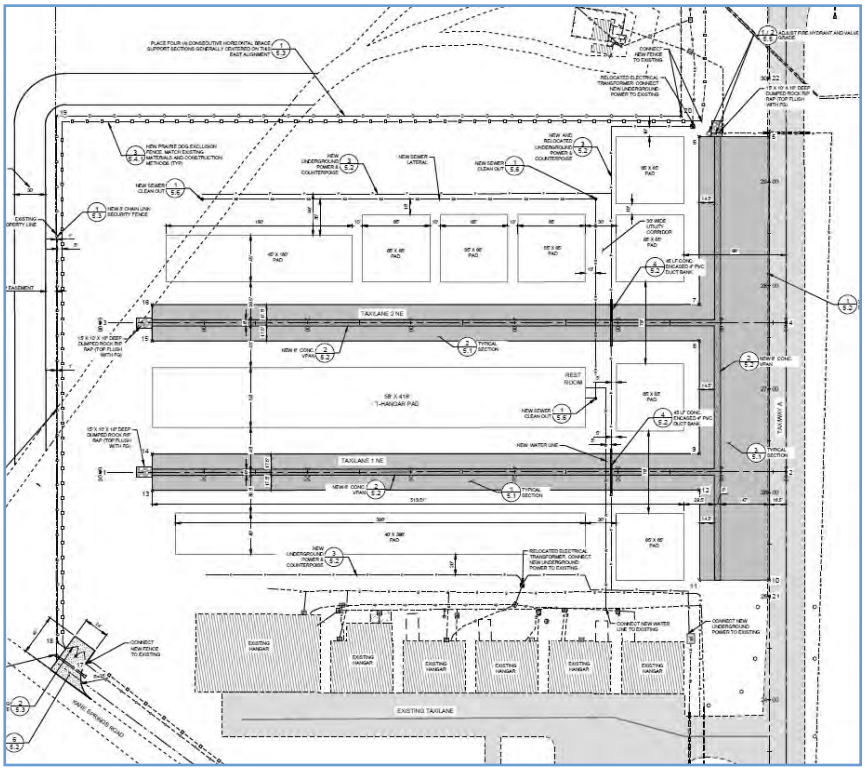
Reference
Dan Jessen, City Manager
p. 435.477.3331

Airport Master Plan

An Airport Master Plan is critical for the long-term development of an airport. It is also important to update this plan to meet the changing needs of the airport and its community. Parowan had developed a plan in previous decades that would enable the airport to significantly expand its runway to support large jets by upgrading from a 75-foot wide B-II runway to a 100-foot wide C-II runway. However, a nearby airport (Cedar City) expanded their facility to support commercial service in the following years. The expansion of the neighboring airport resulted in the larger aircraft utilizing that facility instead of needing to utilize Parowan. This shift in the fleet demands of the airport has enabled Parowan to better service smaller general aviation aircraft. By updating the AMP, Parowan does not need to use limited space to support larger aircraft, and instead can plan that space to the needs of smaller aircraft. In addition to supporting the smaller aircraft fleet, the smaller safety areas associated with the B-II runway compared to those that would be required for a C-II runway will enable the city to develop surrounding land for additional economic benefits for the community.

Hangar Layout

With the changing needs to support the fleet mix that the new Airport Master Plan addresses, the airport has been able to look at providing significantly more hangar development for smaller GA aircraft. Egis worked with the airport and developers to design additional taxilanes and hangars at the airport. This design included all of the needs for taxilanes, drainage, utilities, and a mixture of T-hangars and box hangars.



Section Five: Meeting Schedules, Deadlines, & Budgets

At Egis, we serve over 300 airports across the U.S., so meeting time and budget requirements is central to our approach. Through effective team organization, client proximity, and meticulous planning, we ensure projects are completed on time, within budget, and to the highest-quality standards.

Egis utilizes Deltek Vision software to manage contract schedules, budgets, and human resources. Deltek Vision enables project managers to track both direct labor and direct costs for the project in real-time, as costs are incurred and entered into the system. We can generate project expenditures (e.g., man-hours and fees) in real-time, allowing us to quickly assess the current status of the project budget and its projected trend. For each project, a plan is created. This plan is updated on a biweekly or monthly basis, is task-dependent, and results in a detailed report of the budget and resources used to date, along with a corresponding estimate of what is needed for project completion.

Cost Management

Planning project fees are based upon an agreed lump sum cost based on the approved scope of work. For planning projects, once the fee is established at the beginning of the project, there will be no variations on the cost of the project. Based on our extensive experience in completing airport planning projects, we understand the typical time frame to complete the project. We will work with the County early in the project to establish an overall project schedule that is realistic and keeps things moving forward in an effort to respect and preserve the time and resources of all involved.

Through effective team organization, client proximity, and meticulous planning, we ensure projects are completed on time, within budget, and to the highest quality standards. While planning projects delays are not materially the same as engineering or construction delays in how they impact the completion of a physical capital improvement, we take serious our commitment to completing projects in a time effective manner. Creating a plan and submitting it to the FAA within schedule is imperative to ensure there are no delays in programming projects. We want to take your vision of the airport, along with our recommendations, and put them in front of the FAA as soon as possible, so they can understand the airport's needs and anticipate future projects and funding levels.

Furthermore, planning projects typically are scoped in a manner where the risk of additional costs incurred during the project is virtually non-existent. Our scoping process is up-front and transparent to where there should not be any scope creep. Our firm has a track record of successful projects that enables us the ability to foresee potential problems during the planning phase and address them up-front. Successfully completing projects within budget has been a major factor in our success in providing aviation services.

In addition to the project references provided in this proposal, the following table demonstrates our ability to best utilize budgets to adhere to schedule requirements.

EXAMPLES OF MEETING SCHEDULES AND BUDGETS			
Airport	**Project Description**	**Project Dates**	**Budget/Final Cost**
Rifle Garfield County Airport | Rifle, CO	AMP	2024-2026	$652,839
Jackpot Airport/Hayden Field | Jackpot, NV	AMP	2024-2026	$8,000
Rifle Garfield County Airport | Rifle, CO	Fuel Farm Expansion Environmental	May 2025-July 2025	$533,739
McElroy Field | Kremmling, CO	AMP	2022-2024	$331,387
Spanish Peaks Airfield | Walsenburg, CO	AMP	2022-2024	$330,204
Canyonlands Regional Airport | Moab, UT	ALP	2022-2023	$316,348
Cortez Municipal Airport | Cortez, CO	AMP	2021-2023	$495,482
Sterling Municipal Airport | Sterling, CO	AMP	2019-2021	$323,429
Liberal Mid-America Regional Airport | Liberal, KS	AMP	2020-2023	$461,000

Schedule Control

Planning schedules do not have a prescribed timeline, so they can be adjusted to align with your unique opportunities or other local demands. Our team employs four key steps to maintain your schedule expectations:

1. Effective Leadership: Paul and Matt have the experience and expertise to ensure an on-schedule project. In collaboration with our team of planning, environmental, and engineering experts, they will work with you on each stage of the projects.

2. Comprehensive Project Scoping: Early collaboration helps define each stage of the project and the required time and effort. We tailor schedules to meet local needs, whether expedited or extended for thorough review. This scoping process lays the foundation for a customized engineering, planning, or environmental project and a clear project schedule.

3. Proven Workflow: Our established workflow ensures projects stay on track and meet high-quality standards. It enables direct collaboration with your community to develop a project that adds value across airport operations. Because our documents are done right the first time, they move through FAA and CDOT review more efficiently.

4. Strong Communication: We maintain strong communication throughout the project to streamline external reviews. Our relationships and responsiveness help mitigate delays and keep the project moving forward.





CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY): 9/17/2026

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER
Edgewood Partners Ins Center
3780 Mansell Rd. Suite 370
Alpharetta GA 30022

CONTACT NAME: EPIC Construction & Design COI Team
PHONE (A/C, No, Ext): 770-552-4225 FAX (A/C, No): 770.670.5324
E-MAIL ADDRESS: CnDCerts@epicbrokers.com

INSURER(S) AFFORDING COVERAGE	NAIC #
INSURER A : The Continental Insurance Company	35289
INSURER B : National Fire Insurance Co of Hartford	20478
INSURER C : American Casualty Co of Reading, PA	20427
INSURER D : Lloyd's of London	85202
INSURER E : Valley Forge Insurance Company	20508
INSURER F :	

INSURED HWLOCHNE
Egis USA, Inc.
225 W Washington St.
Floor 12
Chicago IL 60606

COVERAGES **CERTIFICATE NUMBER:** 883156333 **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
B	X **COMMERCIAL GENERAL LIABILITY** CLAIMS-MADE [X] OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: POLICY [X] PRO-JECT [X] LOC OTHER:			7092014905	5/1/2026	5/1/2027	EACH OCCURRENCE DAMAGE TO RENTED PREMISES (Ea occurrence) MED EXP (Any one person) PERSONAL & ADV INJURY GENERAL AGGREGATE PRODUCTS - COMP/OP AGG 	$ 1,000,000 $ 1,000,000 $ 15,000 $ 1,000,000 $ 2,000,000 $ 2,000,000 $
E	**AUTOMOBILE LIABILITY** X ANY AUTO OWNED AUTOS ONLY HIRED AUTOS ONLY SCHEDULED AUTOS NON-OWNED AUTOS ONLY			7091863062	5/1/2026	5/1/2027	COMBINED SINGLE LIMIT (Ea accident) BODILY INJURY (Per person) BODILY INJURY (Per accident) PROPERTY DAMAGE (Per accident) 	$ 1,000,000 $ $ $ $
A	X **UMBRELLA LIAB** [X] OCCUR **EXCESS LIAB** CLAIMS-MADE DED [X] RETENTION $ 10,000			7092036547	5/1/2026	5/1/2027	EACH OCCURRENCE AGGREGATE 	$ 15,000,000 $ 15,000,000 $
C E	**WORKERS COMPENSATION AND EMPLOYERS' LIABILITY** Y / N ANYPROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? [N] **(Mandatory in NH)** If yes, describe under DESCRIPTION OF OPERATIONS below	N / A		7092004665 (AOS) 7092009168 (CA)	5/1/2026 5/1/2026	5/1/2027 5/1/2027	X PER STATUTE OTH-ER E.L. EACH ACCIDENT E.L. DISEASE - EA EMPLOYEE E.L. DISEASE - POLICY LIMIT	 $ 1,000,000 $ 1,000,000 $ 1,000,000
D	Professional Liability incl. Pollution Liability			RLUSP2600073	5/1/2026	5/1/2027	Per Claim Aggregate	$10,000,000 $10,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

CERTIFICATE HOLDER

Sample Certificate

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

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LJA AVIATION



September 29, 2026

Fremont County Airport (1V6)

Statement of Qualifications for Airport Planning Services

LJA, Inc.

Cover Letter

September 29, 2026

Wesley Brandt, Airport Director
Fremont County Airport
60298 HWY 50
Penrose, CO 81240

Point of Contact
Justin Heid, A.A.E.
Project Manager
970.212.3393
jheid@lja.com

Re: Statement of Qualifications for Airport Planning Services

Dear Commissioner Grantham, Mr. Carochi, Mr. Brandt, and Selection Committee Members:

At LJA, Inc. (LJA), we are Employee-Owned and Client Focused. We are a full-service engineering consultancy firm delivering purpose-driven projects backed by expertise and ownership. With over 3,100 employee-owners, we offer full-service planning, engineering, and construction management to deliver impactful projects that enrich communities.

Throughout this Statement of Qualifications (SOQ), we will introduce our aviation team, present our extensive capabilities, and demonstrate how our values align with Fremont County (County) and Fremont County Airport's (1V6) goals and objectives. We request your favorable consideration of our services for all upcoming airport projects.

The Right Team | The LJA Aviation Team is a carefully chosen group of aviation professionals with solid experience in planning, aviation support, and engineering services. Our staff has delivered dependable work and impeccable client service for many years, including at 1V6 with a previous firm, and I'm confident we will meet and exceed your expectations.

General Aviation-Focused with a Pilot's Perspective | We understand general aviation (GA) operations and the planning and engineering efforts needed to support them. Two members of our team are active pilots, two previously managed GA airports, and every team member has built their career serving GA facilities. Justin Heid, A.A.E, our lead airport planner, is eager to fly his airplane to 1V6 and experience the airport from a user's perspective.

Full-Service Support | LJA Aviation's full-service support is essential for 1V6 because it multiplies your staff's ability to complete the management and operational tasks you face every day. Our aviation advisors are here to assist you with grant writing, marketing support, and land development exhibits, just to name a few. This means you can ask questions on numerous topics, and we are here to help.

Your decision in this planning consultant selection will determine your next partner in furthering the airport. It is time for a new level of service at 1V6 and a planning, engineering, and advisory partner that is committed to your success. We look forward to discussing how we can support your airport's goals.

Sincerely,



Kenneth Moen, A.A.E.
Vice President, Aviation

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Capability to Perform All Aspects of Projects

Narrative Statement

LJA, Inc. understands Fremont County's need for safe, compliant, and reliable airport facilities. Our team has the expertise to deliver the full range of proposed planning projects, including design, documentation and reports, and funding support and oversight. With proven experience and a client-focused approach, we are prepared to ensure the airport continues to serve the community effectively. We do not have any personal or professional interests that would be a conflict of interest in providing services for the County.

General Description of Firm

LJA was established to be the premier engineering firm across the U.S. by providing high-quality, innovative, and cost-effective services to our clients. From the beginning, the firm stood out by recognizing the importance of quality engineering solutions amid a culture of visionary leadership and collaborative delivery. Our reputation is built upon a 54-year legacy of mutual trust among our staff and our clients, which drives our commitment to delivering the best solutions.

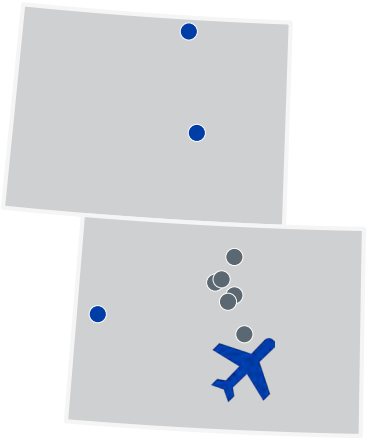
Founded in 1972 when John "Dutch" Lichliter established The Lichliter Company, Bill Jameson joined the firm in 1976 as president and the firm was renamed Lichliter/ Jameson & Associates. The firm evolved into LJA, Inc. as it is known today. At LJA, we continue to build upon our reputation, while broadening our knowledge and constantly striving to be better.

LJA has been a trusted leader in Colorado since 2009, expanding to seven offices and more than 95 employee-owners locally. Our Colorado teams deliver expertise in land development, transportation, public works, environmental, energy, rail, surveying, and telecom, supported by over 3,100 employee-owners in 90+ offices nationwide. Since launching our aviation services in 2025, we have strengthened our commitment to innovation by expanding our offerings and growing our presence to serve eight clients across Colorado, all while advancing our mission to set a new standard in the industry.

Areas of Expertise

- Transportation/Aviation
- Public Works
- Land Development
- Energy
- Environmental
- Surveying
- Rail Services
- Telecom

Offices Providing Services



Justin Heid will provide project management from Sheridan, WY. Our Design Hub will support from Grand Junction, CO with additional engineering support in Casper, WY.

● | Aviation Office Locations
● | Additional Colorado Offices

LJA Aviation Headquarters | 480 W. Park Drive, Suite 201, Grand Junction, CO 81505

Firm Information

54
Years in Business

3,100 +
Employee-Owners

100%
Employee-Owned

90 +
Offices

Award Placement

1
Top Work Place in Colorado

10
ENR Texas & Southeast

42
ENR Top 100 Pure Designers

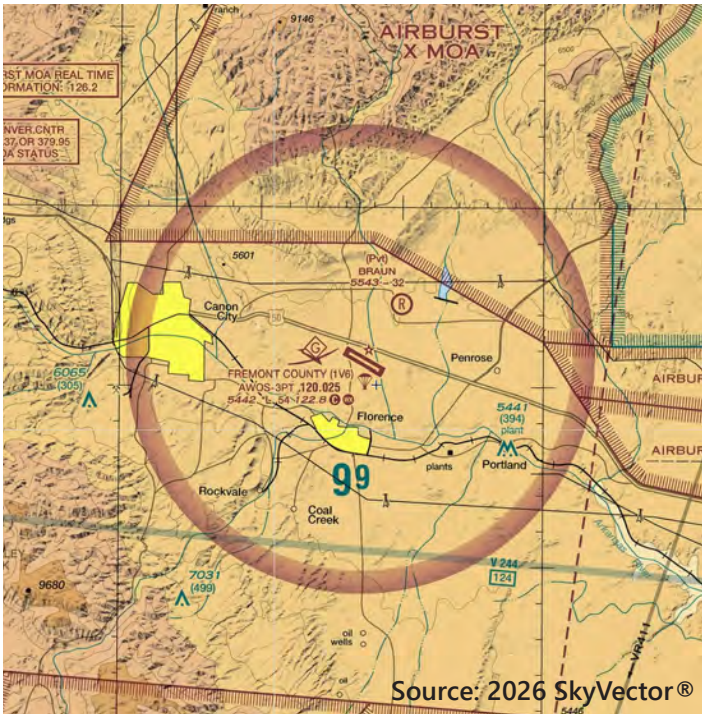
52
ENR Top 500 Design Firms

LJA Aviation Services

LJA's Aviation Team is ready to provide the planning, design, and engineering support services needed for 1V6's upcoming projects. We have the staff and resources in place to match your schedule and priorities, ensuring each phase of work receives the attention it requires. With the support of LJA's full range of disciplines, we can deliver responsive, efficient, and high-quality aviation design services from start to finish.

Our team brings decades of practical experience in airfield design and FAA-compliant planning. That expertise is strengthened by LJA's in-house capabilities in surveying, geotechnical evaluation services, environmental assessments, and construction management, allowing us to manage every aspect of a project without the delays and coordination challenges that often come with outside consultants.

We take a straightforward, proactive approach to scheduling. Potential challenges are identified early, and practical solutions are applied to keep progress moving. Planning Project Manager Justin Heid, A.A.E. will provide hands-on oversight to make sure resources are aligned with project needs and adjusted quickly if circumstances change. With this approach, we are confident in our ability to deliver projects on time, on budget, and to the high standards expected by the County and 1V6.



Source: 2026 SkyVector®

Our Team Proudly Offers:

Master Planning
- Airport Master Plans, Airport Layout Plans, Airport System Planning, Airport Improvement Plans, Airport Planning Studies, Advanced Air Mobility Integration Studies, Aerospace Planning Studies

Engineering Design
- Runways, Taxiways, Aprons, Utility Infrastructure, Access Roads, Airport Lighting and Navigation Systems, Pavement Management Programs, Traffic Control Systems, Parking Facilities, Terminal Design

Environmental
- Environmental Studies and Analysis, Noise and Air Quality Studies, NEPA Documentation, Site Selection and Feasibility Studies, GIS

Site Development
- Terminals, Hangars, Maintenance Facilities, Storage Buildings, Consolidated De-Icing Facilities, Fuel Farms

Land Development
- Adjacent Land Acquisition and Development, Land-Use Studies

Survey
- Airport/Airspace Survey, Obstruction Analysis, Photogrammetry

Construction Management
- Provide Project-Level Administration, Inspection, and Management

Airport Management Consulting
- Provide On-Call Services, Airport Business/ Strategy Planning, Industry and Market Assessments, Capital Programming, Program Optimization, Airport Management Compliance Program Development, Cost Estimating, Rates and Charges Studies, Rent Studies, Policies, Airport Rules and Regulations, Minimum Standards, DBE Program Management

Experience Working with the FAA and CDOT

LJA's aviation staff have dedicated their careers to the improvement of airports in our communities. **Our team brings decades of experience navigating the Federal Aviation Administration's (FAA) regulations, policies, and procedures, with an extensive track record of delivering successful airfield planning and engineering projects across Colorado, including 1V6 with a previous firm.**

Project Manager Justin Heid, A.A.E., has a broad understanding of FAA funding programs, grant processes, and advisory circulars, having guided dozens of airports through the design and delivery of federally funded projects. He understands Airport Improvement Plan (AIP) eligibility requirements and has worked closely with FAA program managers, including those in the Northwest Mountain Region, to ensure projects meet policy and procedural expectations while staying on schedule and within budget.

Additionally, Justin is well-versed in assisting Colorado airports with grant administration. While at a previous firm, he prepared all FAA grant submission documents for signature by the City of Monte Vista. Once executed, Justin submitted the FAA grant drawdown on the City's behalf through the FAA Delphi Portal. He also coordinated with the City on CDOT WIMS grant drawdowns for each project, preparing the documentation needed for the City to submit reimbursement requests for their state grants.

Our planning team has a long history of delivering successful planning projects including airport master plans, ALP updates, rate and fee studies, airport document reviews/updates, and Minimum Standards, Rules and Regulations updates. Many of these planning projects have involved adherence with FAA AC 150/5070-6B (Airport Master Plans), FAA/AC 150/5300-13B (Airport Design), FAA/AC 150/5190-4B (Airport Land Use Compatibility Planning), and many more FAA Advisory Circulars. **Our team is experienced in leading airports through every planning project with a priority of minimizing delays and, when necessary, expediting projects without compromising quality or compliance.**

We have built trusted relationships with both the FAA Denver Airports District Office (ADO) and the Colorado Department of Transportation (CDOT) Division of Aeronautics through years of collaboration on many planning projects. These connections and our proven track record allow us to effectively advocate for our clients' projects. For example, while at a prior firm, Justin and Mike Beckhoff, PE, successfully championed the airport access road reconstruction and partial relocation project for Burlington, Colorado, securing additional state funding to make the project a reality. The relocation of the access road will allow for an expansion of the terminal area for an additional T-hangar, which Justin worked with the design engineers to ensure all planning steps were taken, to include submitting all environmental planning documents to the FAA. Our close working relationship with CDOT further reflects the team's ability to deliver complex projects and funding solutions.

The LJA Aviation Team consistently goes above and beyond to support our airport clients. We are eager to bring that same dedication to 1V6, advocating for the County and positioning the airport for continued success with both the FAA and CDOT.



Airport Capital Improvement Plan (ACIP) Process

Airports included in the National Plan of Integrated Airport Systems (NPIAS) are required by the FAA to prepare and submit an Airport Capital Improvement Plan (ACIP or CIP) annually in accordance with FAA Order 5090.5. A CIP's quality directly influences an airport's ability to secure funding, maintain compliance, and advance priority projects. A poorly developed CIP can lead to missed funding opportunities, delayed project delivery, and misalignment with long-term airport needs.

A well-prepared CIP clearly identifies and prioritizes development needs, provides justification for each project, establishes realistic cost estimates, and outlines viable funding strategies. With LJA Aviation's support, the CIP becomes a strategic planning tool that drives airport growth, strengthens funding advocacy, and reinforces the airport's long-term economic impact.

As a trusted aviation planning and engineering partner, LJA Aviation develops CIPs that align with each sponsor's goals and operational realities. Our team leverages integrated aviation services, including planning, engineering, environmental, and airport management support, to help airports build a program that is both achievable and competitive within FAA funding environments.

LJA Aviation's proven CIP development process is a collaborative approach to help airports plan effectively, advocate for resources, and deliver capital projects successfully.



OUR PROCESS

1. On-Airport Needs Assessment

- Conduct on-site evaluations of existing and future infrastructure needs, reviewing master plan recommendations, ALP data, pavement conditions, and airport activity forecasts.

2. Stakeholder CIP Coordination Meeting

- Facilitate a collaborative CIP meeting with airport leadership to identify and prioritize capital projects using a criteria-based approach grounded in safety, compliance, capacity, and economic benefit.

3. Development of Cost Estimates and Exhibits

- Prepare cost estimates and planning exhibits that accurately represent and champion airport projects.

4. Participation in FAA and State DOT CIP Workshops

- Represent and support airport sponsors during FAA and State DOT programming meetings to align the CIP with ADO priorities and optimize positioning for AIP, BIL/IIJA, and state funding.

5. Preparation and Submission of the CIP

- Assemble all required CIP documentation, including project descriptions, environmental considerations, and funding strategies, for submittal to the FAA and State DOT.

6. Review of Finalized CIP and Ongoing Updates

- Review the finalized FAA/State CIP with the sponsor and support annual updates to adjust for evolving needs, project timing, and funding thresholds.

OUTCOME AND BENEFITS

This process ensures each airport's CIP is clear, defensible, and aligned with federal and state expectations and priorities. Every recommended project is supported by a thoughtful needs assessment, a realistic funding path (federal, state, local, and alternative sources), and a logical connection to master planning and long-range goals. The result is a CIP that strengthens funding competitiveness and lays out a strong foundation for successful project delivery.

Planning Project Approach and Ability to Communicate

Our team brings decades of airport planning and design experience and a long history of working together, enabling us to deliver projects efficiently, consistently, and with a shared commitment to excellence. Our team will apply a proven, collaborative approach to every planning project, ensuring each step is thorough, transparent, and aligned with FAA standards and community needs. Under Justin's leadership, we will guide the process from kickoff to final documentation, engaging stakeholders at each stage and delivering practical, implementable solutions. Our structured process, shown below, not only produces high-quality planning documents but also builds consensus, secures FAA support, and prepares airports for long-term success.

In addition, we understand that successful aviation planning projects depend not only on strong technical analysis, but on clear, informative, and timely communication throughout every phase of the planning process. Our team is committed to providing this level of communication and has done so throughout our many years serving GA airports. Our goal is to serve as a trusted partner, providing not only technical expertise, but also active communication that supports decision-making before, during, and after each project completion.



1 Project Initiation and Discovery

The process begins with a kickoff meeting, airport tour, and data collection to establish communication protocols, confirm schedules, and set clear project goals and success measures.



2 Existing Conditions and Forecasting

Assess existing airside, landside, terminal, and support facilities for condition, capacity, and compliance, while also preparing aviation demand forecasts based on FAA and/or State guidance, historic trends, and stakeholder input.



3 Facility Needs and Alternatives

Forecasts identify facility needs, which guide the development of alternatives evaluated for feasibility, cost, environmental impact, and alignment with airport goals, with stakeholder input refining the preferred option.



4 Airport Layout Plan (ALP)

A compliant ALP documents the preferred development plan for the airport. This planning document establishes the development that is planned to occur through the planning period.



5 Implementation and Funding Plan

The plan includes phasing strategies, cost estimates, and funding analyses, resulting in a CIP that prioritizes projects by safety, demand, and eligibility under Federal and State grant programs.

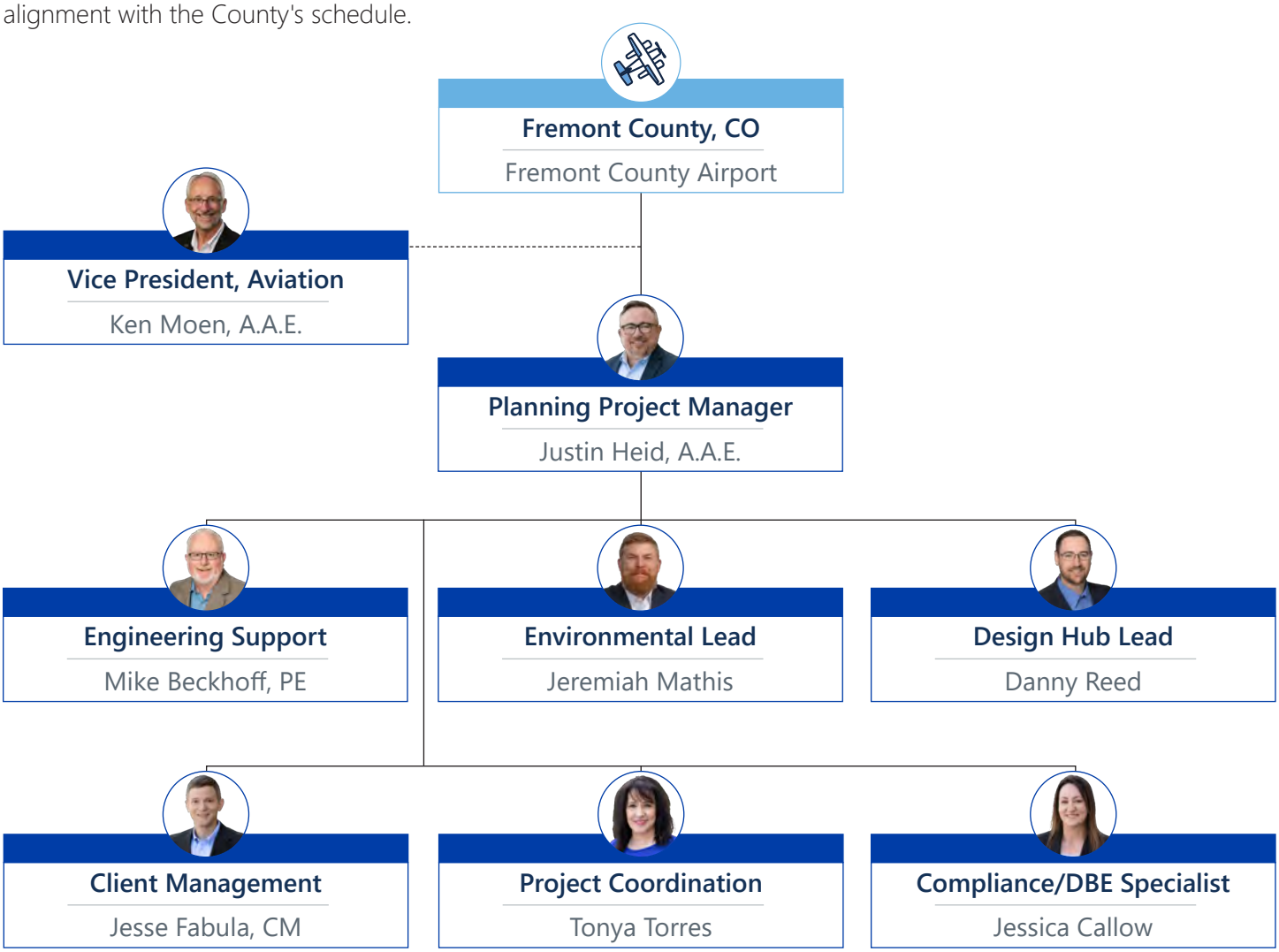


6 Stakeholder Engagement and Final Documentation

Projects conclude with an approved plan and implementation strategy, including accessible reports, ALP drawings, and presentations to County leadership and community stakeholders with clear visuals for transparency.

Organizational Chart

LJA is proud to present the aviation professionals who will support all upcoming planning projects at 1V6. Our team was intentionally assembled to balance technical proficiency with practical, hands-on experience in aviation consulting. Led by Planning Project Manager Justin Heid, A.A.E., and supported by LJA's aviation and multi-discipline specialists, our team is structured to provide responsive service, clear communication, and successful project delivery in alignment with the County's schedule.





Justin, Mike, and the LJA Aviation Team conducted terminal area planning with the Board to determine the best site location for our new hangar. They gave us lots of great options, enabling us to select the best location to meet our needs. They gave us great advice and went the extra mile on everything we needed.

DJ Wolfskill, Airport Board Chairman | Hulett Municipal Airport, WY

The Town of Hulett selected LJA Aviation as their consultant team in December 2025!



Kenneth (Ken) Moen, A.A.E.

Vice President, Aviation | Airport Management Advisor

48 years of experience

Education

BS, Professional Aeronautics, Embry-Riddle Aeronautical University

Certifications

Accredited Airport Executive (A.A.E.) - American Association of Airport Executives (AAAE)

Certified Airport Executive (CAE) – Southwest Chapter of the American Association of Airport Executives (SWAAAE)

AAAE: Airport Certified Employee (ACE) Airport Operations, Airport Security/ Trusted Agent, Airport Communications

Affiliations

Association of California Airports

Nevada Aviation Association

Arizona Airports Association

Contact

775.240.0533
kmoen@lja.com
Reno, NV

LJA AVIATION

Summary of Qualifications

Ken is the Vice President of Aviation at LJA, bringing more than 48 years of experience in air traffic control, airport management, consulting, and aviation infrastructure. His career began as an air traffic controller in the U.S. Army and Federal Aviation Administration, followed by international work training Iraqi controllers at Baghdad International Airport.

He later advanced through leadership roles at Reno-Tahoe International Airport (RNO) and served as Airport Manager at Carson City Airport (CXP), earning his Accredited Airport Executive (A.A.E.) certification in 2016. Ken has extensive experience guiding airports through capital improvement programs, FAA compliance, property management, and non-aeronautical revenue generation.

In 2025, Ken launched LJA's Aviation Division to build a team of experts focused on delivering innovative, cost-effective solutions for airports nationwide. He continues to serve the industry as Vice Chair and Commissioner on the Nevada Governor's Air Service Development Commission, Vice Chair of SWAAAE's Legislative Committee, and President of the Nevada Aviation Association.

All projects outlined below were completed at previous employers; services not provided by LJA, Inc.

Relevant Sample Experience

Perimeter Fence and Gate Replacement | Carson City Airport, Carson City, NV – Airport Manager during the replacement of a non-standard perimeter fence with a five-foot chain-link fence featuring a two-foot outrigger and three strands of standard barbed wire. The project also specified installation of a five-foot wildlife skirt along the new fence line and in select areas where existing fencing remained.

Runway 9-27 and Taxiways Alpha/Delta Rehabilitation | Carson City Airport, Carson City, NV – Managed $480,000 FAA grant-funded Runway 9-27 and Taxiways Alpha/Delta rehabilitation project, coordinating all phases with consulting engineer. Directed development of airport access, staging, and construction safety plans; oversaw crack filling, GSB-88 fog seal/ binder application, and full re-striping of runway and parallel taxiways.

Ultimate Airside Land Development Plan | Rifle-Garfield County Airport, Rifle, CO – Project development in compliance with County guidelines, including ongoing coordination with airport staff. Served as Airport Management Liaison.

Helipad Construction | Show Low Regional Airport, Show Low, AZ – Supported design and construction of the helipad, a project enhancing emergency services and general aviation through site planning, grading, lighting, pavement design, and FAA compliance. Facilitated operational input by engaging an experienced CH-47 Chinook pilot, ensuring real-world aviation considerations informed helipad placement and design.



Justin Heid, A.A.E.

Planning Project Manager | Airport Management Advisor

15 years of experience

Education

MS, Aerospace Administration and Logistics, Southeastern Oklahoma State University

BS, Aviation Management and Business Minor, University of Oklahoma

Certifications

Accredited Airport Executive (A.A.E.) - American Association of Airport Executives (AAAE)

Private Pilot

Affiliations

American Association of Airport Executives

Colorado Airport Operators Association

Wyoming Airports Coalition

Contact

970.212.3393
jheid@lja.com
Sheridan, WY

LJA AVIATION

Summary of Qualifications

As an Airport Planning Project Manager with LJA's Aviation Team, Justin will bring the perspective of an airport manager, Air Force veteran, and active pilot to help airports achieve their goals. With over 15 years of experience, his career includes managing general aviation airports and guiding efforts in master planning, forecasting, land use planning, public outreach, grant preparation, and FAA coordination. With extensive knowledge of FAA regulations, policies, and procedures, he helps airports move through the complexities of planning, design, and construction with clarity and confidence.

Justin is known for balancing technical requirements with the needs of communities and stakeholders, ensuring projects are both practical and forward-looking. He values collaboration and works closely with airport teams to provide strategic guidance, identify challenges early, and deliver solutions that support growth and long-term success.

All projects outlined below were completed at previous employers; services not provided by LJA, Inc.

Relevant Sample Experience

Airport Master Plan and DBE Program/Goals | Shively Field, Saratoga, WY – As an Airport Planner for the Shively Field AMP, Justin developed the DBE goals for the airport and updated the DBE program, along with being an integral part of the master planning process. Justin developed the inventory chapter of the master plan, formulated and wrote the forecast chapter for the overall demand of the airport, and concluded his portion of this project by establishing the facility requirements of the airport. This project is vitally important to the airport, as it is a high-use airport by large business aircraft, and a full understanding of the demand and needs was recognized through this planning study.

Airport Layout Plan | Astronaut Kent Rominger Airport, Rio Grande County, Del Norte, CO – As the Project Manager for this project, Justin worked with the client to develop and evaluate three future development concepts for the terminal area. Once evaluated, a preferred alternative was selected and the ALP was created. The resulting product provided a completely updated ALP with future development planned through an updated CIP.

Airport Master Plan and Business Plan | Rifle Garfield County Airport, Rifle, CO – Project Manager and Airport Planner for the AMP and Business Plan. Justin was responsible for writing chapters of the master plan and developing the alternative recommendations to ensure the desires of the airport would be planned for within the planning period. Justin worked closely with the airport and the technical advisory committee to ensure the foundation was set to achieve the goals of the planning project.



Danny Reed

Airport Design Hub Lead | UAS Drone Pilot

20 years of experience

Education
AAS, Computer Aided Design, Colorado Mesa University

Certifications
Certificate in Land Surveying and Geomatics

Certified PART107 UAS Pilot

Certified Autodesk Professional

Affiliations
American Association of Airport Executives

Colorado Airport Operators Association

Wyoming Airports Coalition

Contact
970.212.3328
dareed@lja.com
Grand Junction, CO

LJA AVIATION

Summary of Qualifications

As the Airport Design Hub Lead, Danny brings 20 years of CAD and design experience, including seven years specializing in aviation improvement projects. He has successfully completed more than 80 airport projects across the U.S., ranging from pavement maintenance plan sets, multi-million-dollar runway and taxiway reconstruction efforts to fully executing Airport Layout Plans and assisting with Airport Master Plans. Danny's design and planning expertise ensures that every project is thoughtfully executed with safety, efficiency, and FAA compliance in mind, all while optimizing projects through awareness of budget constraints.

In addition to his technical contributions, Danny previously served as CAD Manager, leading a team of five technicians and designers dedicated exclusively to airfield improvement projects. While overseeing more than 100 aviation projects annually, he maintained a strong commitment to organization and prioritization, ensuring the team consistently delivered client-focused results on time. Danny's blend of leadership and hands-on experience enables him to produce high-quality, constructible solutions that support long-term airport operations and development objectives.

**Select projects outlined below were completed at previous employers; services not provided by LJA, Inc.*

Relevant Sample Experience

***Airport Master Plan | Holyoke Municipal Airport, Holyoke, CO** – Supported the planning team by preparing exhibits for the AMP, including the inventory, recommended development, and financial plan. Developed the ALP set, which incorporated Part 77, inner approach, and departure surface obstruction drawings, ensuring full compliance with FAA guidance and standards.

***Airport Master Plan | Spanish Peaks Airfield, Walsenburg, CO** – As CAD Manager, oversaw the preparation of CAD exhibits in support of the AMP, coordinating closely with planners, engineers, and stakeholders to ensure consistency with project objectives. Directed the development and quality control of the ALP set, providing leadership to staff and ensuring accuracy, consistency, and FAA compliance.

***Airport Master Plan | McElroy Field, Kremmling, CO** – As CAD Manager, oversaw the preparation of CAD exhibits in support of the AMP, coordinating closely with planners, engineers, and stakeholders to ensure consistency with project objectives. Directed the development and quality control of the ALP set, providing leadership to staff and ensuring accuracy, consistency, and FAA compliance.

Airport Layout Drawing | Infinity Landing, Piedmont, SD – Supported the planning team by preparing an Airport Layout Drawing for a private airpark development. This ALD depicted the ultimate airfield development based upon proposed improvement recommendations in accordance with FAA standards.



Michael (Mike) Beckhoff, PE

Engineering Support | Vice President, Airport Engineering

22 years of experience

Education
BS, Civil Engineering,
University of Wyoming

Professional License
Professional Engineer:
Wyoming #12347
Montana #20133
Kansas #21795
Nebraska #15778
Arizona #61637
Idaho #16968
Colorado #54106
Nevada #25964
Utah #11397923-2202
Minnesota #58062
South Dakota #14691

Certifications
Private Pilot

Affiliations
Colorado Airport Operators Association

American Society of Civil Engineers

American Association of Airport Executives

Nebraska Aviation Council

Nevada Aviation Association

Wyoming Airports Coalition

Aircraft Owners and Pilots Association

Experimental Aircraft Association (Chapter 420 Secretary – Casper WY)

Contact
970.212.3392
mbeckhoff@lja.com
Casper, WY

LJA AVIATION

Summary of Qualifications

With more than 22 years of airport engineering experience, Mike leads LJA's new aviation team as the Vice President of Airport Engineering. He brings in-depth expertise in airfield design, pavement rehabilitation, airfield planning, and FAA compliance, combined with a practical understanding of airport operations.

As a private pilot and lifelong aviation enthusiast, Mike blends his passion for flight with hands-on professional experience to deliver solutions that are both innovative and operationally practical. He has built trusted relationships with FAA officials, state departments of transportation, and airport authorities, helping ensure projects meet regulatory requirements while serving the community.

Mike has successfully led multi-disciplinary teams on complex aviation projects, consistently delivering work on schedule, within budget, and to the highest technical standards. He advises clients on infrastructure planning, compliance, and operational efficiency, always prioritizing safety, reliability, and long-term value.

All projects outlined below were completed at previous employers; services not provided by LJA, Inc.

Relevant Sample Experience

Runway Reconstruction (Design) | Walden-Jackson County Airport, Walden, CO – Project Manager for the reconstruction of Runway 4-22. This airport does not have FAA funding support; Mike's team was instrumental in working with Jackson County to obtain funding from Colorado Aeronautics and the Colorado Division of Local Affairs (DOLA) to make the replacement of this important local resource possible.

New Terminal Apron | Colorado Plains Regional Airport | Akron, CO – Project Manager for the planning and construction of a new apron north of the existing apron. This apron is rated for aircraft up to 90,000 pounds and includes a concrete hard stand sized for two Falcon 900's to park next to each other. This project was completed in 2025.

Apron Rehabilitation | Sterling Municipal Airport, Sterling, CO – Project Manager for the planning and delivery of the apron rehabilitation. Led design and construction coordination for a new concrete hardstand engineered to support larger jet aircraft and mitigate heat- and pressure-related pavement damage.

Taxiway A Reconstruction | Kit Carson County Airport, Burlington, CO – Project Manager for the 2024 Reconstruction of the partial parallel Taxiway A and three connector taxiways. This project completely removed the old concrete taxiway and replaced it with new P-501 concrete.

Runway 13-31 Rehabilitation | Pierre Regional Airport, Pierre, SD – Project Manager for the 2025 Runway 13-31 Rehabilitation project. This project included the mill and asphalt overlay of Runway 13-31, and the connector taxiways up to the hold lines. Also included was a new High Intensity Runway Lighting (HIRL) System.



Jesse Fabula, CM

Airport Client Manager | Business Development Lead

9 years of experience

Education

BA, Business Administration, Colorado Mesa University

Affiliations

Certified Member (CM) - American Association of Airport Executives (AAAE)

Colorado Airport Operators Association

Contact

970.210.9627
jfabula@lja.com
Grand Junction, CO

LJA AVIATION

Summary of Qualifications

As the Airport Client Manager and Business Development Lead with the LJA Aviation Team, Jesse is dedicated to assisting airport clients with their aviation priorities. He focuses on building strong partnerships with airport sponsors and community stakeholders, facilitating Capital Improvement Planning (CIP), securing project funding, and serving as a resource for various aviation-management needs. He serves as a trusted point of contact, ensuring that communication, collaboration, and follow-through remain at the center of every effort. His goal is to help clients navigate both day-to-day challenges and long-term development opportunities.

Jesse works closely with LJA's airport engineers and planners to address client requests regarding airport management, operations, and projects. His support role extends beyond the project's conclusion – he helps clients year-round through compliance, business management, grant coordination, and the many administrative and program management needs that airports face.

As a Certified Member (CM) and a trained ACE – Airfield Operations Specialist with the American Association of Airport Executives (AAAE), Jesse brings a well-rounded understanding of airport operations, management, policy, and finances. He is eager to serve clients as part of the growing LJA Aviation Team, and to deliver the proactive support and industry insight that help airports achieve their goals.

All projects outlined below were completed at previous employers; services not provided by LJA, Inc.

Relevant Sample Experience

Airport Business Plan | Rifle Garfield County Airport, Rifle, CO – Jesse worked with the airport to ensure their business planning needs were achieved, communicating with stakeholders, subconsultants, and airport management to guide the planning process for the airport sponsor.

Airport Budget Development and Implementation | Shively Field, Saratoga, WY – An inaccurate one-line airport budget stifled the airport board's efforts; realizing the need, Jesse worked with the treasurer to create an in-depth budget. Revenue and expense categories were estimated and assigned general ledger codes that reflected airport operations, ensuring revenue was not lost to the general fund. Monthly reports were developed and incorporated into airport board meetings, enabling the board to proactively manage and fund priority efforts and streamline the annual budget process.

Grant Writing – Jesse has led and assisted airports in grant writing for many years, including FAA IIJA ATP, DOLA, TIGER/RAIS/BUILD grants, and requests for discretionary appropriations, with awards totaling $1.7M. His efforts have included grant identification, narrative writing, interviewing, and compliance and close-out. Notable awards include the Jackson County Runway Rehabilitation and the Akron Colorado Terminal Building.



Jeremiah Mathis

Environmental Lead

8 years of experience

Education

BS, Environmental Biology
Montana State University

Certifications

Wetland Delineation Course (Wetland Training Institute)

Texas Parks and Wildlife Department Mussel Identification Training

Transportation Worker Identification Credential (TWIC)

Industrial Safety Training Council

USACE Delineation and Functional Assessment Training

Remote Pilot (FAA)

Contact

970.340.2411
jmathis@bergoliver.com
Loveland, CO

Summary of Qualifications

Jeremiah will serve as the Environmental Lead and brings over eight years of experience, specializing in wetland delineations, wetland/stream permitting, critical habitat enhancement, restoration and management, and wetland mitigation design and creation. His duties include coordinating the firm's preliminary wetland surveys, performing wetland delineations, threatened and endangered species surveys, phase I environmental site assessments, and compliance with Section 404 of the Clean Water Act and/or " Waters of the State" regulated under Section 404 of the Clean Water Act, Section 10 of the Rivers and Harbors Act and/or Colorado State Legislature House Bill HB 24-1379 (HB 24-1379), including preparation of U.S. Army Corps of Engineers (USACE) Nationwide and Individual permits. He also specializes in ecosystem monitoring and data interpretation for critical habitats and technical land management options for project development.

Relevant Sample Experience

Highland Lake, 97.6 acres | Private Developer, Weld County, CO – Project Manager for the wetland delineation, flagging, and GPS documentation for 97.6 acres of undeveloped land. All aquatic features were delineated according to the Regional Supplement to the USACE Wetland Delineation Manual: Great Plains Region (v.2) to determine if any areas would meet the technical criteria to be considered a jurisdictional "Waters of the U.S." and/or "Waters of the State".

Eastlake Reservoir, 18.75 acres | Private Developer, Adams County, CO – Project Manager responsible for performing a wetland delineation to evaluate the project area for potential impacts to "Jurisdictional Waters of the United States" and/or " Waters of the State" regulated under Section 404 of the Clean Water Act, Section 10 of the Rivers and Harbors Act or Colorado State Legislature House Bill HB 24-1379 (HB 24-1379) to determine if a permit from the USACE or Colorado Water Quality Control Commission (CWQCC) would be required. Mr. Mathis delineated and flagged these boundaries in the field and provided the client with documentation of the jurisdictional areas.

Harris County Flood Control District M124-00-00 Channel Conveyance Improvements | Harris County, TX – Project Manager responsible for conducting a wetland delineation, Interim Riverine Hydrogeomorphic (HGM) Assessment, USACE Galveston District Level II Stream Tool data collection, and approved jurisdictional determination (AJD) submittal to provided crucial information for the stormwater channel conveyance improvements and multiple stormwater detention basins along a tributary of Willow Creek.

LJA ENVIRONMENTAL



Jessica Callow

Airport Compliance and DBE Specialist

20 years of experience

Education

AS, Business Administration and Management, State College of Florida

Affiliations

American Association of Airport Executives

Colorado Airport Operators Association

Wyoming Airport Coalition

Nevada Aviation Association

Contact

970.212.3350
jcallow@lja.com
Grand Junction, CO

LJA AVIATION

Summary of Qualifications

Jessica brings proven experience in supporting airports with grant administration and compliance management across federal, state, and FAA requirements. She has a strong background in interpreting and applying 49 CFR Parts 26, 23, and 21, as well as Executive Orders and state-specific regulations, to safeguard funding eligibility and ensure program compliance.

She works closely with airport sponsors to develop, implement, and monitor DBE programs, ensuring compliance with Title VI nondiscrimination requirements and guiding both airport staff and contractors to maintain legal and regulatory adherence. With extensive knowledge of contract administration, procurement, and reporting procedures, Jessica provides strategic counsel to support airports in achieving DBE participation goals, managing contracts and bidding processes, and enforcing nondiscriminatory practices.

As LJA's in-house expert, Jessica has more than five years of experience administering DBE and Title VI coordination for over 100 airports across the western U.S. She regularly coordinates with FAA Civil Rights staff and state aviation offices, leveraging her strong working relationships with government officials to provide prompt problem-solving, proactive compliance oversight, and effective implementation of federally funded projects. Her ability to navigate complex federal programs and requirements makes her an invaluable resource for airport sponsors.

**Select projects outlined below were completed at previous employers; services not provided by LJA, Inc.*

Relevant Sample Experience

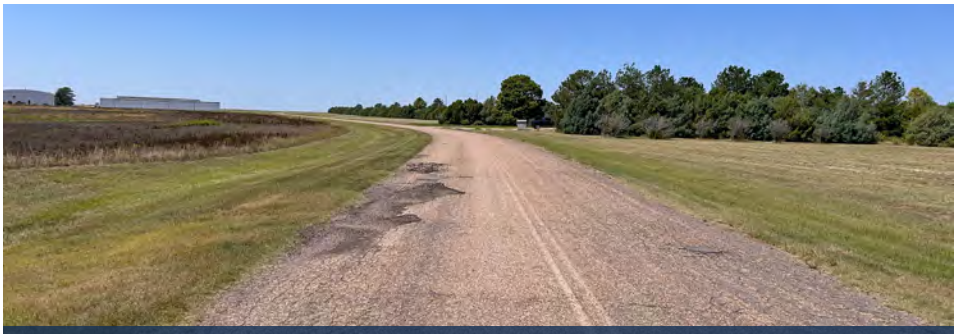
Airport Business and Rates Study Support | LJA, Inc. – In this role, Jessica supports airport rates, charges, and rent studies under the direction of the Project Manager. She facilitates data collection, organization, and documentation of lease rates, fee schedules, and airport financial information, and assists with the preparation of clear, defensible exhibits and supporting materials for airport leadership and governing boards. Her tenant-side perspective helps ensure that recommendations are practical, market-aware, and sustainable.

***Hangar Evaluation | California Redwood Coast–Humboldt County Airport, Arcata, CA** – While at a previous firm, Jessica worked with the Airport Engineer in completing a hangar evaluation and revenue analysis to assess rent potential relative to proposed improvements. The effort examined the cost-benefit implications of utility upgrades, structural improvements, and telecommunications enhancements to inform practical, market-supported investment decisions.

Recent Experience in Airport Projects

Collectively, our team brings decades of experience delivering successful work for airports across the central and western United States, particularly in the FAA's Northwest Mountain Region. The following examples highlight projects our team members completed and demonstrate the depth of our aviation expertise and the relevance of our past performance to your airport's needs. We have extensive experience completing planning projects and serving airports similar to 1V6.

These projects reflect our proven ability to manage airport improvement projects, coordinate with state aeronautics divisions, and deliver cost-effective planning and engineering solutions at airports of similar size and complexity. Just as importantly, they show the hands-on involvement of the very professionals who will serve your projects today. Our references and past-project contacts have been provided so that you can hear first-hand about the performance of the LJA Aviation Team.



Kit Carson County Airport (ITR) | Burlington, CO

Access Road and Hangar Development Area

The existing access road at Burlington dates back to 1983 when ITR was first constructed and now exhibits severe weathering, raveling, and alligator cracking. Through a planning and engineering on-call, the LJA Aviation Team was tasked with relocating and reconstructing the four-decade-old roadway on a new alignment. Planning efforts included preparation and submission of the environmental categorical exclusion (CATEX) and terminal area planning to support additional hangar development.

The realignment allows for construction of a fourth set of T-hangars east of the existing row, while also improving taxilane safety area clearances. The project includes a new paved parking lot to reduce Foreign Object Debris (FOD) tracked onto the apron. Planning was completed under a tight timeframe to support overall project design, with construction anticipated during the 2027 construction season.

Kit Carson County Airport is a current LJA Aviation client!

Client Name
City of Burlington, CO

Client Contact
Daniel Melia
Airport Director
719.346.5352
daniel.melia@burlingtoncolo.com

Project Dates
Jan 2026 - Oct 2027
(in progress)

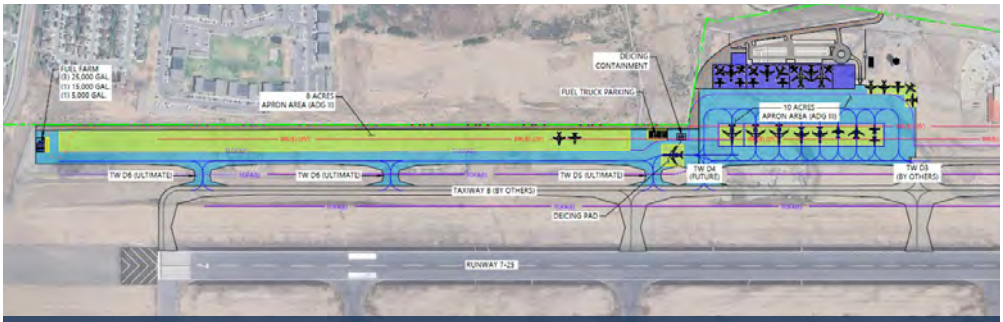
Est. Project Cost
$900K

Staff in this SOQ
Mike Beckhoff, PE
Justin Heid, A.A.E.
Danny Reed



"Burlington-Kit Carson County Airport (ITR) recently selected LJA Aviation for engineering and planning services. At ITR, successful aviation projects are our top priority, and with the LJA Aviation Team, I am confident our projects will be completed to the highest possible standard. They are my go-to aviation specialists."

Daniel Melia, Airport Director | Colorado Aeronautics Board Vice Chair



Eagle County Regional Airport (EGE) | Vail, CO

Ascension FBO Network

LJA led a focused planning study for Ascension FBO Network on a 17-acre greenfield site at Eagle County Airport. The study advanced a full-service FBO development plan that included a 15,000-square-foot passenger terminal, 80,000 square feet of hangar space, and a 10-acre apron with enhanced aircraft circulation and landside circulation layout with a future parallel taxiway connection for direct runway access.

The program also featured a 95,000-gallon fuel storage facility with fuel truck haul road, fuel truck parking and spill containment, de-icing storage and associated containment systems, a 5,000-square-foot snow equipment storage building, apron hardstands, taxiway guidance signage and lighting, an electrical vault, and a 200-space landside parking lot.

LJA further addressed complex site conditions through engineering design for five acres of ravine infill and soil stabilization, transforming a complex site into a build-ready aviation asset allowing for an alternative Ultimate Business Park development which incorporated an additional eight acres of aircraft parking apron, and a standalone de-icing pad.

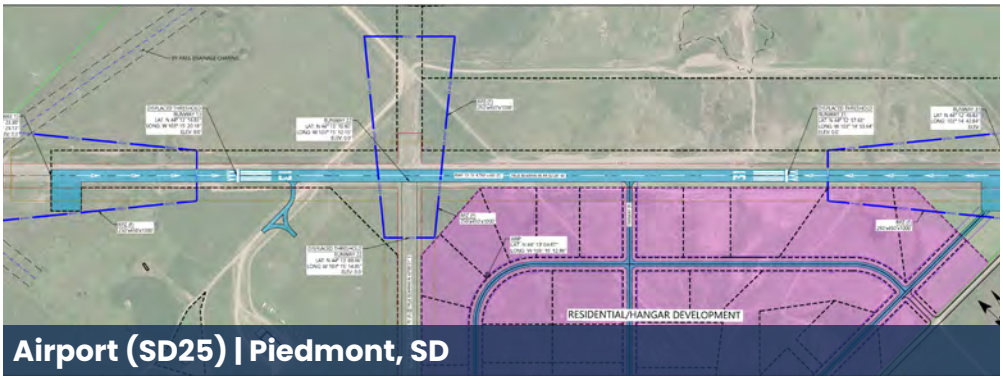
Client Name
Ascension FBO

Client Contact
Jay R. Hamby
Chief Operating Officer
773.230.0450
jhamby@ascensionfbo.com

Project Dates
Oct 2025 - Dec 2025

Project Cost
$35K

Staff in this SOQ
Ken Moen, A.A.E.
Mike Beckhoff, PE
Justin Heid, A.A.E.
Danny Reed



Airport (SD25) | Piedmont, SD

Infinity Landing Airport Layout Drawing

The Airport Layout Drawing (ALD) is a single-page drawing depicting the ultimate airfield development based upon proposed improvement recommendations for a greenfield site. LJA produced a current ALD that depicts the recommended airport development, in accordance with FAA standards, including AC 150/5070.6B, Airport Master Plans; FAA Airports Standard Operating Procedures (SOP), Standard Procedure for FAA Review and Approval of Airport Layout Plans (ALPs) (ARP SOP 2.00); and AC 150/5300-13B, Airport Design. Though this ALD will not be reviewed or approved by the FAA, utilizing the recommended standards ensures the airfield and ALD adheres to industry standards. Infinity Landing Airport is a private subdivision airpark development in South Dakota for a fly-in community. LJA is assisting the subdivision developer with the runway and taxiway planning and design. The ALD data and information has been utilized to facilitate the runway design project that ran in conjunction with this project.

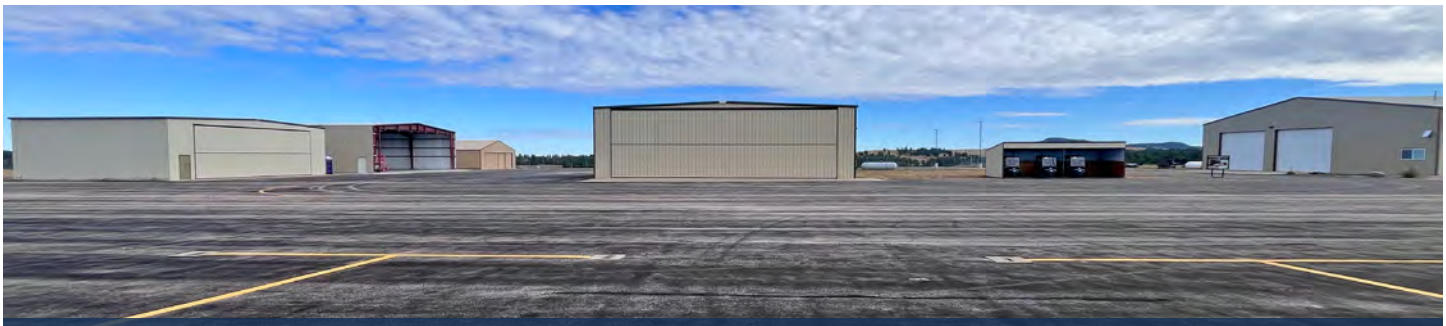
Client Name
Infinity Properties LLC

Client Contact
Shane Matt, PE
Subdivision Dev. Engineer
605.791.1736
shane.matt@interstateeng.com

Project Dates
Jan 2026 - May 2026

Project Cost
$10.6K

Staff in this SOQ
Justin Heid, A.A.E.
Mike Beckhoff, PE
Danny Reed



Hulett Municipal Airport (W43) | Hulett, WY

Hangar Development

W43 supports general aviation operations ranging from recreational pilots and transient jets, which bring tourists to this unique corner of northeast Wyoming, home to the famous Devil's Tower and Black Hills. For years, the airport community wanted an airport-owned hangar that could both serve local pilots and generate revenue by accommodating visiting aircraft.

Mike Beckhoff and Justin Heid partnered closely with town staff and airport board members to develop a strategic and financially viable plan for a new airport-owned hangar. Our team led the schematic design effort, evaluated funding eligibility, and delivered a comprehensive Hangar Keeper's Insurance presentation outlining the operational, leasing, and insurance considerations essential to successful long-term hangar ownership.

The project advanced quickly through early milestones, including completion of the scope of work, grant application, independent fee evaluation, and pre-design work. With the design and bidding completed, the project has begun construction with an anticipated completion before the end of the year. This new 80-foot by 80-foot hangar will position Hulett to better serve its aviation community and generate revenue.

Client Name
Town of Hulett, WY

Client Contact
DJ Wolfskill
Airport Board Chairman
307.622.0178
dj.wolfskill@neiman.com

Project Dates
Dec 2025 - Dec 2026

Project Cost
$950K

Staff in this SOQ
Mike Beckhoff, PE
Justin Heid, A.A.E.
Danny Reed



Astronaut Kent Rominger Airport (RCV) | Del Norte, CO

Airport Layout Plan

RCV is an active general aviation airport that had fully developed its original terminal area, had only a single paper copy of their ALP, and was in need of a planning study to identify the next areas on the airport to develop and create an electronic ALP for the airport. The airport desired to layout lease lots to further identify the areas available to those who want to build large and small hangars. As the Project Manager, while at a previous firm, Justin worked with the client to develop and evaluate three future alternative development concepts for the terminal area that provided a mixed use in size of hangars and lease lots. Once evaluated, a preferred alternative was selected, and the ALP was created for the airport. The resulting product provided a completely updated ALP with future development planned through an updated CIP.

Client Name
Rio Grande County, CO

Client Contact
Earl Robinson
Former Airport Manager
719.657.2744

Project Dates
Aug 2021 - March 2022

Project Cost
$25K

Staff in this SOQ
Justin Heid, A.A.E.
(Previous firm; services not provided by LJA)



Monte Vista Municipal Airport (MVI) | Monte Vista, CO

Airport Master Plan

Justin and Mike completed the master plan for MVI. The project included hangar layouts, standardization of pavements, taxilane reconfigurations, an ALP update, environmental with a CATEX, and AGIS study for the City of Monte Vista. Justin prepared the forecasts for the airport, along with facility requirement planning for the airport. The project was completed in accordance with the schedule and timing requested by the airport, with no cost escalations, overruns, or contractor claims.

Client Name
City of Monte Vista, CO

Client Contact
Robert Vance
Public Works
719.852.5926
rvance@ci.monte-vista.co.us

Project Dates
2018-2020

Staff in this SOQ
Justin Heid, A.A.E.
Mike Beckhoff, PE

(Previous firm; services not provided by LJA)



Steamboat Springs Airport/Bob Adams Field (SBS) | Steamboat Springs, CO

Airport Master Plan

The project included hangar layout and helicopter operational area concepts, an ALP update, and AGIS study for the City of Steamboat Springs. Justin prepared the forecasts for the airport, along with planning for a change in the critical aircraft for the airport. Additionally, Justin helped the airport rewrite their leases, prepared rules and regulations and minimum standards updates for the airport, and drafted zoning language for the airport sponsor. The project was completed in accordance with the schedule and timing requested by the airport, with no cost escalations, overruns or contractor claims.

Client Name
City of Steamboat Springs, CO

Client Contact
Stacie Fain
Former Airport Manager (Retired)
970.879.1204

Project Dates
2018-2020

Staff in this SOQ
Justin Heid, A.A.E.
Mike Beckhoff, PE

(Previous firm; services not provided by LJA)

Reputation

The team assembled to serve 1V6 is widely recognized across the industry for delivering practical, lasting solutions at airports across the region. Each member of LJA's Aviation Team was carefully selected not only for their technical expertise, but for their reputation as collaborative, responsive, and client-focused professionals.

Our aviation team brings vast experience in both planning and engineering, with a proven record of delivering successful projects ranging from complex runway reconstruction to comprehensive AMPs. Collectively, we have supported dozens of airports across the region, earning the trust of sponsors, federal and state agencies, and the communities we serve. Through technical expertise and responsive service, we have helped airports secure FAA approvals, enhance revenue opportunities, and implement lasting solutions that strengthen their role in the community.

Our reputation is grounded in:

- A Legacy of Trust | As an Engineering News-Record Top 500 National Firm, LJA's reputation is built upon a 54-year legacy of trust, among both our employee-owners and our clients. With a strong history of responsiveness and technical excellence, our aviation professionals have built long-standing, trusted relationships with airport sponsors, FAA and DOT representatives, and the communities we serve.

- A Full-Service Approach | Our aviation experts are known for their dedication to providing the highest level of personalized client service. Each airport is unique, and our team tailors our service to meet your specific needs. From engineering, design and planning, to grant administration and marketing services, our team has the resources to support small scope to full AIP projects for your airfield's development.

- Practical and Buildable Solutions | We understand the potential operational and budget constraints that airports face. Our team members are known for delivering thoughtful, phased solutions that are both constructible and aligned with each airport's long-term development goals.

As we continue expanding our transportation services into aviation, LJA brings not only experienced people, but a firm-wide culture of quality, accountability, and dedication to client service and success. References are included on pages 14-17 to provide additional context on our reputation and demonstrated track record of project success.



"I had the privilege of working with Mike Beckhoff for over five years on several projects for my small rural airport, and his dedication was unmatched. He was always willing to step in and provide support whenever needed, playing a vital role in ensuring the success of those projects. Mike's expertise is second to none, and I always felt valued and supported in every interaction with him."

Samantha Martin, Jackson County Administrator | Walden-Jackson County Airport, CO

Jackson County, Colorado selected LJA Aviation as their engineering consultant firm in May 2026!

Ability to Meet Schedules Within Budget

Airports depend on planning projects that stay on track, both in schedule and cost. We take that responsibility seriously and structure our work to give stakeholders confidence that deadlines will be met and budgets will be respected.

Airport planning projects are most often delivered on a lump-sum basis, which makes it essential to set a clear scope of work and manage it carefully from the start. Our team will work closely with 1V6, the FAA, and CDOT at project initiation to define expectations and deliverables, ensuring alignment before work begins. This upfront approach helps prevent scope creep, allows resources to be allocated effectively, and provides confidence that the project will be completed within the agreed-upon fee.

Schedules are equally important, particularly since planning studies often tie directly to grant deadlines, environmental processes, or capital improvement programming. To manage this, we develop a project timeline with defined milestones and submittals, then track progress internally while keeping the client updated. Regular check-ins give us the opportunity to catch potential delays early and make adjustments before they affect the overall schedule.

This practical approach (define the scope, track the budget, and maintain steady communication) has allowed our team to deliver planning projects on time and within budget. This consistency provides our airport clients with confidence that their planning documents will be ready when needed and will serve as reliable tools for decision-making and future development efforts.



> Working with Mike Beckhoff and his team of professionals was a pleasure. They always went above and beyond to ensure that we had excellent results with our projects. We are very proud to call Mike Beckhoff and his team our friends.
>
> *Charlie May, Airport Manager*
> *Sterling Municipal Airport, CO*

The City of Sterling selected LJA Aviation as their engineering consultant team in January 2026!



Quality of Previous Airport Projects

Our aviation team has a strong record of delivering airport projects that are both technically sound and practical to implement. Individually, our planners and engineers have managed projects ranging from runway and taxiway rehabilitations to terminal area planning, AMPs, and business planning studies. These efforts have helped airports secure FAA funding, maintain compliance, and improve the efficiency and safety of their operations.

A structured QA/QC process is central to this success. Each project goes through detailed technical reviews to confirm accuracy, completeness, and constructability before reaching the client or contractor. By identifying potential issues early, we help avoid costly change orders, reduce rework, and keep projects moving on schedule and within budget.

Quality in our work means more than meeting standards on paper. Our engineering designs are clear and buildable, supporting smooth construction and fewer field conflicts. Our planning studies are grounded in operational data and real airport needs, making them implementable for sponsors and defensible to FAA reviewers. Ongoing QA/QC checkpoints throughout the project ensure each deliverable aligns with the intended scope, budget, and timeline.

LJA's firm-wide reputation reinforces this approach. Our projects are recognized for their accuracy, timeliness, and long-term value to clients. Within the aviation group, that translates to deliverables airports can rely on, whether it's a pavement design that performs for decades or a master plan that continues to guide development as conditions evolve.

Through this consistent commitment to quality and the discipline of our QA/QC process, our aviation team members have earned the trust of airport sponsors, state and federal agencies, and the communities that depend on their airports.







Airport Project Quality Control Procedures

1 Clear Scope and Standards
Define objectives and follow FAA and state requirements

2 Collaborative Reviews
Regular stakeholder coordination and milestone QA/QC checks

3 Controlled Process
Consistent documentation, schedule, and budget tracking

4 Proven Results
Accurate, compliant deliverables, and lessons learned applied



Our team members have a long and successful track record at 1V6, with relationships that span many years and provide a strong foundation of familiarity and understanding, allowing us to anticipate challenges and deliver solutions that fit the airport's unique needs.

Looking ahead, planning will play a critical role in guiding 1V6's maintenance priorities, growth, and maximizing the amount of available funding. Our planning team is excited and prepared to complete all planning tasks desired, to include ALP updates, master plans, environmental efforts, land use planning and support (on and off the airport), hangar development layouts, airport advisory services, and all other planning-related needs that the airport encounters.

As an active pilot and former Airport Manager, Justin Heid, A.A.E., will infuse this experience into his planning efforts and ensure that projects are well thought out from all viewpoints: sponsor, user, and the funding agencies (State and FAA). This approach to all planning efforts allows the LJA Aviation Team to be an advocate for the airport and the County, working hand in hand to plan for the future.

Airport Layout Plan (ALP) and Airport Master Plan (AMP)

The LJA Aviation Team is well-versed in ALP updates and master planning and would be excited to provide a comprehensive roadmap for future development at 1V6, ensuring that airfield, landside, and facility improvements are strategically prioritized.

A master plan update for an airport is an exciting time, and one our team members are intimately familiar with. We will perform all data collection for the inventory; build out forecasts for aeronautical activity; determine the facility requirements for the airport; create alternative development options that lead to a preferred development alternative; develop the ALP and Terminal Area Plans; and ultimately provide an implementation strategy and updated near-, mid-, and long-term CIP.

Justin will lead all ALP updates and master planning efforts while working closely with airport stakeholders and County staff to ensure the plan aligns with the community's vision for the future of 1V6.

The LJA Aviation Planning Team will coordinate and provide all FAA airport surveying GIS program services for the aerial photogrammetry and data attribution. LJA Surveying staff will be the boots on the ground, giving the airport a full-service product from the LJA family of services. Such services will enable the team to produce obstruction surveys, aerial photogrammetry, and mapping in accordance with FAA AC 150/5300-16A, 17C, and 18B.

Environmental Efforts

Environmental reviews, including Categorical Exclusions (CATEXs) determinations, Environmental Assessments (EAs), and Impact Studies, will be essential for advancing projects efficiently and in full compliance with FAA and state requirements. Justin and the LJA Environmental group, led by Jeremiah Mathis, will work hand in hand to ensure that all environmental needs are addressed in a timely manner, providing the necessary documentation and support to all planning, engineering, and design efforts.

Land Acquisition Support, Land Use Planning, and Hangar Development

1V6 will have the entire LJA Aviation Team ready to assist with all development needs as they arise. Proactive on- and off-airport land use planning will protect the airport's long-term viability, while general aviation hangar development will respond to tenant demand and create new revenue opportunities for the community. Together, these planning initiatives will position 1V6 for success, ensuring the airport remains safe, sustainable, and aligned with the needs of its users and the broader community, and we are ready to jump in as needed to help the airport achieve its development goals. Our team has taken an initial look and put together a conceptual terminal area development option for hangar layouts, apron expansion, fuel facility location, overall circulation, and parking lot improvements. This initial concept can be seen in Figure 1 below, and will be further investigated through future planning projects. Our team, made up of planners, engineers, active pilots, and former airport managers and aviation business owners understand airport layouts, needs, and desires from all stakeholder's perspectives. This advantage brings assurance that nothing is missed and the airport is positioned for success.

Airport Advisory Services and Grant Management Assistance

The LJA Aviation Team is made up of industry experts who have helped airports of all sizes through challenging situations, including updating airport documents, leases, minimum standards, rules and regulations, rate and fee studies, and operational SOPs. Additionally, Justin and the LJA Aviation Planning Team members have helped airports in the past with assistance for monthly submissions of grant drawdowns and are ready to provide that same level of assistance with preparation and submission, if desired, of grant drawdowns for 1V6 and the County. Our Aviation Team is excited to be part of the "1V6 Team" as extensions of staff and subject matter experts.

Our planners and engineers will work together to deliver a constructible, actionable roadmap that directly supports implementation. This integrated approach ensures that every project completed today also supports the airport's vision for years to come.

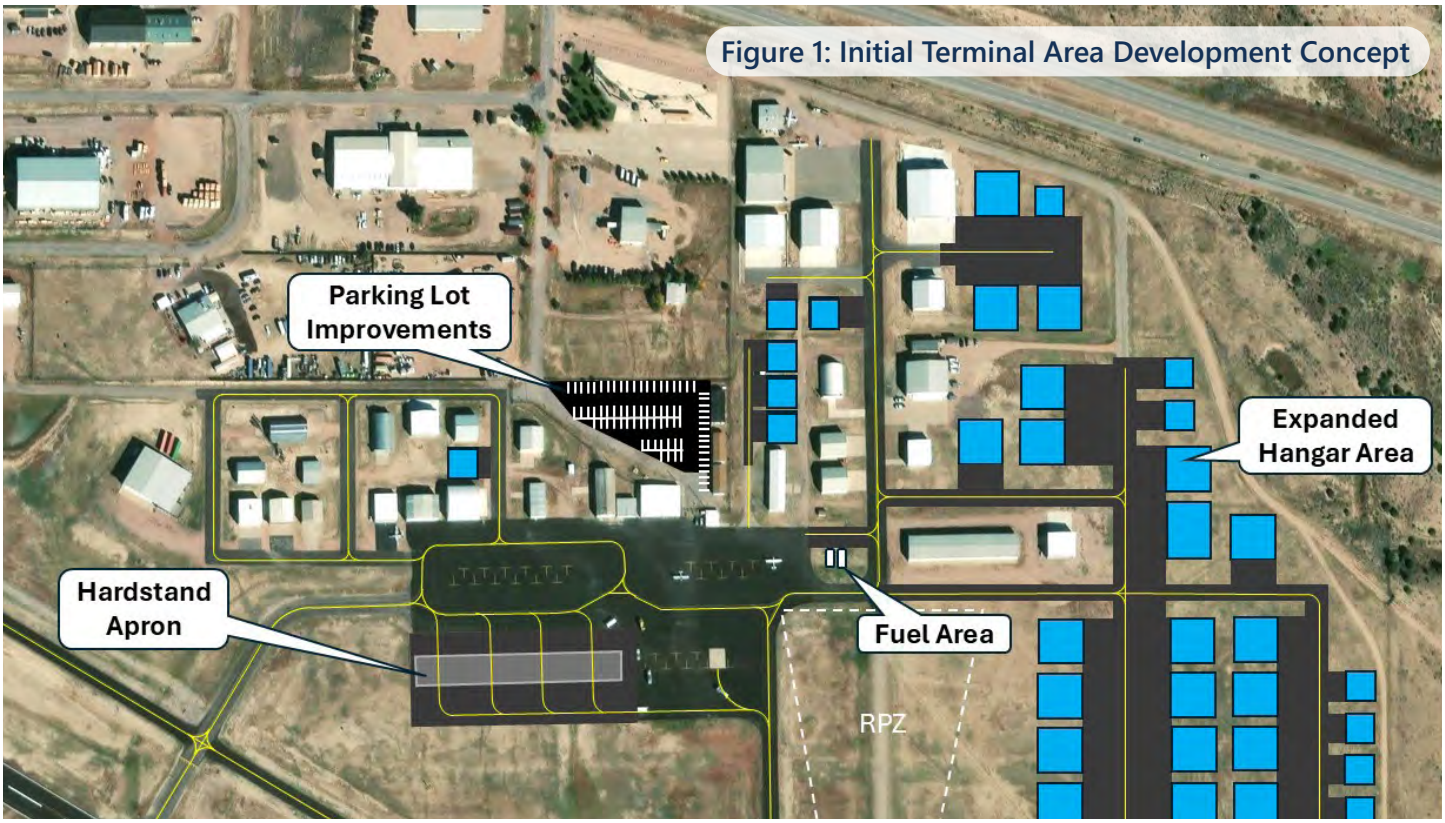


Figure 1: Initial Terminal Area Development Concept

Why LJA Aviation?

The LJA Aviation Team understands that 1V6 is more than an airport facility. It is an essential transportation asset that connects Colorado to the rest of the country and supports the residents, businesses, and visitors who rely on safe, reliable airport infrastructure. As a general aviation airport, 1V6 carries responsibilities that extend beyond infrastructure improvements. Maintaining compliance, securing funding, supporting operations, and successfully delivering projects all require a consultant who understands both the technical and operational demands of the airport.

Based on our conversations and understanding of 1V6's needs, we recognize that the airport is seeking more than engineering and planning services. The airport needs a trusted partner capable of providing consistent guidance, proactive communication, and dependable support throughout every stage of a project and throughout the year. With limited staff resources and increasing regulatory requirements, it is important to have a team that can help navigate FAA processes, maintain compliance, manage documentation, and keep projects moving forward without creating additional burden on airport personnel.

That level of service is what distinguishes LJA Aviation. Our team is focused exclusively on aviation and combines engineering, planning, airport operations, compliance, grant administration, and advisory expertise under one roof. We understand that successful airport projects are not measured solely by plans and specifications, but by how smoothly they are delivered, how effectively they support airport operations, and how well they position the airport for future opportunities. Our goal is to become an extension of your staff, providing the resources and expertise needed to help 1V6 succeed long after an individual project is complete.

Just as importantly, we believe relationships matter. We value responsiveness, accessibility, and accountability. When questions arise, funding opportunities emerge, or challenges need immediate attention, our clients know they can call us and receive timely, practical solutions. We view every assignment as an opportunity to earn trust and strengthen a partnership built on shared goals.

1V6 has a proud history of serving the region and continues to play an important role in its future. We would be honored to support you as a trusted engineering, planning, and advisory partner, delivering the level of service, commitment, and expertise necessary to help the airport continue serving the community for years to come.



Members of LJA's Colorado Aviation Team | From left to right: *Ken Moen, A.A.E.* *(Vice President, Aviation; Airport Management Advisor)* **| *Justin Heid, A.A.E.*** *(Planning; Airport Management Advisor)* **| *Mike Beckhoff, PE*** *(Engineering)* **| *Heather Thom, PE*** *(Engineering)* **| *Danny Reed*** *(CAD/ Design)* **| *Jesse Fabula, CM*** *(Client Management)*



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY): 8/25/2026

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER
Edgewood Partners Ins Center
3780 Mansell Rd. Suite 370
Alpharetta GA 30022

CONTACT NAME: EPIC Construction & Design COI Team
PHONE (A/C, No, Ext): 770-552-4225 **FAX (A/C, No):**
E-MAIL ADDRESS: CnDCerts@epicbrokers.com

INSURER(S) AFFORDING COVERAGE	NAIC #
INSURER A : National Union Fire Ins Co of Pittsburg	19445
INSURER B : New Hampshire Insurance Company	23841
INSURER C : Lloyd's of London	85202
INSURER D : Westchester Surplus Lines Insurance Co	10172
INSURER E :	
INSURER F :	

INSURED LJAENGI
LJA, Inc.
3600 W. Sam Houston Parkway S, Suite 600
Houston, TX 77042

COVERAGES **CERTIFICATE NUMBER:** 673969861 **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	X **COMMERCIAL GENERAL LIABILITY** CLAIMS-MADE X OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: POLICY X PRO-JECT X LOC OTHER:			GL6360582	8/1/2026	8/1/2027	EACH OCCURRENCE DAMAGE TO RENTED PREMISES (Ea occurrence) MED EXP (Any one person) PERSONAL & ADV INJURY GENERAL AGGREGATE PRODUCTS - COMP/OP AGG 	$ 2,000,000 $ 500,000 $ 25,000 $ 2,000,000 $ 4,000,000 $ 4,000,000 $
A	**AUTOMOBILE LIABILITY** X ANY AUTO OWNED AUTOS ONLY HIRED AUTOS ONLY SCHEDULED AUTOS NON-OWNED AUTOS ONLY			CA5774680	8/1/2026	8/1/2027	COMBINED SINGLE LIMIT (Ea accident) BODILY INJURY (Per person) BODILY INJURY (Per accident) PROPERTY DAMAGE (Per accident) 	$ 2,000,000 $ $ $ $
D	X **UMBRELLA LIAB** X OCCUR **EXCESS LIAB** CLAIMS-MADE DED X RETENTION $ 10,000			G48744734002	8/1/2026	8/1/2027	EACH OCCURRENCE AGGREGATE 	$ 10,000,000 $ 10,000,000 $
B B	**WORKERS COMPENSATION AND EMPLOYERS' LIABILITY** ANYPROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? Y / N: N **(Mandatory in NH)** If yes, describe under DESCRIPTION OF OPERATIONS below	N / A		WC013265763 (AOS) WC013265764 (CA)	8/1/2026 8/1/2026	8/1/2027 8/1/2027	X PER STATUTE OTH-ER E.L. EACH ACCIDENT E.L. DISEASE - EA EMPLOYEE E.L. DISEASE - POLICY LIMIT	 $ 1,000,000 $ 1,000,000 $ 1,000,000
C	Professional Liability including Pollution Liability			RLUSP2600105	8/1/2026	8/1/2027	Per Claim Aggregate	$5,000,000 $5,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
Additional Named Insureds:
LJA, Inc.; 3600 W Sam Houston Pkwy S, Suite 600; Houston, TX 77042
LJA Infrastructure, Inc.; 3600 W Sam Houston Pkwy S, Suite 150; Houston, TX 77042
LJA Rail, LLC; 3600 W Sam Houston Pkwy S, Suite 150; Houston, TX 77042
LJA Surveying, Inc.; 3600 W Sam Houston Pkwy S, Suite 175; Houston, TX 77042
LJA Builds, Inc.; 3600 W Sam Houston Pkwy S, Suite 150; Houston, TX 77042
LJA Environmental Services, LLC; 14701 St. Mary's Lane, Suite 400; Houston, TX 77042
LJA Energy, Inc 3600 W Sam Houston Pkwy., S. Suite 625, Houston, TX 77042
See Attached...

CERTIFICATE HOLDER

LJA, Inc. - SAMPLE
3600 W Sam Houston Parkway S Suite 600
Houston TX 77042

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

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AGENCY CUSTOMER ID: LJAENGI

LOC #:

ADDITIONAL REMARKS SCHEDULE

AGENCY	NAMED INSURED
Edgewood Partners Ins Center	LJA, Inc. 3600 W. Sam Houston Parkway S, Suite 600 Houston, TX 77042
POLICY NUMBER	
CARRIER / NAIC CODE	EFFECTIVE DATE:

ADDITIONAL REMARKS

THIS ADDITIONAL REMARKS FORM IS A SCHEDULE TO ACORD FORM,

FORM NUMBER: 25 **FORM TITLE:** CERTIFICATE OF LIABILITY INSURANCE

LJA Telecom, Inc. (fka GXT, Inc. or GXT, Ltd.) 2700 La Frontera Boulevard Suite 200 Round Rock, TX 78681
Alliance Engineering & Planning LLC; Alliance Surveying LLC; DBA Alliance Engineering, Planning, Landscape Architecture; 299 S. Main Street, Suite A, Alpharetta, GA 30009
Freeland & Kauffman, Inc., 209 W. Stone Avenue, Greenville, SC 29609
Gonzalez-Strength & Associates, Inc. - 1550 Woods of Riverchase Drive, Suite 200, Hoover, AL 35244
BSE Consultants, Inc. - 312 S. Harbor City Boulevard, Unit 4, Melbourne, FL 32901
Pharis Design – 3711 S Mopac Expressway Building I , Suite 350 Austin, TX 78746
David Plummer & Associates, Inc. 1750 Ponce De Leon Blvd. Coral Gables FL 33134
Fagan Consulting, LLC 14501 Falcon Head Blvd. #28 Austin, TX 78738
MESA Integrated Solutions, Inc. 3720 Whitt Loop Austin, TX 78749
The WLB Group, Inc., 4444 East Broadway Blvd Tucson, AZ 85711
G&R Surveying, LLC 1805 Ouida Drive, Austin TX 78728
Coreprint Solutions, Inc. 3600 W Sam Houston Pkwy S, Suite 100 Houston, Texas 77042
Concept Development & Planning, LLC P.O. Box 5459 Austin, TX 78763
Sanchez-Salazar & Associates, LLC, 4630 N Loop 1604 W, Suite 115, San Antonio TX 78249
LJA Michigan, Inc., 3410 Belle Chase Way, Suite 600, Lansing, MI 48911

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LJA AVIATION

EMPLOYEE-OWNED. CLIENT FOCUSED.

CMT

Infrastructure Professionals

Elevating Fremont County Airport, *Together.*



Airport Planning Services

Fremont County Airport (1V6)

September 29, 2026

Wesley Brandt
Airport Manager
Fremont County Airport
60298 HWY 50
Penrose, CO 81240

September 29, 2026

Re: Statement of Qualifications for Airport Planning Services at Fremont County Airport

Dear Mr. Brandt,

The future of Fremont County Airport (1V6) is about more than planning studies and individual projects. It is about creating a clear path forward that allows the Airport to capitalize on opportunities, compete for funding, support economic development, and make informed decisions that strengthen its role within the Royal Gorge Region for years to come. As aviation needs continue to evolve across Colorado, the Airport will benefit from a trusted partner that understands both long-term vision and practical implementation. Success will be measured not only by the quality of planning documents produced, but by how effectively those plans guide future investments and position projects for successful delivery.

Crawford, Murphy & Tilly, Inc. (CMT) is uniquely positioned to support that mission. Our aviation planning professionals work collaboratively with airport sponsors, stakeholders, regulatory agencies, and local communities to develop planning solutions that support informed decision-making, funding opportunities, and long-term airport development.

Responsive Airport Partnership

Our approach is rooted in building long-term partnerships and serving as an extension of airport staff. We understand that planning initiatives are one component of the Airport's broader mission, and we provide responsive support that helps advance projects while allowing Airport leadership to remain focused on operational and strategic priorities. Beyond individual planning efforts, our team assists with Capital Improvement Program (CIP) development, funding applications, stakeholder coordination, regulatory guidance, and strategic planning initiatives. Through longstanding relationships with the FAA Denver Airports District Office and the Colorado Department of Transportation Division of Aeronautics, we help airports navigate evolving requirements and position projects for future funding opportunities.

Planning With Implementation In Mind

Fremont County Airport's anticipated planning initiatives will help shape the Airport's future for years to come. Whether updating planning documents, addressing environmental requirements, identifying land needs, or planning future hangar and support facilities, CMT develops recommendations that are practical, achievable, and aligned with the Airport's operational and financial realities. Our aviation planners work closely with our engineering, environmental, and land acquisition professionals throughout the planning process, helping establish a clear path from planning and environmental clearance to funding, design, and construction.

For more than 80 years, CMT has built lasting client relationships by focusing on the success of the airports we serve. We appreciate the opportunity to submit our qualifications and welcome the opportunity to partner with Fremont County Airport to guide upcoming planning initiatives.

Thank you for your consideration.

Sincerely,



Jennifer Kuchinski, PE
Colorado / Kansas City Aviation Group Manager
jkuchinski@cmtengr.com
314.698.0974



Marissa Kappelman, CM, ACE
Aviation Planning Lead
mkappelman@cmtengr.com
816.648.0581

CMT acknowledges receipt of Addendum #1 and takes no exceptions.

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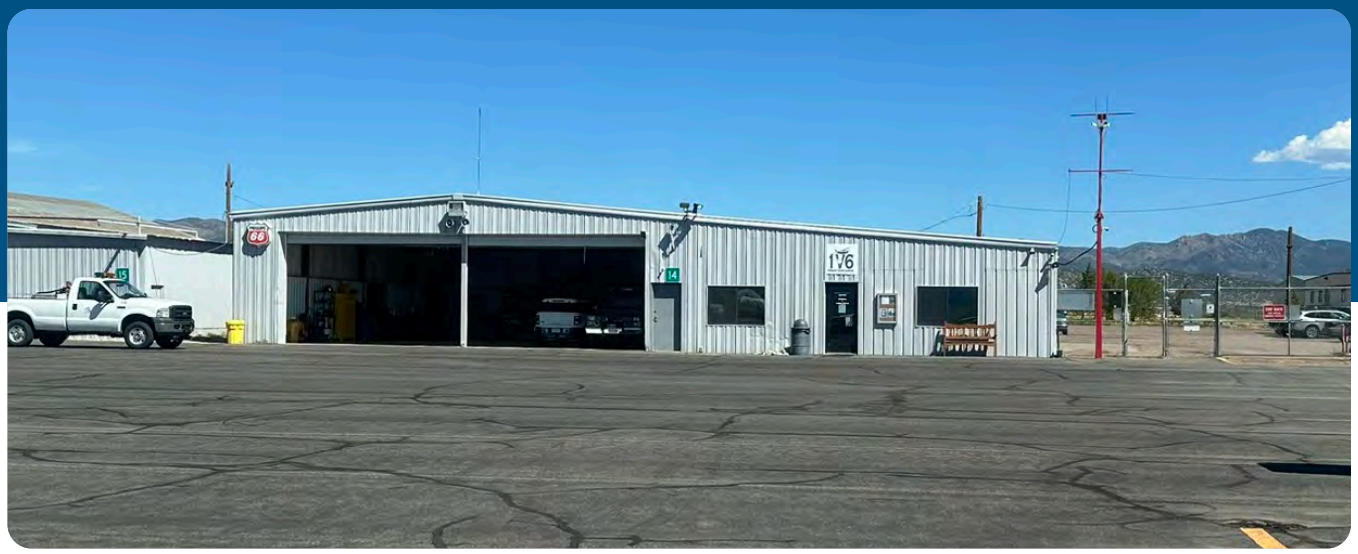
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Section 6

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CMT

Understanding of & Capability to Perform Proposed Projects



As a national leader in aviation infrastructure, CMT makes a business out of investing in our client's success. Relationships are the foundation of our business model. This formula has served as the root of our firm's success for over 80 years.

Proof of this is in the long-term relationships we build and maintain with our airport clients - most of which span decades. The foundation of these relationships is built on the belief that CMT's success is rooted in the success of our clients. This mindset is what allows us to proudly state that we have over 75 ongoing multi-year airport retainers nationwide.

A Dynamic Airport. Diverse Planning Needs. One Responsive Partner.

1V6 is poised for continued growth, with planning needs that demand experience, responsiveness, and a clear understanding of its priorities.

The statement above is true from the day-to-day operations to the bigger picture moves being made. We understand that planning for the future is just one of many priorities requiring the Airport's attention at any given time. We also recognize that any effort we can take off your hands is time that 1V6 can apply elsewhere. As your consultant, we'll act as an extension of your staff and work to guide this program along with minimal impact to you.

What this means is that we aren't just available when projects are active, but we serve as a true on-call airport consultant. A consultant that helps you with "between-the-project" task items such as Capital Improvement Program (CIP) development and funding applications with our staff that have longstanding relationships with the FAA Denver Airport District Office and the CDOT Division of Aeronautics. A consultant that attends public meetings and engages with stakeholders, that sends you government affairs updates to help you keep a pulse on the industry, and that serves as an advisor on all things aviation.

Our entire client philosophy is based on availability and responsiveness. With CMT, you get the highly responsive nature of a small, local firm that is backed by the bench strength of an award-winning national firm. You will have full access to our team's deep bench of resources and capabilities.

CMT's Understanding of & Familiarity with 1V6's Scope of Work

ENVIRONMENTAL ASSESSMENTS

Successfully transitioning airport projects from planning to implementation requires early environmental coordination. Because nearly every project receiving State or FAA funding requires some level of environmental review, delaying these efforts can significantly impact project schedules and funding opportunities.

CMT's planning team will work alongside our dedicated environmental professionals from the earliest stages of project development to identify environmental requirements, evaluate potential constraints, and establish a clear path toward environmental clearance. Our environmental specialists have extensive experience preparing Categorical Exclusions (CATEXs), Environmental Assessments (EAs), and other environmental documentation required for airport development projects.

By integrating environmental planning into the overall project development process, CMT identifies potential issues early, minimizes project delays, and helps keep projects environmentally cleared and ready to move efficiently from planning and funding into engineering design, bidding, and construction.

LAND ACQUISITION

CMT provides comprehensive in-house land and easement acquisition services that help airports implement development projects while complying with FAA requirements and maintaining eligibility for federal reimbursement. Our team understands that successful land acquisition requires more than transaction management; it requires thoughtful coordination among airport stakeholders, property owners, regulatory agencies, appraisers, surveyors, and legal representatives. We have assisted airports with fee simple acquisitions, avigation easements, clear zone easements, Runway Protection Zone (RPZ) acquisitions, relocation assistance, and broader land management initiatives associated with airport expansion programs. This expertise allows us to provide turnkey acquisition support while minimizing risk and helping airports advance critical safety and development projects.

AIRPORT MASTER PLAN UPDATE / AIRPORT LAYOUT PLAN UPDATE

Airport Master Plans and Airport Layout Plans (ALPs) serve as the foundation for informed airport decision-making, and CMT has a long history of helping airport sponsors develop planning documents that translate vision into implementable projects. Our team routinely leads aviation forecasts, facility requirements analyses, alternatives evaluations, stakeholder engagement programs, capital improvement planning, AGIS integration, Exhibit A updates, and FAA agency coordination efforts. We understand how to balance operational needs, regulatory requirements, financial realities, and community objectives to create practical, actionable planning documents. CMT places particular emphasis on developing plans that are implementation-focused, seeing that recommendations can be realistically funded, phased, and constructed. Our master planning experience helps airport leadership make confident decisions that support both near-term priorities and long-term growth.

HANGAR & AIRPORT SUPPORT FACILITY DEVELOPMENT

CMT has extensive experience planning, designing, and implementing hangar developments that support both general aviation and corporate aviation growth. Our multidisciplinary team understands the unique challenges associated with hangar projects, including aircraft parking requirements, taxilane access, airfield compatibility, utility coordination, stormwater management, building code requirements, and compliance with ALPs. We routinely evaluate development alternatives to maximize available land while preserving operational flexibility and accommodating future airport growth. Whether supporting individual tenant hangars, multi-unit T-hangar facilities, corporate aviation complexes, or broader general aviation development programs, CMT develops solutions that balance operational functionality, revenue generation, and long-term airport objectives. Our experience extends from early feasibility and planning studies through final design, bidding, and construction administration, allowing us to support hangar projects at every stage of implementation.

CMT has provided planning, civil design, architectural oversight, and construction administration for numerous airport facility development projects. In addition to new hangar developments, our experience includes SRE facilities, ARFF facilities, and large-scale hangar redevelopment efforts. Notably, CMT completed a major redevelopment of a hangar complex at Kansas City Downtown Airport that resulted in 96 new hangar spaces (shown below).



CMT

Firm Information

CMT

TOP 25
Aviation Firm
Engineering News-Record

CORPORATE CUP
OF EXCELLENCE
American Association of Airport Executives

Headquarters

Crawford, Murphy & Tilly, Inc.
2750 W Washington St
Springfield, IL 62702
217.787.8050
www.cmtengr.com

Colorado Office

Crawford, Murphy & Tilly, Inc.
390 Interlocken Crescent
Suite 485
Broomfield, CO 80021
720.574.2706
www.cmtengr.com

Year Established

1946

Staff Size

550+

Dedicated Aviation Professionals

135+

80 Years of Aviation *Expertise & Insight*

Founded in 1946, CMT is a nationally-ranked professional company providing planning, environmental, engineering, and construction services to both the public and private sector. CMT and its 550+ employees provide leadership in civil infrastructure by leveraging shared knowledge, staff longevity, and unique insights. For 80 years, the employee-owned corporation has sustained a trademark level of service and commitment to clients that translate into long-term relationships and enhanced value to our clients' projects.

Integrated *Planning & Design Services*

CMT delivers innovative airport planning, environmental, design, and construction solutions —from regional airfields to major hubs. Recognized as a Top 25 Airport Design Firm by Engineering News-Record, we are known for our expertise in airfield pavements, holistic program management, and leveraging strong FAA partnerships to optimize funding strategies and project performance.

Beyond airfield projects, we provide planning and design services for terminal facilities, landside infrastructure, and other critical systems. Through multidisciplinary expertise, collaboration, and a commitment to quality, we deliver creative, efficient solutions that help airports achieve their goals.

Robust In-House *Aviation Planning Capabilities*

CMT's dedicated Aviation Planning Group consists of professionals from varied backgrounds including airport management, engineering, planning, land acquisition, environmental and technology experts that work exclusively on airport planning related initiatives. With CMT, you have the resources to help navigate your airport leadership through strategic decisions and vision.

In addition, our staff brings the technical skills to execute efficient and thorough planning documents that meet FAA and state requirements. Because CMT is a full-service firm, our Aviation Planning team understands the implementation part of your plan and helps to build the bridge from concept to funding to design execution.

CMT's Nation-Wide Airport Clients







CMT

Planning Services

- Master Plans
- Airport Layout Plans
- Exhibit A Preparation
- Part 150 noise studies
- Land use zoning regulations
- AGIS
- Environmental Assessments/ EISs
- Grant applications
- Development programs
- Benefit/cost analysis
- Financial plans
- Justification documentation
- Property line maps
- Land and easement acquisition
- Project eligibility
- Aviation activity forecasts
- Site selection
- Alternatives analysis
- Airspace analysis
- General aviation terminal planning
- Airport business park planning
- Security/blast assessments
- Cargo planning
- Airport economic development
- Facility requirements

Aviation Planning Services

CMT's dedicated Aviation Planning staff come from backgrounds including airport management, engineering, planning, environmental, and technology. As such, you will have the breadth of resources to help navigate your airport leadership through strategic decisions and visioning. Our staff also brings technical skills to execute efficient and thorough planning documents that meet FAA and state requirements. Because CMT is a full-service firm, our planning team thoroughly understands implementation and builds the bridge from concept to funding to design execution.

Airport Facilities & Master Planning

Our planners work alongside clients and their communities to develop plans that go beyond standard guidelines to capture the vision for each airport. Our team provides a decision-making framework to enable long-term development and short-term implementation. The result is a plan that embodies strategic goals while remaining flexible to changing market conditions.

Environmental Planning

CMT's multi-disciplined staff use both environmental expertise and sound engineering to shape plans that consider increasing aviation demands as well as the surrounding environment. We use this approach to successfully and efficiently guide airports through the FAA environmental approval processes.

Land-Related Services

CMT provides a range of services to assist airports through federally funded land acquisition programs, including professional staff representation to landowners, document processing, Exhibit A property map creation, and land surveys. We have an extensive working knowledge of FAA land-related procedures and are skilled at using the latest technology to assist in the management of airport land assets.

Funding Formulation & Programming

CMT aviation staff have built a reputation for successfully guiding airports through the competitive funding environment. Through innovative programming, justification documentation, and funding approaches, we increase awareness of projects as they progress.

Airport Master Plans

Airport Master Plans are most valuable when they serve as more than a regulatory requirement. At CMT, we view every Master Plan as a strategic decision-making tool that helps airport leadership understand opportunities, evaluate alternatives, and confidently guide future development. Our planners work closely with airport sponsors, stakeholders, regulatory agencies, and local communities to create plans that reflect each airport's unique vision, operating environment, market position, and long-term goals.

As a full-service aviation consultant, CMT brings the multidisciplinary expertise necessary to evaluate the complex relationships between aviation demand, facility needs, airfield geometry, land use, infrastructure, environmental considerations, financial capacity, and implementation priorities. We develop planning recommendations that are technically sound, operationally practical, and aligned with FAA requirements while remaining flexible enough to adapt to changing market conditions and evolving airport needs.

Our approach emphasizes implementation from the very beginning. Rather than creating a document that sits on a shelf, we focus on identifying realistic development triggers, funding opportunities, phasing strategies, and actionable next steps that position projects for successful delivery. Through comprehensive forecasting, facility requirements analysis, alternatives evaluation, stakeholder engagement, and capital planning, we provide airport sponsors with a clear roadmap for both near-term decision-making and long-term growth.

The result is a Master Plan that not only establishes a vision for the future, but also provides a practical framework for turning that vision into funded, implementable projects that support the airport's continued success for years to come.

Airport Layout Plans (ALPs)

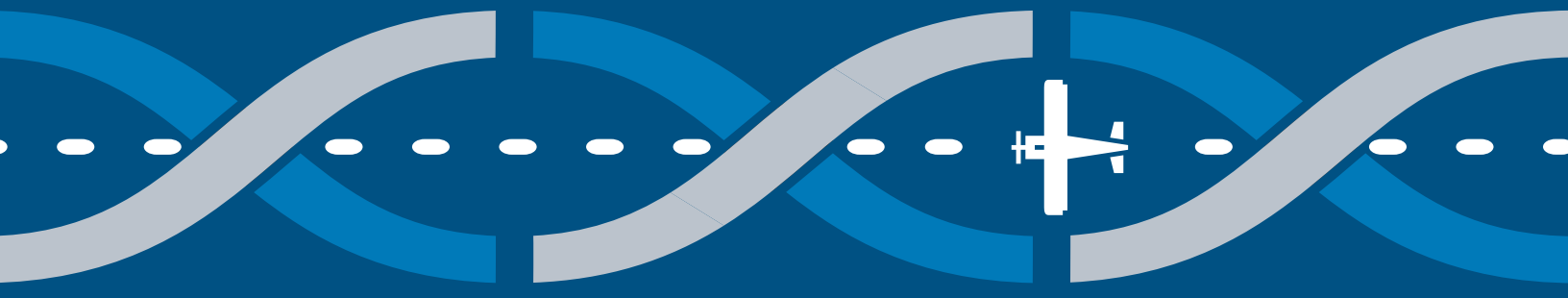
ALPs serve as the FAA-approved blueprint for future airport development, helping airport sponsors prioritize projects, maintain funding eligibility, and support long-term growth. CMT has extensive experience preparing, updating, and maintaining ALPs for airports of all sizes. Our team works closely with airport sponsors, FAA representatives, and state aviation agencies to evaluate proposed improvements, address design standards, and maintain consistency with master planning efforts. We are experienced in coordinating AGIS data collection, Exhibit "A" updates, and FAA approval processes. By combining technical expertise with a practical understanding of airport operations, CMT delivers ALPs that effectively guide future development and investment decisions.

AGIS / Asset Management

CMT offers information technology solutions that help airports maximize their resources. This includes developing Geographic Information Systems (GIS) applications that assist in managing assets and evaluating the effects of proposed development on airport airspace and control tower line of sight. Our team also assists airports in setting up asset management systems.

GA is in *our DNA*

CMT has been a trusted partner to general aviation airports across the country—delivering resilient infrastructure, tailored planning, and enduring relationships. Having served hundreds of GA clients throughout our history, our pedigree is built on deep technical expertise, regulatory fluency, and a client-first mindset. Simply put, GA is in our DNA.



Core Principles

01

INTEGRATION

We align environmental strategies with airport master planning, development goals, and funding realities to support practical, scalable solutions.

02

TECHNICAL EXCELLENCE

Our work is backed by deep regulatory expertise, specialized certifications, and proven experience in delivering complex NEPA documentation and compliance services across ecological, cultural, and community impact areas.

03

VALUE-DRIVEN DELIVERY

We focus on right-sized, cost-effective approaches that maximize long-term value without compromising quality or compliance.

Whether addressing air and noise impacts, hazardous materials, stormwater, or sustainability planning, CMT delivers solutions that are defensible, actionable, and aligned with your airport's mission.

Ultimately, our goal is simple: to be your trusted partner in navigating environmental challenges so you can focus on what matters most—advancing safe, efficient, and sustainable airport operations.

In-House Environmental Services



CMT views environmental services not as a regulatory obligation—but as a strategic enabler for airport growth, resilience, and community alignment. Our philosophy is rooted in a holistic understanding of the airport ecosystem, where environmental, operational, financial, and stakeholder considerations must all work in concert to achieve long-term success.

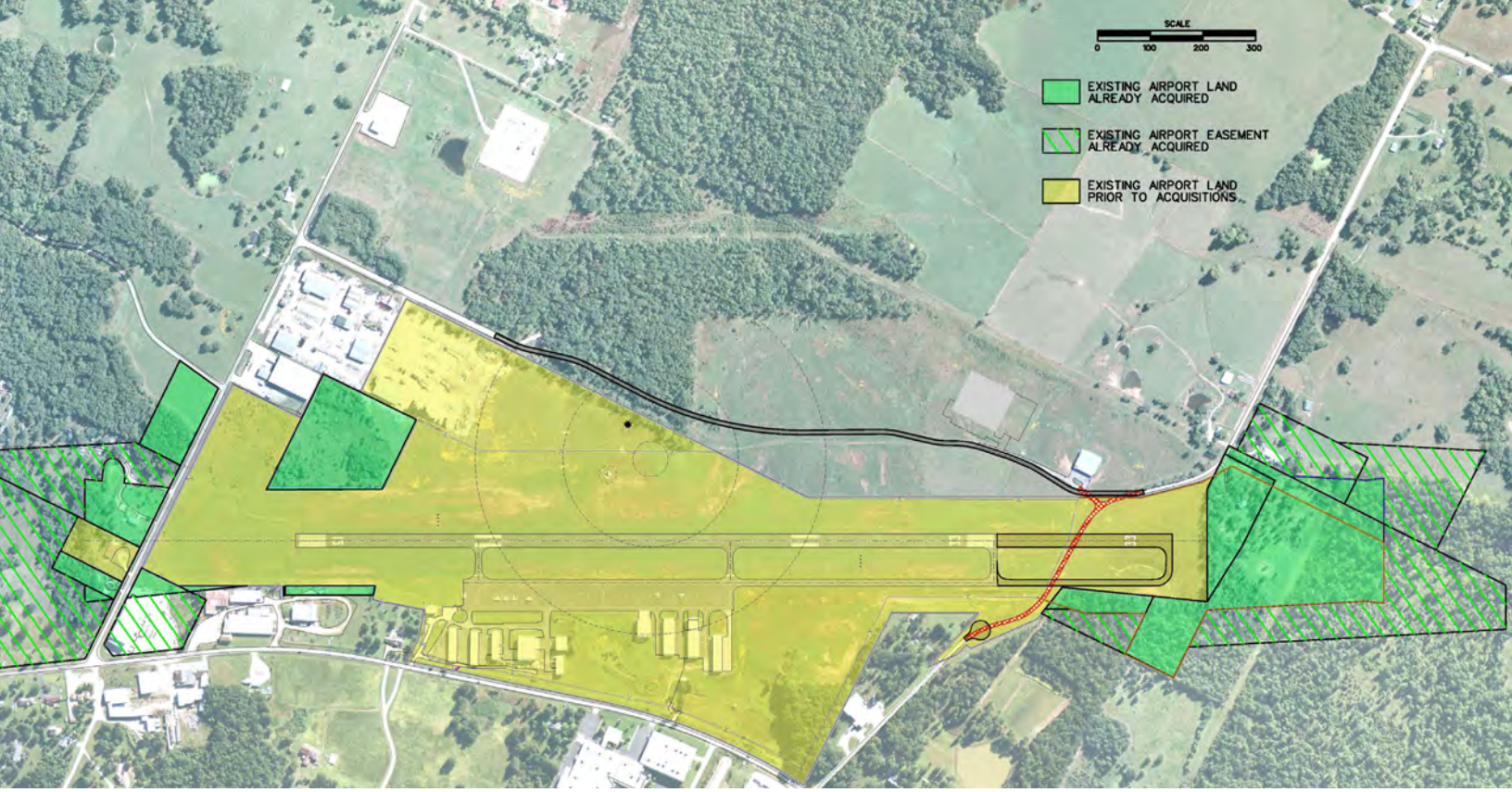
Airport Environmental Expertise

We recognize that today's airports operate in a dynamic environment where environmental stewardship is not just expected, but essential. CMT brings a forward-thinking, solutions-driven approach that helps airports meet regulatory requirements while also advancing sustainability goals, protecting community interests, and minimizing operational disruptions.

CMT's environmental professionals work collaboratively with our engineers, planners, GIS analysts, and other experts firm-wide to provide smarter and integrated environmental solutions. This begins with an intimate understanding of our client's project goals, as well as those of corresponding agencies and affected stakeholders. Our environmental team brings state-of-the-art collection processes to assess conditions while navigating our clients' projects through the applicable regulatory processes and approvals.

Comprehensive Services Include:

- Grant Applications
- Landside Development
- Asset Management
- Categorical Exclusions (CATEXs)
- Environmental Assessments (EAs)
- Noise Analysis
- Clean Water Act (404/401) Permitting
- Community Impact Analysis
- Endangered Species Assessments & Consultations
- Environmental Site Assessment (ESA)
- Farmland Protection Policy Act Compliance
- Floodplains
- Floodplain Modeling
- Floodplain LOMR/CLOMR
- Mussel Surveys & Relocations
- Natural Resource Management
- NEPA Documentation
- Public Involvement
- Scenic River Coordination
- Soil & Groundwater Sampling
- State Environmental Protection Act
- Stream/Wetland Delineation & Qualitative Assessment
- Sustainable Design
- Threatened & Endangered Species Surveys
- Tree Surveys
- Underground Storage Tanks
- Vapor Intrusion/Air Quality
- Wetland/Stream Mitigation Design and Monitoring



In-House Land Acquisition & Easement Services

Comprehensive Range of Services

- Environmental documentation/approvals
- Noise-sensitive properties
- Odor and aesthetic-sensitive properties
- Relocations
- Subordinations
- Multiple funding sources
- Property valuation
- Grant administration
- Title certification
- Contentious property owners
- Eminent domain
- Partial acquisitions
- Grant administration
- Surveying/plats of surveys
- Training/Mentoring

CMT offers clients all services necessary for successful completion of comprehensive "turn-key" land and easement acquisition programs. These services are managed by highly skilled professionals with extensive knowledge of land-related requirements, regulatory processes, and agency policies. Our team brings practical, firsthand experience addressing complex acquisition challenges, coordinating with multiple stakeholders, and supporting projects from initial planning through final documentation. By combining technical expertise with a client-focused approach, CMT provides responsive support tailored to the unique needs of each project and community.

Land-Related Services

CMT provides a broad range of services to assist airports through federally funded land acquisition programs, including professional staff representation to landowners, document processing, Exhibit A preparation, property map creation, and land surveys. We maintain extensive working knowledge of FAA land-related procedures and leverage current technologies to support the management of airport land assets. Our team also assists with property research, easement documentation, ownership verification, title coordination, and acquisition tracking. Through effective communication and attention to project requirements, CMT helps airport sponsors navigate land acquisition processes while maintaining accurate records and supporting project objectives.

We are your *advocates.*

CMT has 135+ dedicated aviation professionals serving across a variety of disciplines. Our available resources span the lifecycle of your airport improvements. This holistic staffing approach means that CMT personnel bring a robust understanding of the specifications used by the FAA and are experienced working with the available materials found in the different regions. Simply said, we are committed to serving as your advocates.

COLORADO
Department of Transportation

Effective Advocacy Begins and Ends at FAA Understanding

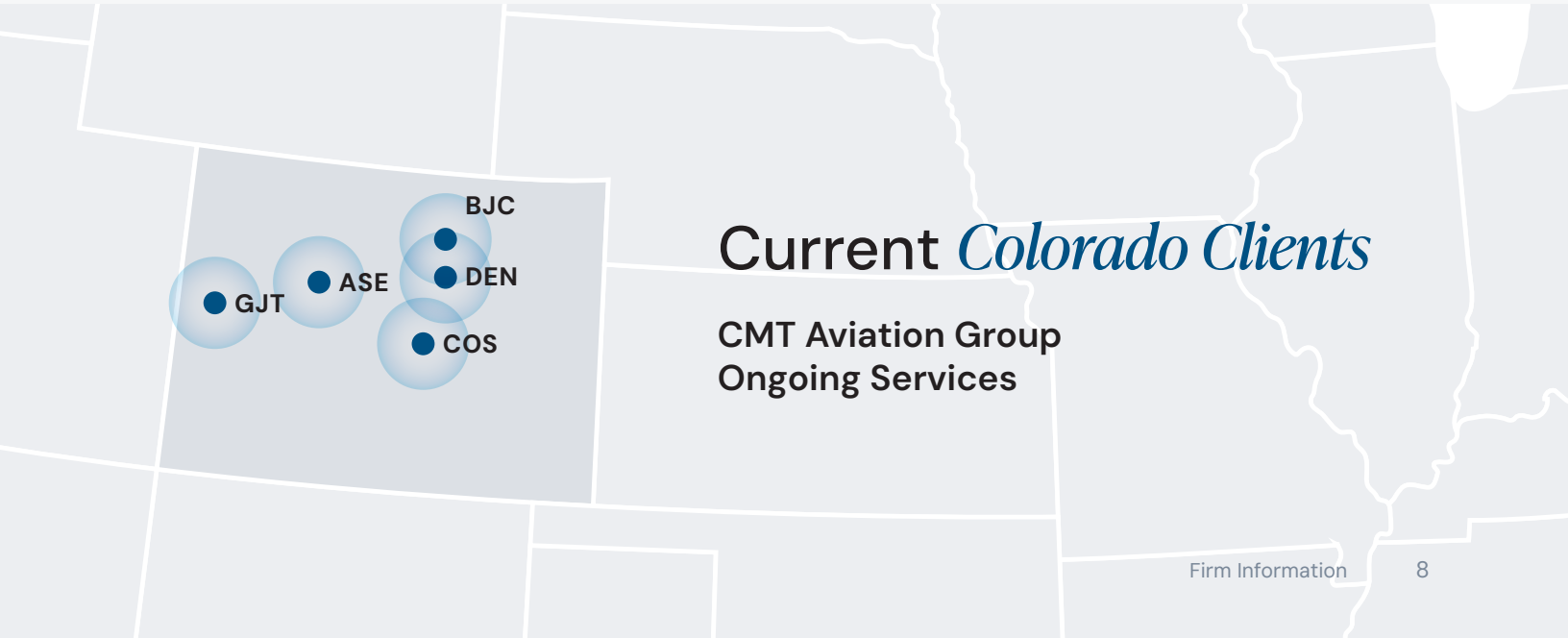
Day in, day out, our aviation team works nearly exclusively with airport projects and brings a complete and up-to-date understanding of Federal Aviation Administration (FAA) criteria. Our aviation professionals are proficient in working with the most current policies and advisory criteria, and knowledgeable of processes that are often undocumented or unique to particular FAA districts or regions. From fast-track project clearances to innovative project financing, we work with airport clients to find creative solutions to meet development objectives. We pride ourselves on our knowledge of FAA's processes and our ability to advocate on behalf of our clients to the agency.



Jason Licon, MBA, CM, ACE

AGENCY LIAISON

During his 12.5-year tenure as Airport Director at the Northern Colorado Regional Airport (FNL), Jason secured over $47 million in federal and state funding for capital improvement projects, leading efforts that modernized facilities, enhanced operational capacity, and improved financial efficiency. **Now working as a consultant and an exclusive partner to CMT, Jason is eager to utilize his connections and lessons learned to help Colorado airports advance their high-priority objectives.**



Current *Colorado Clients*

CMT Aviation Group
Ongoing Services

CMT

Key Personnel

Project Leadership Introduction



Jennifer Kuchinski, PE

Project Principal

Jennifer will provide executive oversight and strategic direction throughout the assignment. She will support the project team by facilitating access to the appropriate resources, guiding project delivery, and maintaining engagement with the Airport to foster strong communication and responsiveness. Her leadership and experience will help support efficient project execution, informed decision-making, and alignment with the project's scope, schedule, and budget objectives.



Jason Licon, MBA, CM, ACE

Agency Liaison

Jason will provide valuable industry perspective and support coordination with relevant stakeholders throughout the assignment. Drawing on his experience with aviation programs and funding strategies, he will offer insight into funding opportunities, regulatory considerations, and agency processes that may influence project development. His expertise will help inform the team's approach and contribute to well-rounded, practical project recommendations.



Neil Ralston, AAE

Planning QA / QC

Neil will provide specialized aviation expertise and strategic guidance throughout the assignment. He will support the project team with technical reviews, industry perspective, and insights gained from working with airports and aviation stakeholders across a variety of project types. His involvement adds depth of experience that complements the core delivery team and supports thoughtful, technically sound project solutions.



Marissa Kappelman, CM, ACE

Planning Lead

Marissa will serve as the primary technical lead responsible for day-to-day project execution and delivery. With extensive experience in aviation planning and airport development projects, she brings in-depth knowledge of industry practices, regulatory considerations, and planning methodologies. Marissa will guide key project tasks to advance projects efficiently and effectively.



Phill Nguyen, PE

Engineering Lead

Phill will serve as the primary engineering lead responsible for day-to-day execution and delivery of engineering-related project tasks. With extensive experience in airport engineering and infrastructure development, he brings in-depth knowledge of engineering design practices, regulatory requirements, and project implementation strategies. Phill will guide engineering efforts and provide practical, technically sound project solutions.

Capacity you can count on

One of CMT's greatest strengths is the continuity of our people. The team presented in this proposal is the team the Airport can expect to work with throughout the contract period. We recognize that frequent changes in consultant personnel can disrupt communication, delay progress, and diminish institutional knowledge. For that reason, **CMT is committed to maintaining a stable, dedicated team that develops a deep understanding of the Airport's goals and priorities.** Should an unforeseen staffing change become necessary, we will support a smooth transition through proactive communication and our experienced multidisciplinary staff.

Fremont County Airport (1V6)



PLANNING QA / QC
Neil Ralston, AAE



PROJECT PRINCIPAL
Jennifer Kuchinski, PE



AGENCY LIAISON
Jason Licon, MBA, CM, ACE

PLANNING



PLANNING LEAD
Marissa Kappelman, CM, ACE

MASTER PLAN UPDATE
Esteban Aguirre, CM, ACE
Marissa Kappelman, CM, ACE

AIRPORT LAYOUT PLAN
Ryan Johnson
Chris Bialek, CM, ACE

LAND ACQUISITION
Ambra Knox, CM
Patrick Holtrop

HANGAR DEVELOPMENTS
Phill Nguyen, PE

COMPATIBLE LAND USE
Logan Sours, AICP, ACE
Jason Licon, MBA, CM, ACE

EXHIBIT A
Chris Bialek, CM, ACE
Boyd Nowicki

REVENUE ENHANCEMENT
Dave Long, AAE

FORECASTING
Harrison Earl, CM
Esteban Aguirre, CM, ACE

NOISE INVESTIGATIONS
Greg Maxwell, MSS

IMPLEMENTATION / FUNDING STRATEGY
Jason Licon, MBA, CM, ACE

FINANCIAL PLANNING
Jason Licon, MBA, CM, ACE
Dave Long, AAE

ENGINEERING



ENGINEERING LEAD
Phill Nguyen, PE

DESIGN
Phill Nguyen, PE
Christian Krauspe, PE
Sam Stallbaumer, PE
Rich Thuma, PE, ENV SP

CONSTRUCTION
Christian Krauspe, PE
Matt Otter, PE

ELECTRICAL
Craig Twibell, PE
Colin Gibbons, PE

STORMWATER / DRAINAGE DESIGN
Kristen Croft, EI

SURVEYS
Bob Tessely, PLS

SOIL INVESTIGATIONS
Lindsi Hammond, PE
Nicholas Novotny, PG, CEG

EQUIPMENT PROCUREMENT
Travis Strait, PE

PUBLIC / STAKEHOLDER ENGAGEMENT
Jason Licon, MBA, CM, ACE
Marissa Kappelman, CM, ACE

ENVIRONMENTAL CLEARANCE (CATEX)
Heather Lacey, PMP
Alex Zelles

AGIS AERIAL MAPPING
Chad Snoke, PS CP

CMT · Clear Air Strategies · EPS Group · Terracon · Geopro

Integrated Project Delivery



MARISSA KAPPELMAN, CM, ACE

Planning Lead

- Will lead the Airport's planning projects while coordinating closely with Airport staff, CDOT Aviation, and the FAA.
- Will provide ongoing guidance on Capital Improvement Program (CIP) development, grant strategy, FAA coordination, forecasting, and long-term planning initiatives.
- Will help the Airport monitor changing operational needs, identify funding opportunities, maintain current planning documents, and position projects for successful implementation.



PHILL NGUYEN, PE

Engineering Lead

- Will lead the engineering design and implementation of future capital improvement projects while coordinating closely with Airport staff, CDOT Aviation, and the FAA.
- Will provide engineering guidance throughout project development, seeing that improvements are practical, constructible, and positioned for successful funding and implementation.
- Will serve as the Airport's primary engineering advisor, providing continuity from project planning through design, bidding, construction, and closeout.

PLANNING AND ENGINEERING COLLABORATING TOGETHER

- As the Airport advances upcoming pavement preservation and rehabilitation projects, Marissa will work with the Airport to establish project priorities, funding strategies, and implementation schedules, while Phill leads the engineering design and delivery of each improvement.
- By maintaining the same planning and engineering leadership throughout the life of the Airport's capital program, the City will benefit from continuity, established relationships, coordinated decision-making, and a team that can efficiently move projects from vision to implementation without a learning curve.







A Project Team *Assembled for Efficiency*

The CMT team includes trusted subconsultant partners that have a strong history of performance on airport projects in Colorado and throughout the United States. These firms share CMT's values and commitment to client service, providing a cohesive, experienced team capable of delivering efficient and successful service to 1V6.

Clear Air Strategies, LTD (Jason Licon)

Agency Liaison

Clear Air Strategies provides specialized airport planning, business development, and strategic advisory services, bringing more than 25 years of airport management experience to help clients plan, develop, and implement successful aviation projects.

EPS Group

Ground Surveys / Title Search / Field Support

EPS Group is an award-winning full-service consulting firm providing civil engineering, planning, survey, landscape architecture, construction management, and associated services located in Greeley, Colorado. EPS Group uses advanced surveying techniques and technology to enhance land development, infrastructure, and utility projects.

Geopro Consultants, LLC

AGIS Aerial Mapping

Founded in 2007, Geopro Consultants, LLC is a professional provider of geospatial services, including surveying, aerial mapping, laser-scanning, and geographic information systems (GIS). Geopro combines decades of professional experience with cutting-edge technology to produce spectacular and innovative results for our clients.

Terracon Consultants, Inc.

Soil Investigations

Terracon Consultants, Inc. is a consulting engineering firm specializing in geotechnical engineering, construction materials testing, and facilities services. The firm's professionals support infrastructure and aviation projects through geotechnical investigations, subsurface explorations, foundation recommendations, construction materials testing, and construction-phase support.



Jennifer Kuchinski, PE

Project Principal

Experience

30 years

Education

MS, Civil Engineering, University of Missouri at Rolla, 2002

BS, Civil Engineering, University of Missouri at Rolla, 1995

Women's Leadership Forum, Washington University (St. Louis), Olin School of Business, 2021

Registration

Professional Engineer - CO, AZ, FL, GA, IL, KY, MI, MO, OH, TX

National Council of Examiners for Engineering and Surveying (NCEES)

Jennifer is a senior project/program manager with hands-on experience in planning, design, construction management, and program management for airfield, airport landside, airport terminals and related airport facility projects. As the lead for dozens of airport projects, she is integral in delivering projects that meet operational, financial, and functional goals. Jennifer thrives in solving complex problems to keep airports on the move.

T-HANGAR AND RELATED APRON RECONSTRUCTION | State Technical College of Missouri (1H3), MO

Project manager for $900,000 new T-Hangar and related apron reconstruction project. The effort to design the apron reconstruction involved destructive testing as well as visual assessments of the pavement degradations and their causes as well as an estimate of the expected remaining service life of the existing structure. Role includes construction management services.

RUNWAY EXTENSION | Clermont County Airport (I69), Batavia, OH

Project manager for the planning of an estimated $1 million, 1,000 foot runway extension to allow for larger aircraft to be based and use the airport. The project includes a revision to the ALP, AGIS surveys, revisions to the IAP, relocation of PAPIs, and extension of the runway/taxiway lighting system.

ON-CALL ENGINEERING AND CONSTRUCTION SERVICES | Kansas City Downtown Airport (MKC), MO

Project Executive to oversee team's delivery for an on-call engineering and construction services contract. First 5 tasks include: airspace analysis / perimeter fence improvements, public service road mill and overlay, tenant building electrical upgrades, airfield drainage system emergency repairs, and geophysical mapping of airport property for potential sinkhole liabilities.

RUNWAY SAFETY AREA (RSA) ENVIRONMENTAL ASSESSMENT AND PRELIMINARY ENGINEERING | Hillsboro County Airport (HIO), Portland, OR

Airside Quality Manager for RSA improvements to bring within standards.

TERMINAL AIRPORT REHABILITATION | Phillip Billard Municipal Airport (TOP), KS

Project Executive for the rehabilitation of approximately 20,000 SY of bituminous asphalt pavement that included a variety of rehabilitation methods to optimize grant dollars. Project included remarking of the airport's compass rose as well as planning for future fuel farm improvements.

APRON RECONSTRUCTION | Kansas Air National Guard at Forbes Field, Topeka, KS

Principal in Charge to oversee team's design of an apron reconstruction project including construction phase services



Jason Licon, MBA, CM, ACE

Agency Liaison

Experience

28 years

Education

Master of Business Administration, Ashford University

Bachelor of Science in Aviation Management, Southern Illinois University

Professional Organizations

Past President, Colorado Airport Operators Association

Certified Member (CM), American Association of Airport Executives

Private Pilot Certification, Federal Aviation Administration

Commercial Remote Pilot (UAS), Federal Aviation Administration

Jason is an award-winning aviation and aerospace management professional with more than 25 years of experience in airport administration, infrastructure finance, and strategic development. Recognized nationally for leadership in airport innovation, sustainability, and resiliency, Jason has successfully advanced numerous high-impact aviation projects through effective financial strategy, intergovernmental collaboration, and public-private partnerships.

During his 12.5-year tenure as Airport Director at the Northern Colorado Regional Airport (FNL), Jason secured over $47 million in federal and state funding for capital improvement projects, leading efforts that modernized facilities, enhanced operational capacity, and improved financial efficiency. His approach to strategic planning and project execution has been cited as a model for effective governance and fiscal stewardship in the aviation industry.

AIRPORT DIRECTOR | Northern Colorado Regional Airport (FNL), CO

As Airport Director, he oversaw all operations, financial management, and strategic planning for one of Colorado's fastest-growing regional airports. He secured and managed more than $47 million in federal and state funding, enabling critical airfield and terminal improvements. Under his leadership, the airport earned multiple "Best in Class" awards for operational innovation and project delivery. He spearheaded one of the nation's first Remote Air Traffic Control Tower proof-of-concept projects, integrating public and private funding to advance airspace modernization. Additionally, he attracted over $50 million in private aviation investments, creating a robust aviation ecosystem. His efforts culminated in delivering 85% federal funding for a $25 million terminal project, which opened in 2024.

UNIVERSITY OF COLORADO PROGRAM DEPUTY BUSINESS MANAGER | Laboratory for Atmospheric and Space Physics (LASP),

In his current role, Jason manages financial strategy and contract performance for a deep-space scientific mission program valued at over $300 million. He supports compliance with Federal Acquisition Regulations (FAR), Export Administration Regulations (EAR/ITAR), and international partnership requirements. His responsibilities include overseeing risk management and guiding multidisciplinary teams through complex engineering and science initiatives. By aligning financial oversight with mission objectives, he helps maintain program integrity and operational efficiency.

AIRPORT MANAGER | Greater Kankakee Airport (IKK), IL

As Airport Manager, he led the transformation of the airport into a financially self-sustaining operation through innovative public-private partnerships and diversification of revenue streams. His leadership earned the Illinois Department of Transportation's "Airport of the Year" award for excellence in management and project execution.



Neil Ralston, AAE

Planning QA / QC

Experience

28 years

Education

BS Aviation Management/Flight Technology, Florida Institute of Technology, 1998

Registration

Accredited Airport Executive (AAE)

Licensed Pilot

Prior to joining CMT, Neil served on the management team at Colorado Springs Airport (COS), first as the Planning & Development Manager and later as Interim Assistant Aviation Director for Planning & Development. At COS, Neil led efforts to update the Airport's Master Plan, ALP, and Exhibit "A". He also conducted land use reviews to evaluate compliance with the COS AO-CAD Commercial Airport Overlay District.

Neil Ralston is a Senior Aviation Program Manager with over 25 years of experience in airport planning, development, operations, asset management, and community relations. He has served as both an airport executive and consulting partner, bringing versatility and a collaborative approach to projects. Neil specializes in integrating planning with data analytics to optimize airport operations and facility performance, with expertise in platforms like Cityworks, SITA, and Better Airport. His leadership includes master planning, airfield improvements, and operational technology deployments at major airports such as Minneapolis-Saint Paul International, Colorado Springs, and Springfield-Branson National. Neil is an Accredited Airport Executive and licensed pilot, recognized for his strategic vision and hands-on project delivery.

Neil currently serves as the Aviation Planning Practice Lead for CMT's Kansas City office. In this role, Neil is responsible for providing oversight, guidance, and quality control reviews of planning-related studies and processes while mentoring CMT's emerging aviation planning leaders. Recent projects where Neil has provided supervision include:

- Kansas City - Lee's Summit Regional Airport (LXT) Master Plan – Phase II
- Camdenton Memorial-Lake Regional Airport (OZS) Master Plan – Phase I
- Max B. Swisher Skyhaven Airport (RCM) Master Plan Update
- Joplin Regional Airport (JLN) Terminal Area Master Plan

MASTER PLAN & ALP | Kansas City International Airport (MCI), MO

The Kansas City Aviation Department (KCAD) recently selected a strategic partnership between CMT and WSP USA to update the 20-year Master Plan for Kansas City International Airport. The last comprehensive master plan study was completed in 2009. While planning for the new terminal was completed in 2015, it only assessed terminal facility requirements and passenger needs. This comprehensive update will develop short-, medium-, and long-term plans for airport-wide development through 2045. As Deputy Project Manager, Neil has an active role in all elements of the project and is directly responsible for airfield planning initiatives along with development of the Airport Layout Plan (ALP), Exhibit A Property Map, and aircraft noise contours.

AIRPORT MASTER PLAN | Springfield-Branson National Airport (SGF), MO

Neil led the Airport Master Plan Update at Springfield-Branson National Airport (SGF), which addressed rapid airport growth and prioritized development needs. Key findings included the need for a terminal expansion to accommodate future passenger levels and larger aircraft, as well as recommendations for a parking feasibility study to address congestion and plan for a future parking garage. The master plan served as a catalyst for advancing critical infrastructure improvements at SGF.



Marissa Kappelman, CM, ACE

Planning Lead

Experience

8 years

Education

MS Public Administration, Kansas State University, 2020

BS Aviation Management, Rocky Mountain College, 2015

BS Managerial Accounting, Rocky Mountain College, 2015

Registration

Certified Member (CM), American Association of Airport Executives

Airport Certified Employee (ACE) of the American Association of Airport Executives (AAAE)

Professional Memberships

Certified Member (CM), American Association of Airport Executives

Marissa specializes in comprehensive airport planning, including Master Plan and ALP updates, Exhibit 'A' preparation, justification and eligibility analyses, annual ACIP development, and obstruction action plans. Her expertise spans airfield and facilities planning, economic impact studies, and emerging technology assessments. With prior experience in aviation management and urban/regional planning across Colorado, Florida, and Kansas, Marissa brings airport administration/finance experience and a strong operational perspective from both Part 139 and general aviation airports. Her prior aviation experience in Colorado included coordination with CDOT, providing familiarity with the funding, regulatory, and operational considerations facing Colorado's public-use airports.

MASTER PLAN & ALP | Kansas City International Airport (MCI), MO
As Deputy Project Manager for the on-call planning retainer, Marissa supports a comprehensive update of airport planning initiatives. Responsibilities include subconsultant coordination, general project management and oversight of key Master Plan elements, including airfield facility requirements, the Airport Layout Plan (ALP) updates, Exhibit 'A' property map preparation, and Obstruction Action Plan development. Her work supports alignment with long-term airport development goals and regulatory compliance.

MASTER PLAN & ALP UPDATE | Springfield-Branson National Airport (SGF), MO
Aviation Planner providing assistance to complete a holistic review and analysis for the SGF Master Plan and ALP update. Specific responsibilities included collecting data from the Airport Sponsor and stakeholders, creating an inventory of existing conditions, conducting an alternatives analysis, facilitating annual ACIP preparation, and conducting an on-site Airport Visitor Survey to gauge visitor spending for Economic Impact Analysis update.

MASTER PLAN & ALP UPDATE | University of Central Missouri's Max B. Swisher Skyhaven Airport (RCM), MO
Project Manager leading the update to RCM's Master Plan and Airport Layout Plan (ALP) to reflect current conditions, projection of airport activity, new environmental and other regulatory factors, and plan for future land uses. Marissa's roles have included developing the General Aviation Forecast for the airport, preparing the airport's facility requirements based upon the approved forecast, developing airport alternatives, conducting obstruction evaluation, facilitating a Wildlife Hazard Assessment, overseeing development of the Land Use Assessment, and preparing the annual ACIP, among other project deliverables.

MCI DEVELOPMENT CONCEPTS | Kansas City International Airport (MCI), MO
Lead Planner responsible for preparing a Development Concept Study to present effective layout and design alternatives, a feasibility analysis, and concept estimates. The objective is to offer MCI valuable insights into strategically leveraging undeveloped Airport property, fostering both advantageous and sustainable growth for the Airport.



Phill Nguyen, PE

Engineering Lead

Experience

10 years

Education

MS Civil Engineering, Missouri University of Science & Technology, 2021

BS Civil Engineering, University of Missouri, 2016

Registration

Professional Engineer - CO, MO

Phill is an Aviation Engineer in the Denver, CO office. He is experienced in managing construction, coordinating with stakeholders, and performing quality management operations. Prior to joining CMT, Phill was a Project Engineer overseeing heavy infrastructure projects for the Missouri Department of Transportation (MoDOT). Phill received his Bachelor's Degree in Civil Engineering from the University of Missouri and his Master's Degree in Civil Engineering from the Missouri University of Science & Technology.

RUNWAY 18-36 RECONSTRUCTION | New Century AirCenter (IXD), KS
Project Engineer for the runup area during the runway reconstruction. Provided geometry design and layouts to meet client requests and FAA regulations. Responsibilities included drafting the specifications and design report at each design stage, comparing alternative site locations, and identifying constraints that might limit functionality.

PRIVATE HANGAR DEVELOPMENT
Kansas City-Lee's Summit Regional Airport (LXT), MO
Lead Engineer for a new taxilane, utilities and parking lot to support a new private hangar. Responsibilities included pavement design, grading and drainage.

TAXIWAY L EXTENSION | Kansas City Downtown Airport (MKC), MO
Project Engineer responsible for pavement design, construction safety and phasing plan, site drainage and grading design, marking and electrical layout for the Taxiway L Extension project.

ECONOMY LOT B | Kansas City International Airport (KCI), MO
Project designer for the striping and other pavement markings for a new economy parking lot to create an efficient flow of traffic.

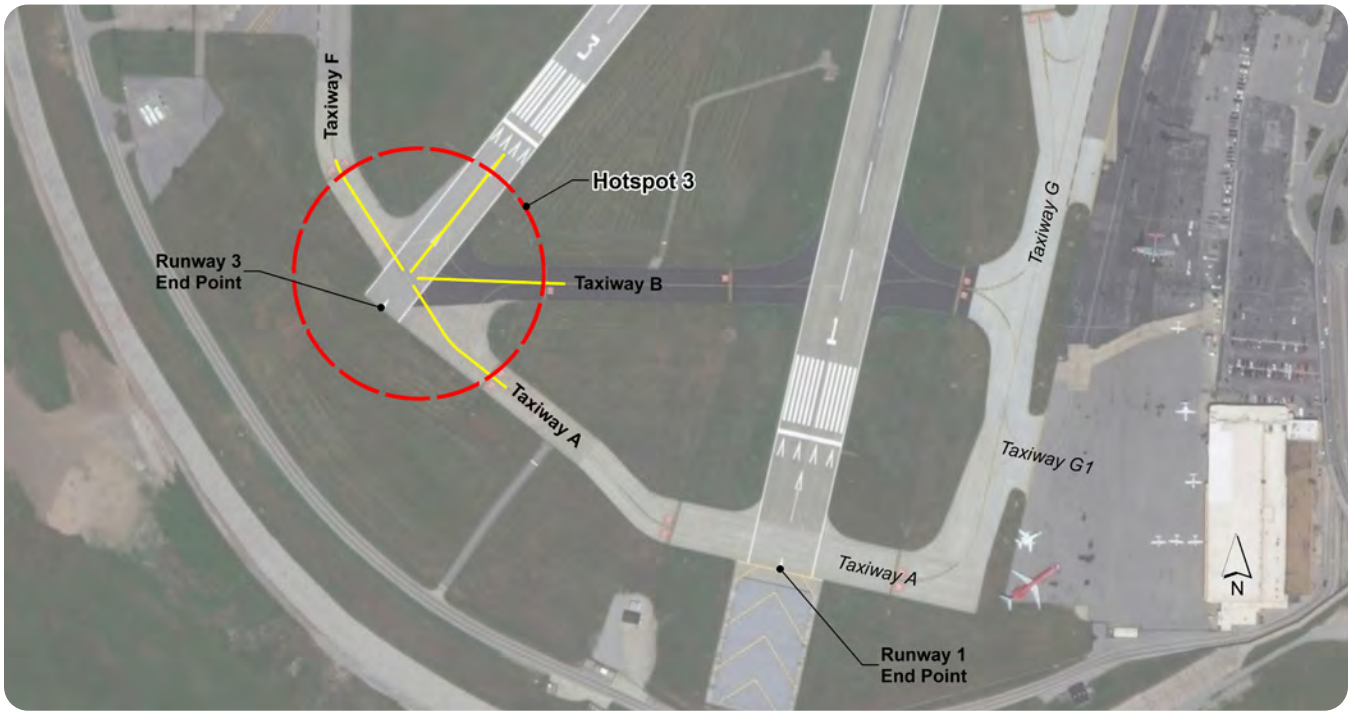
TERMINAL APRON EXPANSION | MidAmerica St. Louis Airport (BLV), IL
Project designer for the expansion of the terminal apron. Provided design for the apron drainage, profiles, detail sheets, and cross sections. Staking and jointing plans were created for the grades and drainage to line up with the geometry of the inlets.

RUNWAY 3-21 REHABILITATION | Kansas City Downtown Airport (MKC), MO
Performed construction inspection for the rehabilitation of Runway 3-21. Inspected the asphalt operations and electrical installations

RUNWAY 33 EXTENSION | Washington Regional Airport (FYG), MO
Lead Engineer for the grading for this multi-phased runway extension. Responsibilities included the relocation of existing NAVAIDS, including the circuit design for the airfield electrical components to meet FAA specifications. Leveraged the phased construction to minimize operational impacts to the airport.

CMT

Project Experience & References



Airport Layout Plan (ALP) Update & Narrative Report

Kansas City Downtown Airport (MKC), MO

Taxiways A and B are critical to airport operations. Situated between the airport's two runways, both taxiways provide access to Runway 1-19 for the western airfield tenants and Runway 3-21 for the eastern airfield tenants. As such, closing either taxiway would diminish MKC's operational flexibility.

Taxiway A required reconstruction. However, because A and B intersect Runway 3-21 at the same point, this non-standard pavement condition had to be addressed if Taxiway A were reconstructed. Had MKC agreed to reconstruct Taxiway A and remove Taxiway B, FAA could have made funding available in FY20. However, MKC was hesitant to lose so much flexibility.

CMT worked with the airport to scope a limited ALP that would study alternatives for the intersection of Runway 3-21 and taxiways A, B, and F. Our team completed the scoping process in October 2019, but FAA required that an approved ALP be on file by February 15, 2020, to remain eligible for FY2021 funding. Under this timeframe, CMT met with FAA Airports, FAA Air Traffic, the airport, and other stakeholders to understand their needs. This was a prerequisite for developing and analyzing alternatives with all parties during a Safety Risk Management Panel (SRMP), as required by FAA Airports. The eventual SRMP yielded a favorable outcome: Taxiway B would remain in service until the end of its useful life.

CMT also leveraged this intersection analysis to catalyze a holistic look at the southside taxiway network, sending draft documents to the FAA less than three months after the scope development.

MKC achieved their goals on this project by maintaining the flexibility of Taxiway B, achieving on-time eligibility for FY2021 funding for reconstructing Taxiway A, and gaining a big-picture look at the southside taxiway network, even beyond the scope of this project. The ALP also identified future airfield improvements, including the eventual renumbering of Runway 3-21 to Runway 4-22.

REFERENCE Melissa Cooper, Director of Aviation, 816.719.4183, melissa.cooper@kcmo.org



Master Plan & Business Plan Update

Kansas City-Lee's Summit Regional Airport (LXT), MO

The City of Lee's Summit has trusted CMT to provide planning and engineering consulting services at Kansas City-Lee's Summit Regional Airport (LXT) for over 20 years. In that time, we have worked with the airport to advance their program and at the root of those projects has been a strong desire to grow the business side of the airport.

LXT's 2008 Business Plan identified unmet demand for corporate aviation within the Kansas City metropolitan area and recommended infrastructure improvements, including a runway extension, to better position the airport to serve that market. Following the extension of Runway 18-36 from 4,000 feet to 5,500 feet in 2017, business jet activity increased significantly, resulting in more than a threefold increase in jet fuel sales. The airport also received numerous unsolicited proposals for hangar development and other aviation-related amenities, demonstrating strong market demand and increased private-sector investment interest.

Building on this momentum and more than $30 million in FAA-funded capital improvements, the City selected CMT to complete a comprehensive update to the Airport Master Plan and Business Plan. The planning effort established a strategy for accommodating continued aeronautical and non-aeronautical growth, including airside development planning, infrastructure assessments, east-side development concepts, facility and lease evaluations, rates and charges analyses, branding recommendations, and identification of additional revenue enhancement opportunities.

REFERENCE Mike Anderson, Deputy Director of Public Works, 816.969.1800, Mike.Anderson@cityofls.net



Master Plan and Airport Layout Plan (ALP) Update

Camdenton Memorial-Lake Regional Airport (OZS), MO

CMT is currently assisting the City of Camdenton with a comprehensive update to the Master Plan and Airport Layout Plan (ALP) at Camdenton Memorial-Lake Regional Airport (OZS). Recognizing the City's funding constraints and the need to efficiently advance critical planning efforts, CMT developed a phased approach that allowed the project to move forward in a financially manageable and strategically aligned manner.

The project was intentionally structured into two phases. Phase I focused on the development of the Master Plan report, including inventory, aviation activity forecasts, facility requirements, and alternatives analysis. This phase established a clear roadmap for the airport's long-term development while positioning the City to make informed decisions about future capital investments.

Phase II builds upon the approved Master Plan and includes the preparation of key implementation deliverables such as the ALP update, Exhibit A property map, and supporting AGIS data development. By separating these efforts, CMT enabled the City to align higher-cost technical deliverables with available federal funding opportunities, including the use of IIJA/BIL funds, while minimizing the immediate local financial burden.

This phased strategy not only improved the project's affordability, but also streamlined coordination with state agencies by allowing early completion of planning-level decisions before advancing into detailed mapping and data collection. As a result, the City of Camdenton was able to maintain project momentum, secure funding more effectively, and see that all planning and design elements remain consistent with FAA and MoDOT requirements.

REFERENCE Jeff Hooker, City Administrator, 573.346.3600, jhooker@camdentoncity.com



Environmental & Land Acquisition for Runway 5-23 Replacement

Waukegan National Airport (UGN), IL

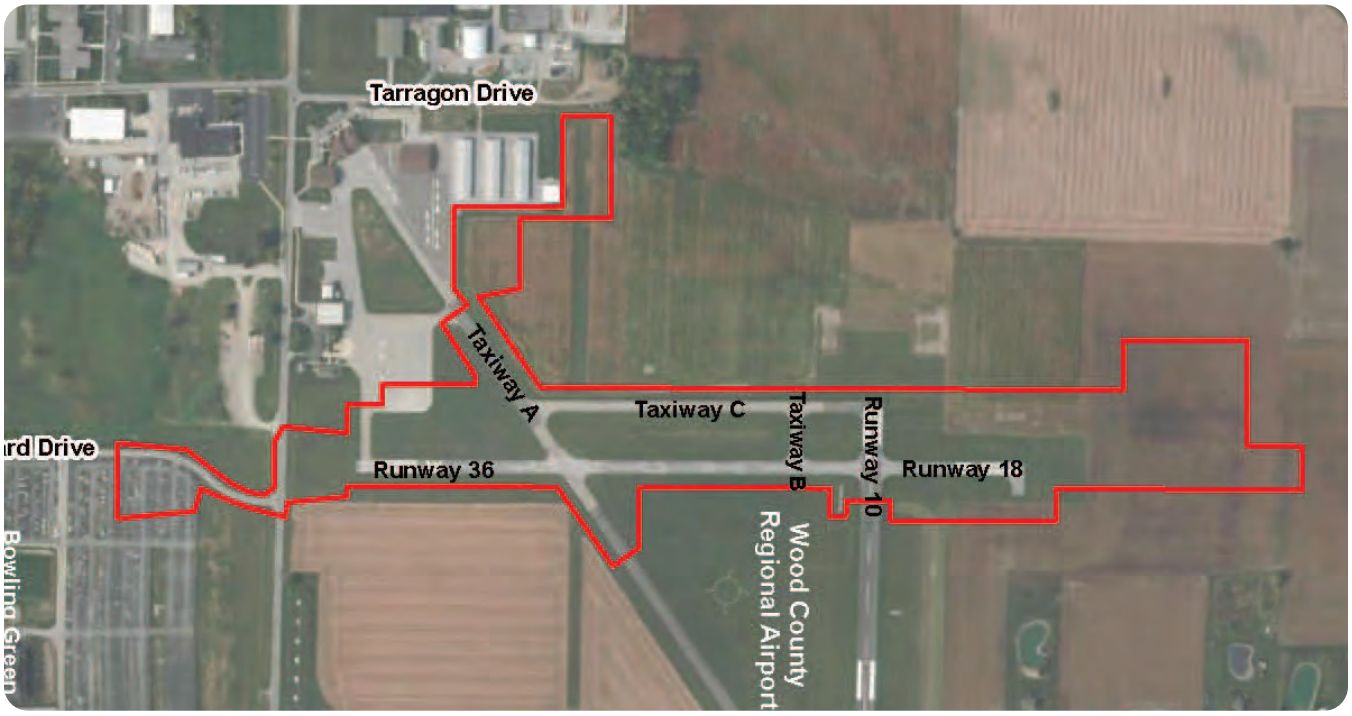
The Runway 5-23 Replacement Program required the purchase and conversion of a small portion of the Waukegan Savanna Forest Preserve, which is owned and operated by the Lake County Forest Preserve District. CMT completed an Environmental Assessment and individual Section 4(f) evaluation for the project. Key tasks included agency coordination, purpose and need development, and environmental analysis for land use, hazardous materials, and visual effects.

Technical studies completed as part of the EA included air quality and noise analysis using AEDT, cultural resources and historic property survey, noise impact analysis, and stormwater and floodplain impact analysis. The EA document also included the incorporation and analysis of nine alternatives that were originally considered for the Replacement Runway.

CMT's environmental staff identified ecological resources located within the proposed Replacement Runway 5-23 at UGN as well as adjacent property that may be part of the runway replacement. Resources investigated included wetlands and other potentially regulated surface water resources as well as evaluation of habitat for federally threatened or endangered species (including a field survey for the presence of an Eastern Prairie Fringed Orchid. A biological assessment for the Rusty Patched Bumblebee was also completed. The project study area contains one stream (an unnamed tributary of the Des Plaines River), a total of 29 wetlands and two ponds comprising 20 acres. Of the wetlands, 10 were identified as High Quality Aquatic Resources based on the USACE Chicago District criteria.

Additional program planning items included FAA-approved Forecast; FAA approval of Replacement Runway Length Justification; Runway Safety Area Determination; comprehensive wetland delineation; cultural resource and historic property survey; and stakeholder coordination with FAA ADO and Regional staff and Waukegan, Beach Park, Zion, Gurnee and Lake County; and participation in the Lake County Port Investment Task Force.

REFERENCE Skip Goss, Airport Manager, 847.226.7326, sgoss@waukeganport.com



Environmental Assessment for Expansion of Crosswind Runway 18-36

Wood County Regional Airport (1G0), OH

CMT has provided planning, environmental and design services to the Wood County Regional Airport (1G0) since 2004. The number and complexity of operations at Wood County Regional Airport had increased as a result of exponential growth of the Bowling Green Flight Center and the Aviation Program at Bowling Green State University (BGSU) - the largest collegiate flight training program in Ohio.

To enhance operational capability and reduce impacts to the south Runway Protection Zone (RPZ), the Airport will construct a runway extension that "shifts" the south end of Runway 36 and extends the north end of Runway 18, and extends Taxiway C to create a full parallel taxiway.



CMT performed an Environmental Assessment (EA) to identify impacts from the proposed widening, shifting, and extending the crosswind Runway 18-36 to a total length of 3,200 feet. CMT also modeled the air quality and noise impacts using FAA's Aviation Environmental Design Tool (AEDT) and completed field studies for wetlands, streams and endangered species.

By doing this, the new runway configuration decreased congestion on taxiways experienced by student pilots, and therefore increased operational safety. These taxiway system improvements were paramount as an uptick in traffic on the airfield is expected to increase as aviation forecasts are expected to increase, and Bowling Green Flight Center aviation students are expected to increase. The total area of improvements is 48 acres.

REFERENCE Jamie Weidner, Airport Authority President , 419.354.2908, jflymooney@buckeye-express.com



Full-Service Consulting

Clinton Municipal Airport (CWI), IA

MASTER PLANNING

Focal points of this CMT-led study included aerial mapping, updated forecasts and runway length justification and detailed alternatives for the extension and rehabilitation of the crosswind runway. The airport implemented the crosswind runway development project to prepare for rehabilitation of their primary runway.

LAND ACQUISITION & ENVIRONMENTAL SERVICES

Upon the completion of the Master Plan and Airport Layout Plan, CMT immediately began implementing the preferred alternative which included rehabilitating Runway 14-32, extending Runway 32 by 500 feet to meet current demand, closing Harts Mill Road, relocating the localizer antennae from Runway 14 runway safety area, and acquiring land to complete the described project. CMT negotiated with FAA to simultaneously begin the NEPA documentation and the land acquisition to streamline the project. Ultimately, CMT successfully negotiated the acquisition of approximately 90 acres from six different property owners in fee simple title and was able to deliver a fully approved Categorical Exclusion (CATEX) Checklist.

REHABILITATE & EXTEND RUNWAY 14-32

CMT provided design and construction phase services for the rehabilitation and extension of the airport's crosswind runway, Runway 14-32. Included in the project was a concrete overlay of the runway intersection with Runway 3-21. This required closure of the airport and was constructed on a fast-track basis to reduce the downtime for the airport. To rehabilitate the runway, a 6-inch concrete overlay was constructed on top of the existing bituminous runway surface. The completion of this project allowed for the crosswind runway to be fully utilized while the primary runway was rehabilitated.

REFERENCE Marlana Nass, 563.242.3292, marlananass@cityofclintoniowa.us

CMT

Ability to Meet Schedules & Budgets

Proven Ability to *Meet Schedules & Budgets*

CMT's ability to deliver quality projects for our airport clients in a timely manner over the past 80 years is the result of our commitment to exceptional customer service. CMT's approach to Schedule & Budget Control is based on:

> *"Since being selected by the Airport Commission to provide engineering and related professional services, I strongly endorse CMT's partnership, as Jennifer has demonstrated leadership, responsiveness, and technical expertise while advancing key Airport initiatives, reinforcing their role as a trusted partner."*
>
> *Bryan E. Johnson, A.A.E, Executive Director, Johnson County Airport Commission*

Cost & Schedule Control

CMT has a project management process intended to keep project delivery within budget and on schedule. Our organization is built on a strong project management culture where achieving these goals is of utmost importance. Our performance record is verified by the significant amount of repeat work we earn from our clients. Our firm's size allows CMT management to remain actively involved in projects, from contract initiation to final completion.

FAA Coordination

Much of CMT's success can be traced to the proactive approach we take to coordinating clients' plans and projects with the FAA. We maintain excellent working relationships with FAA staff and invite them to the table early on in the planning process. Which minimizes risk of schedule slippage when documents are submitted for review.

Staff Availability

The CMT team has a deep bench of over 135 aviation-focused individuals with a broad distribution of skills and responsibilities. The CMT team is readily available and provides confidence that your project will be in good hands.

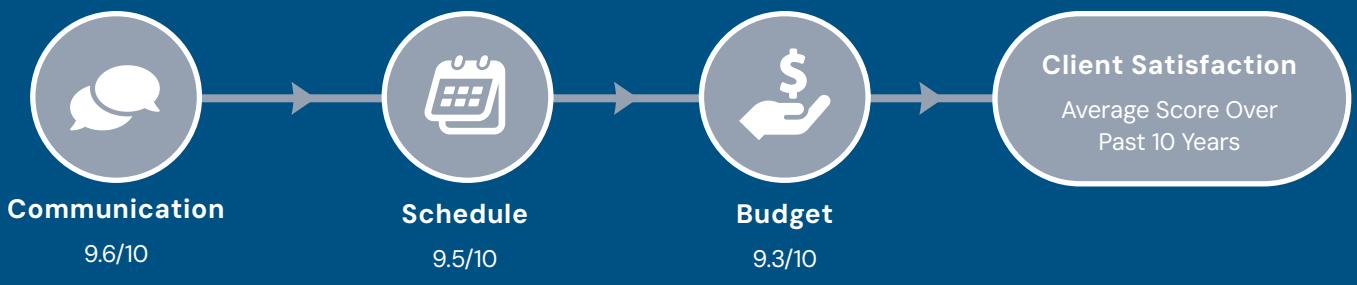
Responsive Service

CMT has an excellent reputation for responsiveness. Whether communicating remotely or in person, CMT will be accessible 24/7.

Responsive Project Management

Through our Client Satisfaction Improvement Process (CSIP), CMT has been formally measuring our performance through our clients for nearly 20 years. Our average scores over the last ten years indicate a high level of performance on meeting schedule, budget, and communication expectations.

9.4
Out of 10



CMT

Evidence of Insurance

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY): 12/24/2025

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER
Holmes Murphy & Associates
2727 Grand Prairie Parkway
Waukee IA 50263

CONTACT NAME: Audrey McNeill
PHONE (A/C, No, Ext): 309-282-3907 **FAX (A/C, No):**
E-MAIL ADDRESS: amcneill@holmesmurphy.com

INSURER(S) AFFORDING COVERAGE	NAIC #
INSURER A : Employers Mutual Casualty Company	21415
INSURER B : Aspen Specialty Insurance Company	10717
INSURER C : XL Specialty Insurance Company	37885
INSURER D :	
INSURER E :	
INSURER F :	

INSURED CRAMURPC
Crawford, Murphy & Tilly, Inc.
CMT North America, Inc.
2750 West Washington
Springfield IL 62702

COVERAGES **CERTIFICATE NUMBER:** 1588549829 **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	X **COMMERCIAL GENERAL LIABILITY** CLAIMS-MADE X OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: POLICY X PRO-JECT LOC OTHER:			5D57480	1/1/2026	1/1/2027	EACH OCCURRENCE DAMAGE TO RENTED PREMISES (Ea occurrence) MED EXP (Any one person) PERSONAL & ADV INJURY GENERAL AGGREGATE PRODUCTS - COMP/OP AGG 	$ 1,000,000 $ 1,000,000 $ 10,000 $ 1,000,000 $ 2,000,000 $ 2,000,000 $
A	**AUTOMOBILE LIABILITY** X ANY AUTO OWNED AUTOS ONLY X HIRED AUTOS ONLY SCHEDULED AUTOS X NON-OWNED AUTOS ONLY			5E57480	1/1/2026	1/1/2027	COMBINED SINGLE LIMIT (Ea accident) BODILY INJURY (Per person) BODILY INJURY (Per accident) PROPERTY DAMAGE (Per accident) 	$ 1,000,000 $ $ $ $
A	X **UMBRELLA LIAB** X OCCUR **EXCESS LIAB** CLAIMS-MADE DED X RETENTION $ 10,000			5J57480	1/1/2026	1/1/2027	EACH OCCURRENCE AGGREGATE 	$ 10,000,000 $ 10,000,000 $
A A A	**WORKERS COMPENSATION AND EMPLOYERS' LIABILITY** Y/N ANYPROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? N **(Mandatory in NH)** If yes, describe under DESCRIPTION OF OPERATIONS below	N / A		5T57480 (NJ) 5M57480 (FL) 5H57480	1/1/2026 1/1/2026 1/1/2026	1/1/2027 1/1/2027 1/1/2027	X PER STATUTE OTH-ER E.L. EACH ACCIDENT E.L. DISEASE - EA EMPLOYEE E.L. DISEASE - POLICY LIMIT	 $ 1,000,000 $ 1,000,000 $ 1,000,000
B C	Pollution Liability Professional Liability Each Claim			ER00YEL26 DPR5051712	1/1/2026 1/1/2026	1/1/2027 1/1/2027	Claim/Aggregate Each Claim Aggregate	2,000,000 5,000,000 7,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

CERTIFICATE HOLDER

"EVIDENCE OF INSURANCE - For Proposal Purposes"

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE
Kari Cooley

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