

**CITY OF DELAWARE
AIRPORT COMMISSION
CITY COUNCIL CHAMBERS
1 SOUTH SANDUSKY STREET
7:00 P.M.**

AGENDA

April 19, 2018

1. ROLL CALL
2. APPROVAL of the Motion Summary for the Airport Commission held July 20, 2017, as recorded and transcribed.
3. PUBLIC COMMENTS
4. PRESENTATION of EAA (Experimental Aircraft Association) – Ford Tri Motor Fly-In Event in August 2018.
5. UPDATE on the contracting of airport consulting services with CHA Consultants, Inc.
6. UPDATE of on the contracting of professional consultant services with Crawford, Murphy & Tilley (CMT) for the development of Strategic Business Planning recommendations services for airport consulting with CHA Consultants, Inc.
7. DISCUSSION of the proposed preparation of a Request for Proposals for the services of a general aviation maintenance and repair provider.
8. UPDATE on the 5-Year Airport Capital Improvement Plan (ACIP)
9. STAFF COMMENTS
10. MEMBER COMMENTS
11. ADJOURNMENT

1

2

AIRPORT COMMISSION
July 20 2017
MOTION SUMMARY

ITEM 1. Roll Call

Chairman Lewis called the Airport Commission meeting to order at 7:00 p.m.

Members Present: Charlton Amidon, Walt Gaub, Janie McIntire, Councilmember Kyle Rohrer and Chairman John Lewis

Members Absent: Jan Simonis and Vice-Chairman Greg Mellon

Staff Present: Kevin Piatt, Airport Operations Supervisor, Linda Mathews, Customer Service Liaison

Motion to Excuse: Chairman Lewis moved to excuse Vice-Chairman Mellon, seconded by Mr. Amidon. Motion approved by a 5-0 vote.

Motion to Excuse: Ms. McIntire moved to excuse Ms. Simonis, seconded by Mr. Amidon. Motion approved by a 5-0 vote.

ITEM 2. APPROVAL of the Motion Summary of the meeting of the AIRPORT COMMISSION held January 19, 2017, as recorded and transcribed.

Motion: Mr. Amidon moved to approve the Motion Summary of the meeting of the Airport Commission held January 19, 2017, as recorded and transcribed, seconded by Ms. McIntire. Motion approved by a 4-0-1 (Rohrer) vote.

ITEM 3. PUBLIC COMMENTS

ITEM 4. REVIEW of Airport Fee Schedule

Mr. Piatt reviewed the Airport Fee Schedule and recommended changes to ramp fees after hours. Mr. Piatt discussed staff cost for after hours and the need to cover over time.

Motion: Councilman Rohrer moved to recommend the Airport Fee Schedule to Council, seconded by Ms. McIntire. Motion approved by a 5-0 vote.

ITEM 5. DISCUSSION of 100LL Fees for Utilizing Fuel Truck

Mr. Piatt discussed that the jet fuel that was converted to 100 LL fuel truck. Mr. Piatt discussed the fee changes that were recommended to the Commission.

Motion: Mr. Amidon moved to recommend 100LL fees for utilizing fuel truck to

Council, seconded by Councilman Rohrer. Motion approved by 5-0 vote.

ITEM 6. DISCUSSION of Wi-Fi Option in T-Hangers

Mr. Piatt informed the Commission that tenants had been discussing the benefits to have antennas or Wi-Fi in the T-Hangers. Mr. Piatt explained that there is Wi-Fi ability in the terminal.

PUBLIC PARTICIPATION:

Bob Leffler
320 Vista Ridge Drive
Delaware Ohio 43015

Mr. Leffler discussed the benefits to having internet access from T-Hanger for business and convenience.

The Commission recommended that input received on the best option and cost by the IT Department. The Commission recommended that further discussion, with staff input, occur at the next meeting.

ITEM 7. UPDATE on ONG Training Operations

Mr. Piatt discussed training exercise dates by the Ohio National Guard at Alum Creek and their plans to use the City airport as their base operation for loading and unloading personnel and equipment.

ITEM 8. STAFF COMMENTS

ITEM 9. MEMBER COMMENTS

ITEM 10. ADJOURNMENT

Motion: Mr. Amidon moved to adjourn the meeting, seconded by Mr. Gaub. The Airport Commission meeting adjourned at 8:00 p.m.

Chairperson

Elaine McCloskey, Clerk

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FORD TRI-MOTOR PROPERTY OF



**Delaware Municipal Airport
August 9-12, 2018
Hosted by EAA Chapter 1600**

ADVANCE ONLINE PRICING: ADULT: \$70 • CHILD (17 & UNDER): \$50
WALK UP PRICING: \$75 • **RIDES:** THURS 2-5PM • FRI-SUN 9AM-5PM

FOR MORE INFO: FLYTHEFORD.ORG



OR CALL: 1-877-952-5395



Statement of Qualifications

Master Airport Consulting Services Delaware Municipal Airport

February 2, 2018

Prepared for:
City of Delaware
Ms. Jackie Walker
Assistant to the City Manager
1 South Sandusky Street
Delaware, OH 43015





February 2, 2018

City of Delaware
Ms. Jackie Walker
Assistant to the City Manager
1 South Sandusky Street
Delaware, Ohio 43015

RE: Statement of Qualifications | Delaware Municipal Airport | Master Airport Consulting Services
CHA Proposal No. X53033

Dear Ms. Walker:

We are pleased to submit this Statement of Qualifications for Master Airport Consulting Services at Delaware Municipal Airport. CHA has been providing grant administration, environmental, airport planning, design, and construction services to the City of Delaware since you first selected us as your airport consultant in 2006. You will see many familiar faces in this proposal, all of whom have assisted you in some way over the last 12 years. We are excited to continue these services for the City and Airport for the next five years and beyond.

CHA has been specializing in airport planning, design, and construction since 1952. The local aviation staff in Cleveland, Ohio not only draw upon their own design, planning, and construction experience, but have the vast technical resources of the entire firm at their discretion. CHA has a track record of dedicated client service and comprehensive project management with many airports in Ohio. We are currently providing aviation consulting services to two (2) commercial service airports (Cleveland Hopkins International and Akron Canton Regional) and nine (9) general aviation (GA) airports, including Delaware Municipal, (Cuyahoga County, Lima-Allen County, Sandusky County Regional, Findlay, Portage County Regional, Wayne County, Knox County Regional, and Wilmington Airport Park). Our experience enables us to interact with all levels of the FAA, building solid relationships with the Detroit Airports District Office, the Great Lakes Region, and the Ohio Department of Transportation. We know Ohio general aviation and take great pride in our relationships with the City of Delaware and the rest of our Ohio clients. In fact, over 65% of our aviation revenue comes from general aviation clients across the country.

In today's economy, airports have had to become more creative when developing solutions to many of the challenges they face. This is particularly true for general aviation airports which must rely on limited airport revenue, limited FAA/federal support, inconsistent State funding programs, and the need to minimize operational subsidies. We value your consideration and hope we can continue to be your Master Airport Consultant for the next five years. Please contact me with any questions at (216) 443-1700, ext. 367 or by email at mheckroth@chacompanies.com.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Mark Heckroth', is written over a light blue horizontal line.

Mark Heckroth, ENV SP
Project Manager – Aviation



1. Experience of the Firm

Aviation Planners Skill Sets

| |
|---|
| Airport Layout and Master Plans |
| Aviation Demand Forecasting |
| Airspace Evaluations |
| Noise & Land Use Planning |
| Land Acquisition & Relocation |
| Environmental & Sustainability Planning |
| Feasibility Studies |
| Financial/Economic Analyses |
| Grant Applications & Administration |
| DBE Plans |

Aviation Design Staff Unique Capabilities

| |
|--------------------------------------|
| Airfield Pavement Design |
| Navigational Aids |
| Airfield Lighting |
| Pavement Management |
| Aircraft Parking Aprons |
| Runway Safety Areas/EMAS |
| Deicing Facilities |
| Stormwater & Drainage |
| Vehicular Roads & Parking Facilities |

Facility Designers Experience

| |
|---|
| Passenger Terminals |
| Air Cargo Facilities |
| Hangars |
| Airport-related Support Facilities (ARFF, Maintenance Facilities, Equipment Storage Facilities, etc.) |
| Airport Hotels & Developments |

**Biography**

CHA is a highly diversified, full service consulting firm serving clients nationwide. With more than 1,000 staff in 36 offices, our steady growth can be attributed to one simple statement: CHA is committed to total quality. CHA has been providing professional planning and design services for over 65 years to both public and private sector clients. The CHA team is comprised of dedicated planning, environmental, engineering, architectural and construction services professionals who can fully execute all your facility and infrastructure requirements. Our staff is experienced in providing innovative, efficient, sustainable and comprehensive design solutions.

CHA has partnered with airports, authorities, states, airlines, air cargo providers, and fixed based operators on thousands of projects, including planning, design, construction management, and general consulting services. We have a proven track record in serving the aviation industry as trusted advisors and in helping our clients solve the many challenges that face them in an ever-changing marketplace and a challenging economic environment.

As we have expanded to meet the needs of clients, becoming a highly diversified firm in the process, the commitment to quality and constant improvement has remained a unifying focus.

History

CHA has been providing professional planning and design services for over 65 years to both public and private sector clients at 275 airports in 40 states and 15 countries. Throughout our years of serving our clients, we have been able to work in every region of the FAA.

Our aviation professionals possess unparalleled capabilities and have experience at a wide array of airports, ranging in size from commercial service airports to general aviation facilities. The capabilities of our professional aviation personnel allow us to see projects through the entire life cycle, from the initial planning, through the detailed design phase, to construction management and administration, and to project close-out.

The skill sets, unique capabilities and experience of our aviation planners, design staff, and facility designers is shown in the sidebar.

Every program is unique with its goals, perspectives and obstacles. Having worked on thousands of projects, our specialized professionals have the expertise to deliver customized solutions for our clients. Planning, engineering, and engagement go hand-in-hand. Providing all of them yields amazing value and amazing projects.



Services Provided

The multi-disciplined nature of CHA allows us to provide a broad range of expertise to our clients so that the need for multiple subconsultants involved in a project is minimized. Our commitment to maintaining this technical expertise allows CHA to drive project schedules resulting in reduced costs to our clients. Technical disciplines across CHA include:

- Civil
- Structural
- Mechanical
- Electrical
- Landscape Architecture
- Sports Architecture
- Environmental
- Geotechnical
- Survey
- Planning

At CHA we offer the following areas of aviation expertise to our clients:

AIRPORT PLANNING

- Airport Master Planning
- Land Use/Development Planning
- Activity/Demand Forecasting

AIRSIDE/CIVIL & ELECTRICAL ENGINEERING

- Runways/Taxiways/Aprons
- Airfield Lighting Systems
- Navigational Aids
- Deicing Facilities

FACILITIES ENGINEERING

- Hangars, Maintenance Buildings, etc.
- Site, Utilities, MEP, Structural
- Revenue Generating Development

LANDSIDE ENGINEERING

- Roadways
- Bridges
- Site/Utilities

ENVIRONMENTAL SERVICES

- NEPA (CE/EA/EIS) & Regulatory Compliance (NPDES/SWPPP/SPCC)
- Wildlife Hazard Assessments
- Deicing Fluid Management

CONSTRUCTION ADMINISTRATION & OBSERVATION

- Construction Observation
- Construction Administration
- Project Closeout

PROGRAM MANAGEMENT

- Program Definition & ACIP Development
- Estimating & Scheduling
- Grant Administration

Client Service Commitment

We strive to build long-term relationships with our clients. This is evident with our continuous relationship with the City of Delaware and the Delaware Municipal Airport (DLZ). CHA has been working for DLZ since 2006. Our goal throughout has always been to become an extension of your City and airport staff, which we hope to continue over the next five years.

Through our years of experience and leadership on a long list of successful airport projects, we have refined and streamlined the approach and work scopes to a variety of projects. We apply our experience to take a 'big picture' approach to every issue, project, or task which allows us to foresee and adapt to any situation. CHA's Aviation Service Group has worked on numerous development projects at general aviation (GA) airports. In Ohio alone, we are the general consultant for nine (9) GA Airports. On the following pages of this section, we have assembled examples of GA term agreement contracts we have in Ohio that are similar to the Master Airport Consulting Services contract held with the City of Delaware.

Our assigned Project Manager, Mark Heckroth, ENV SP, has numerous resources within CHA and can customize the team with members well versed in whatever task is at hand. Mark has been working with the City of Delaware and airport staff continuously for the last 9 years. With over 65 employees having aviation-related experience within CHA, we constantly have staff completing projects and looking for their next assignment. As such, Mark will have the resources available to focus on the needs of the City, no matter if it's a simple "what if" question or the challenges of a fast track project.



Owner:*City of Delaware***Contact:***Mr. Bill Ferrigno
Public Works Department
(740) 203-1801***Cost:***Consulting - \$975,000
Construction - \$7.3M***Complete:***On-going*

On-Call Aviation Consulting Services

Delaware Municipal Airport



Since 2006, CHA has been providing on-call airport planning and engineering design services to the City of Delaware and the Delaware Municipal Airport. The airport is located in the fastest growing county in Ohio. This C-II facility has over 45,000 operations a year and over 100 based corporate and general aviation aircraft. Over the last five years, CHA completed an 800-foot runway

extension program which included a project justification/definition report, an Airport GIS Aeronautical Survey, an Environmental Assessment, wetland permitting, preliminary and final design, and construction administration and inspection services.

In 2017, CHA help complete Taxiway 'A' which brought all of DLZ's essential pavements to a PCI of 98 or above. The project was completed on-time and eight percent under budget.

Since 2008, the City of Delaware has received over \$7.3 million in Airport Improvement Program funding through the Detroit ADO. All of the individual assignments completed to date include:

- Automated Weather Observations System Procurement & Installation
- Spill Prevention Control and Countermeasure Plan
- Runway 10 Runway Protection Zone land acquisition
- LPV Approach coordination with FAA Flight Procedures Office
- Wetland Permitting
- Exhibit 'A' Property Map
- Taxiway A Reconstruction
- Taxiway C Relocation
- Runway Length Justification
- Runway 28 Extension Project Definition
- Airport Capital Improvement Plan development
- AIP Grant Management
- General Airport Consulting
- Environmental Assessment
- Runway 10/28 Extension & Rehabilitation – Design & Construction Services



Owner:
City of Findlay

Contact:
Matt McVicker
Airport Manager
(419) 422-4182

Cost:
\$4.5M

Complete:
On-going

On-Call Aviation Consulting Services

Findlay Airport

CHA was selected by the City of Findlay for a multi-year airport consulting contract in 1996 and we have been working for the city ever since. The work began with the development of a new airport master plan. The master plan recommended several significant projects including an extension to Runway 18-36. Projects associated with the runway extension included an environmental assessment, land acquisition, and obstruction removal.

For this program, CHA provided planning, land acquisition, design, survey, soil evaluation, bid services, inspection, testing, and construction engineering. The work completed to date includes:

- Fee simple acquisition of three parcels
- Real estate appraisal coordination
- Apron Expansion
- Rehabilitate/Extend Taxiway 'B'
- 1,275 ft extension of Runway 18-36
- 2,000 ft extension of Taxiway 'A'
- Abandoning an existing township road
- Airport Layout Plan Update
- Rehabilitation of existing Runway 18-36
- Rehabilitation of Runway 7-25
- Installation of new HIRLS
- Installation of new REILs
- Relocation of existing PAPIs
- Correction of existing line-of-site deficiencies
- Obstruction removal



Owner:

Cuyahoga County
Airport

Contact:

Lori Birschbach-Tober, PE
Department of Public Works
(216) 443-7650

Consulting Cost:

\$2.2M

Construction Cost:

Phase 1 - \$7.8M
Phase 2 - \$8.9M
Phase 3 - \$10M (est)
Phase 4 - \$11.5M (est)

Complete:

2019

Multi-Year General Engineering Services Runway 6/24 Safety Area Improvement Program Cuyahoga County Airport



After providing the County with engineering services for a multi-year pavement maintenance program (2009 through 2011), CHA was selected in 2012 for a General Engineering Services contract to complete the Runway 6/24 Safety Area Improvement Program. This program, estimated at \$38M, is a multi-year project to rehabilitate the existing

runway, provide standard runway safety areas, purchase Runway Protection Zones, and clear obstructions. The project will reconstruct the existing runway, shift the landing thresholds by adding usable runway pavement on the 6 end, install two Engineered Materials Arresting System (EMAS) beds, relocate the Runway 24 Instrument Landing System (ILS), clear obstructions, and consult the County in land acquisition.

Tasks completed under this contract have been a Project Definition Report/30% Preliminary Design, Final Design for all four construction phases, and construction administration and on-site inspection for Phase 1, which was completed in August 2016. Phase 2 was completed in 2017, and Phase 3 and 4 were bid, awarded, and funded by the FAA with FY 17 discretionary funding. It is planned for construction during the summer of 2018 with ultimate project completion in October 2018.



Owner:

Knox County Regional Airport
Authority

Contact:

Josh Wynn
Airport Manager
(740) 397-9647

Cost:

\$1.2M

Complete:

On-going

On-Call Aviation Consulting Services

Knox County Regional Airport

CHA currently provides the Knox County Regional Airport Authority with general engineering and planning services. CHA has assisted the Authority with the following projects since being selected as their aviation consultant in 2007 and re-selected in 2012:

- Parallel Taxiway Extension – Design & Construction
- Master Plan/ALP Update
- Yearly Airport Capital Improvement Plan Development
- FAA Categorical Exclusion documentation
- Taxiway Reconstruction – Design & Construction
- Terminal Area Planning
- Grant Administration
- Transient Apron Preliminary Modeling & Design
- Runway 10-28 Crack Seal & Joint Repair
- Wildlife Fence Design
- 7,200 SY Apron Rehabilitation

CHA also assists the Authority with additional services such as attending meetings with FAA and ODOT, attending monthly board meetings, and other development projects.



Owner:

City of Cleveland
Department of Port Control

Contact:

Michael Ibos, PE
Project Manager
Department of Port Control
(216) 898-5228

Cost:

Final Design & CM - \$2.5M
Construction - \$20M

Complete:

2014

Runway 6L-24R Safety Area Improvements

Burke Lakefront Airport

As part of the Runway 6L-24R Safety Area Improvement Program for Burke Lakefront Airport, CHA provided environmental, preliminary, final design, and construction services for the City of Cleveland. The project shifted the 6L threshold to the east, installed an Engineered Materials Arresting System (EMAS) on the 6L approach end, and added 600 feet of new runway pavement to the 24R end of the runway. Other improvements included a new approach light system, relocated perimeter roads, and new taxiways. CHA coordinated with ESCO on six EMAS options, the National Weather Service for the relocation of the Automated Surface Observation System (ASOS), and with FAA on nav aids relocations. The construction project was substantially complete in January 2014.

Project elements:

- Extend Runway 24R pavement 600 feet
- Install a 422-foot EMAS bed (384.72' arrestor with a 37.28' set back) on the Runway 24R Departure End
- Shift the Runway 6L threshold which will result in a final 178-foot displaced threshold
- Relocate Taxiway 'A' to align with the new Runway 6L threshold location
- Extend Taxiway 'G' approximately 1,239 feet and construct a new entrance taxiway ('H') to the new end of pavement on the Runway 24R end
- Provide airfield signing, lighting and pavement marking for Runway 6L-24R and the adjoining taxiways in accordance with the latest ACs
- Install a new Runway 28 Medium Intensity Approach Lighting System with Flashers (MALSF)
- Relocate Vehicle Service Roads on the northern and eastern sides of the airfield
- Relocate the ASOS antenna and equipment
- Relocate the Runway 6L Runway End Identifier Lights (REILs) and replace the existing Runway 6L VASI with PAPI



Owner:

Wayne County
Commissioners

Contact:

Mr. Trevor Hunt
County Planning
Director
(330) 287-5400

Cost:

Engineering – \$330,000
Construction - \$2.5M

Complete:

On-going

Professional Engineering Services – Airport Improvements Consultant

Wayne County Airport

In June 2013, CHA was selected as Wayne County’s on-call aviation consultant for a term of five years. Wayne County Airport (BJJ) is one of 17 general aviation airports in Ohio classified as “regional” by the FAA’s *General Aviation Airports: A National Asset Study*. This puts BJJ in a unique position given the number of general aviation airports in our state (89). The ultimate goal for BJJ is an airfield with healthy pavements and C-II design standards. Since 2013, CHA has assisted the County with securing over \$2.5M in Airport Improvement Program (AIP) funding for the following projects:

- Wildlife Hazard Assessment (2013)
- ALP Update & Runway Safety Area Study (2013)
- Runway 10/28 Rehabilitation – Final Design (2014)
- Runway 10/28 Rehabilitation – Construction (2015)
- Exhibit ‘A’ Property Map (2016)
- Taxiway Reconstruction – Design & Construction (2016)



Owner:

*Sandusky County Regional
Airport*

Contact:

*Bruce Schrader
President
(419) 547-9574*

Cost:

\$1M (to date)

Complete:

On-going

General Planning & Engineering Services

Sandusky County Regional Airport

CHA provides the Sandusky County Regional Airport Authority (SCRAA) with general engineering and planning services for Sandusky County Regional Airport (S24). In 1994, we were selected by the SCRAA to site, permit, and design a new airport for the County. The airport opened in 1998. We were reelected in 2006 to be their aviation consultant and have been working with the Authority ever since.

Since 2006, we have assisted with:

- Master Plan Update (2006)
- Airport layout plan (ALP) update (2007)
- Airport capital improvement planning (on-going)
- Categorical Exclusion Documentation (on-going)
- DBE & Grant Coordination (on-going)
- Terminal Apron Expansion – Design & Construction (2008)
- Parallel taxiway extension – Design & Construction (2009 & 2010)
- Obstruction analysis and Airports GIS Survey & coordination (2011)
- Airport Management Consulting (2012)
- Perimeter Fencing – Design (2013)
- Runway 6/24 Rehabilitation – Design & Construction (2018)

Currently, we are working with the FAA Detroit Airports District Office on funding to rehabilitate Runway 6/24. We also attend meetings with the local Airport Improvement Committee, research and prepare funding requests, and assist with other development projects.



Owner:

Ohio University
Gordon K. Bush Airport

Contact:

Garrett Karr, PE
Project Manager
(740) 591-8615
karrg@ohio.edu

Cost:

Design Fee
\$105,000 – 2015

Construction
\$2,135,000 - 2016

Complete:

2016

Runway 7/25 Rehabilitation

Gordon K. Bush Airport – Ohio University

The CHA-prepared Pavement Management Study and Runway Safety Area Study (RSA) Update determined that a combination of the following repairs should be completed to improve the condition of Runway 7/25 at Ohio University Gordon K. Bush Airport (UNI):

- Mill & overlay the surface course
- Crack seal
- Paint & markings

CHA prepared construction documents and completed construction administration and on-site inspection for the University. UNI's sole runway, Runway 7-25, is 100-foot wide by 5,600-foot long with a Runway Design Code (RDC) classification C-III. The Runway 7 landing threshold is currently displaced 900 feet.



The first 4,200 feet of the runway was constructed in 1972. The pavement section in this portion of the runway is approximately seven inches of bituminous concrete on 10 inches of compacted crushed aggregate base course. In 2002, the runway was extended 1,400 feet. The pavement section in this portion of the runway is approximately five inches of bituminous concrete on seven inches of compacted crushed aggregate base course. The runway centerline profile grades vary between 0.33% to -0.44%. The transverse grades on the runway vary between 1.0 and 2.0 percent. Per FAA Design AC 150/5300-13A, Airport Design (Design AC), there are several non-standard conditions on the runway. Cost estimates to correct the non-standard issues with the runway were completed.

The FAA decided to issue modification to design standards and correct the non-standard issues:

- The transverse grades along portions of the runway exceed the maximum allowable transverse slope. Per section 313b of the Design AC the maximum allowable transverse grade for the RDC C-III airport is 1.5 percent.
- The runway 25 end has a non-standard vertical curve in the last quarter of the runway. Per section 313b of the Design AC, there can be no vertical curves or vertical changes in the last quarter of the runway for approach category C and D runways.

Owner:

Clinton County Port Authority
Wilmington Air Park

Contact:

Daniel G. Evers
Executive Director
(937) 655-7007
devers@ccportauthority.com

Cost:

Construction
\$70M

Complete:

On-going

Term Agreement Airport Engineering Consultant Wilmington Airpark

CHA began working at Wilmington Air Park in 1981, soon after Airborne Express (ABX) purchased the former Clinton County Air Force Base from the City of Wilmington. For the next ten years, we worked closely with ABX to develop and improve the only private airport owned and maintained by a U.S. cargo company. During this period, we provided airfield planning services and designed a 1,700-foot runway and taxiway extension with deice recovery system able to handle the proposed DC-8 and B-767 cargo aircraft purchased by ABX. A Category II ILS and a Category I ILS were designed and installed at both ends of the runway to increase capacity and enhance safety as the number of nightly operations increased each year.



In 1991, based upon ABX's desire to move 800,000 packages per night by the end of 1995, we embarked on a major Air Park Improvements Program to help ABX reach their goal. As the program manager and only design firm involved in this \$65 million airfield improvement program, we were responsible for more than 35 separate projects ranging in diversity and complexity. Some of these projects included:

- 9,000' x 150' air carrier runway with parallel taxiway system
- Two taxiway overpasses capable of handling fully loaded B-747s
- New 3.2-mile long public roadway linking two state highways for access to ABX
- Three major apron expansions that coincided with the ABX fleet growth
- New 135-foot tall Air Traffic Control Tower and ARFF facility

Most recently, CHA has completed the following tasks for the Clinton County Port Authority:

- **Preliminary Engineering & Planning – NPIAS:** CHA provided consulting services to the Clinton County Port Authority to determine the feasibility of having the Wilmington Air Park added to the Federal Aviation Administration's National Plan of Integrated Airport Systems (NPIAS).
- **Runway Length Determination & Capital Budget Planning:** CHA provided a study to determine the estimated runway lengths required for a variety of large cargo aircraft.
- **Airside Operations Financial Review:** CHA provided a study to determine the estimated runway lengths required for a variety of large cargo aircraft.
- **Pavement Repair & Panel Replacement:** CHA designed repairs to selected deteriorated concrete panels in 2015 and 2016.



Owner:

Allen County Regional Airport
Authority

Contact:

Jon Neuman
Airport Authority President
419-227-3225

Cost:

Engineering – \$435,000
Construction - \$13M

Complete:

On-going

Aviation Engineering & Planning Consultant

Lima Allen County Airport

In the mid 1980's CHA, formerly RW Armstrong, was selected as the on-call aviation consultant by the Airport Authority. In 1985, we completed an Airport Master Plan and Airport Layout Plan (ALP) Update followed in 1986 with an Environmental Assessment. Their priority was to extend their runway to 6,500 feet. Prior to extending their runway the Authority was required to purchase several



parcels of property required for the extension and other projects the FAA felt were a priority such as R/W 9-27 HIRL System & New Electrical Vault (1991), Resurface Hangar Area Taxilanes & Secondary Taxiway (1995), LPD Localizer Antenna Replacement (1996), Overlay West Half of Parallel Taxiway (1997), Rehabilitation of R/W 9-27 & Overlay of East Half of Parallel Taxiway (1998), Aircraft Parking Apron Rehabilitation (2002), R/W 27 PAPI & REIL Installations (2003) and Taxiway D & T-Hangar Taxiway Rehabilitation (2005).

In 2007, we completed the design for the runway extension that was funded by the FAA in 2008 and 2009. Along with the runway extension, the Localizer was relocated. Since then, CHA has assisted the Authority with the following projects:

- Airfield Pavement, Joint & Crack Repair (2010)
- Sanitary Sewer Installation (2011)
- Procurement of a piece of Snow Removal Equipment (2013)
- Construction of a Snow Removal Equipment Building (2015)
- R/W 10-28 Rehabilitation & Taxiway A & Apron Repairs (2016)

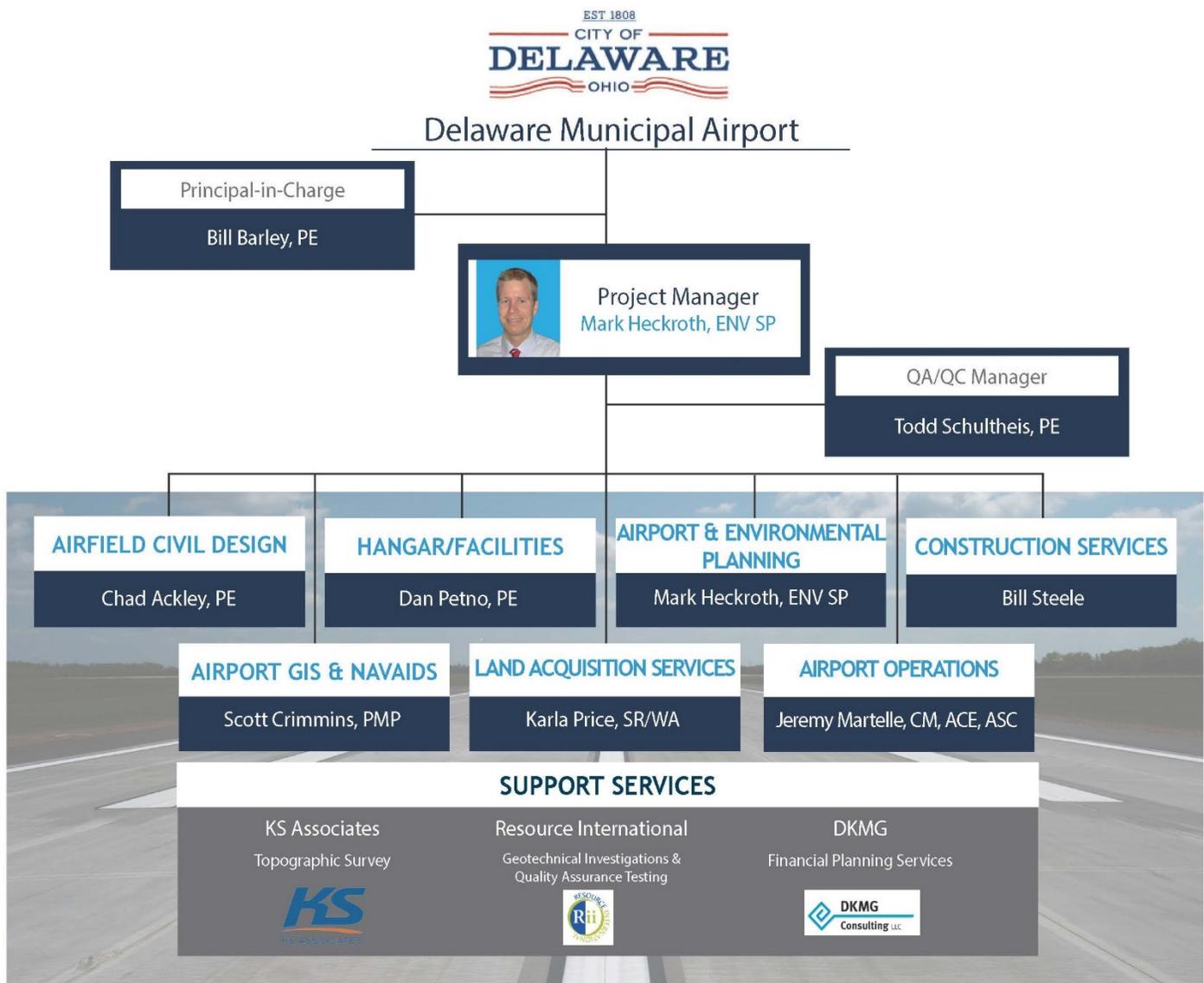




2. Project Team (Key Staff)

Project Team

To successfully and efficiently complete the Master Airport Consulting Services at Delaware Municipal Airport, we have identified key personnel with a diversity of skills and experience whom should all have familiar faces to your staff. Team leadership begins with your Project Manager/Client Service Manager, and Mark Heckroth, ENV SP is perfect for this job. He will continue to be your primary contact and your conduit to the complete resources of CHA and our subconsultants. As you know, Mark is based in our Cleveland, Ohio office with 10 other engineers, planners, and construction managers with airport planning, design, and construction management experience. He will continue to focus on achieving your goals for each task and closely monitor scope, schedule, and budget. Mark will organize the technical leaders, focusing on the needs of the airport. Mark’s responsibilities will also include airport improvement program grant assistance, airport capital improvement program development, coordination with the FAA and the ODOT, Aviation Division, as well as all airport planning components. Mark has 19 years of experience in airport & environmental planning. He currently manages on-call professional aviation consulting contracts for seven (7) general aviation airports in Ohio. Our relative proximity allows Mark to easily attend public meetings, planning and project meetings with your staff, and support construction activities on-site.



Our key staff for this Master Airport Consulting Services contract are listed below. Individual resumes for each discipline leader can be found in the attached Appendix to this SOQ.



Mark Heckroth, ENV SP will serve as your *Project Manager*. Mark, with 19 years of experience in the aviation industry, is in our Cleveland office and manages on-call aviation consulting contracts for our client base in Ohio. **Mark has worked with your City and airport staff on numerous projects over the last 9 years.** Mark's technical background is environmental planning & NEPA compliance, so Mark will also serve as the technical lead for the airport and environmental planning discipline.

Bill Barley, PE is the *Principal-in-Charge* for this on-call planning assignment. He has spent 31 years in the aviation industry gaining extensive experience at airports across the country. His work includes major airfield projects at CLE, Memphis International Airport (MEM), Washington-Dulles International Airport (IAD), Pittsburgh International Airport (PIT), Baltimore Washington Thurgood Marshall International Airport (BWI), and most recently at Myrtle Beach International Airport (MYR), and McGhee Tyson Airport (TYS) in Knoxville, Tennessee.



Todd Schultheis, PE will be the *QA/QC Manager* for this contract. Todd directs CHA's aviation technical engineering and planning staff and serves as senior principal engineer for airport development projects. As director of aviation technical services, Todd works with CHA Project Managers to develop project work scopes, schedules, budgets, deliverables, resource allocation, and quality assurance/control plans. Todd is responsible for conducting work product quality reviews for CHA's aviation services team.

Chad Ackley, PE will serve as the *Airfield Civil Design Lead*. Chad has over 15 years of experience in engineering for airport projects. His duties at CHA include the design, coordination, and management of airside projects for the Aviation Team. Chad is knowledgeable in all areas involving planning, design, and construction of airfield projects. Chad's strengths are conceptual design, phasing, and estimating costs for projects and programs. **Chad was the lead design engineer for the Runway 10/28 overlay, extension, and Taxiway A reconstruction/rehabilitation at DLZ.** His recent experience also includes assignments for the Port Authority of New York and New Jersey, Norfolk International Airport (ORF), and Myrtle Beach International Airport (MYR).



Dan Petno, PE will serve as the *Hangar & Facilities Lead*. Dan is responsible for aviation vertical Design-Bid-Build and Design-Build projects. Dan has experience developing hangar projects at GA airports as well as large hangar complex jobs for commercial airlines and the military. Dan has experience in programming airport facilities as the owner's rep through a design-build process, as well as performing 100% of the design. Dan manages Design and Design-Build projects for military and commercial airports by relying on his diverse background in airport program management, construction management, and facility management. **Most recently, Dan assisted the City with general consulting on the potential development with Spirit Aeronautics.**

Bill Steele will serve as the *Lead Construction Inspector/Resident Engineer*. As a resident construction inspector, Bill is responsible for the project coordination and observation of airport improvement and development projects. While his primary role is resident construction inspector, Bill also assists with the following: conducting pavement condition and distress mapping services; developing construction cost estimates and schedules, performing construction management/administration services; conducting constructability and value engineering plan reviews. **In 2017, Bill was the Resident Engineer on site for the Taxiway 'A' Rehabilitation Project.**



Jeremy Martelle, CM, ACE, ASC will serve as the *Airport Operations Lead*. Jeremy brings over 26 years of aviation experience in both civil and military aviation operations. Spending most of his career on the airport sponsor side before beginning his consulting career has given Jeremy a unique perspective on the “dos/don’ts” of operating an airport. His areas of expertise includes a wide range of aviation related services such as airport management, security, and operations; general and commercial aviation finance activities; airport business development; and regulatory compliance. **In 2017, Jeremy assisted the City with a review of your Minimum Standards, existing leases, and also assisted with questions the City had regarding the Spirit development.**

Scott Crimmins, PMP will serve as the *Airport GIS/NAVIADS Lead*. Scott offers over 30 years of aviation experience, specifically with NAVAID design, obstruction surveys, and instrument procedure development. His responsibilities could include coordination of surveys with the FAA Airports Geographic Information Systems (AGIS) Department, coordinating the ground and aerial surveys, and overseeing the development of the GIS files that are now required by the FAA. Scott will also be a resource with any NAVAID and instrument procedure issues. **Scott was the lead design engineer for the relocation of the Runway 28 REILS and PAPI during the Runway 10/28 Extension project in 2016. Scott also assisted with the aeronautical survey, Airport GIS submission, and new Runway 28 procedure development in 2013-2014.**



Karla Price, SR/WA will serve as the *Land Acquisition Lead*. **Like Mark, Karla has been working with the City of Delaware for numerous years coordinating grants and land acquisition for the AWOS and both Runway Protection Zones.** Karla also prepares the FAA-required Disadvantaged Business Enterprise Plans for our GA Airport clients. Karla has over 25 years of experience in coordination of property boundary surveys, appraisals, review appraisals, parcel sketches, consultation regarding federal land acquisition requirements, negotiations with property owners to complete the acquisition programs, and relocation assistance.

Subconsultants

To complement our in-house services, we have included several subconsultants on our project team. Each of these firms brings an extensive amount of experience and expertise in their respective field(s) and specific experience. All of these firms have currently worked with CHA on numerous projects, including projects at DLZ. A brief description of each firm’s capabilities is provided in the text below.

Resource International | Geotechnical Investigation/Quality Assurance Testing

Resource International, Inc. has been operating since 1973 as a Female Business Enterprise (FBE). They are a broad-based, multi-disciplined, professional engineering consulting firm specializing in construction management and information technology.



The Columbus, Ohio-based corporate headquarters, and its branch offices throughout the Midwest and abroad, employ over 175 engineers and professionals and list an impressive roster of former projects for the federal and state government, education, aviation, healthcare, and sports and entertainment. **Resource International performed all the geotechnical investigations and Quality Assurance testing for the Apron Rehabilitation, Runway 10/28 Overlay & Extension, and Taxiway A Reconstruction.**

KS Associates | Surveying Services

KS Associates (KS) provides professional civil engineering and surveying services to public and private-sector clients, primarily throughout Ohio. Their survey group has always provided CHA efficient, responsive, dependable services. **KS also has experience at Delaware Municipal Airport completing your Airport GIS survey for Runway 10/28 with CHA, the design survey for Runway 10/28 and Taxiway A, as well as your Exhibit A property map.**



DKMG Consulting, LLC | Financial Services

DKMG Consulting, LLC (DKMG) was formed with the mission to assist clients in all areas of financial and strategic consulting for airports, with a special emphasis on use agreements and rates and charges methodologies and models. In addition, they provide services including feasibility studies, strategic capital funding plans, rental car agreements, PFC applications, grant assistance, accounting system review, project controls, financial report generation, financial master planning, financial advisory services, real estate planning, parking analyses, and general advisory services. Their goal is to use their knowledge to assist airports in achieving their strategic, financial, and legal objectives. **DKMG has been working with the City over the past year offering airport financial consulting on various small tasks.**





3. Project Understanding

Project Understanding

Over the past 12 years, CHA has assisted the City of Delaware with your development initiatives at the Delaware Municipal Airport realizing a runway extension program and assisting you with obtaining a pavement condition index (PCI) of 98 or higher on all your major airfield pavements (taxiways and runways). Since 2008, the City has received over \$7M in Airport Improvement Program (AIP) funding and over \$500,000 in Ohio Department of Transportation (ODOT), Division of Aviation for projects at the Airport. We are very proud to have assisted and been a part of these projects and hope to continue for the next five years as your aviation consultant.

After many years of meetings, planning, environmental clearances, and design in 2016/2017, CHA helped the City of Delaware complete an 800-foot runway extension, the rehabilitation of the existing 5,000-foot runway, and a reconstruction/rehabilitation of the entire parallel taxiway. This addressed all your “essential” airfield pavements allowing the City to look at potential aeronautical use development while strategically utilizing state and federal grants to continue to address taxilanes and ramps areas. In addition, the airport and the surrounding area now has a direct connection to the Columbus metro area, thanks to the completion of the Sawmill Parkway Extension Project.

As shown in your 2018 Airport Capital Improvement Plan (ACIP), the Airport’s main infrastructure improvements over the next five years are:

Taxilane Rehabilitation (T/H A & B):

After rolling your non-primary entitlement in FY 2018, the strategy for these taxilanes is to apply for a FY 19 ODOT construction grant in 2018 and combine with two years of FAA non-primary entitlement (\$300,000). According to the latest PCI map, completed in 2016, the pavement in this area is 56 and 57, which is borderline between rehabilitation and reconstruction. A visual inspection in late 2017 indicates the pavement area probably needs totally rebuilt. The goal is to get a taxilane pavement completed so the City can utilize FAA funds in the future for ramp expansion in support of hangar development.



Apron Area ‘B’ Rehabilitation:

This project is programmed for the 2020 timeframe; however, its schedule could be impacted by potential hangar development, which is discussed later in this section. This apron area currently serves the Jetstream Corporate Center, who is housed in a 16,000 square foot hangar, and multiple tie-down areas. This apron area is approximately 8,300 SY and has a PCI of 74, which is still in the “rehabilitation” range (i.e. mill/fill). The goal is to address this pavement before any type of full depth reconstruction is needed.

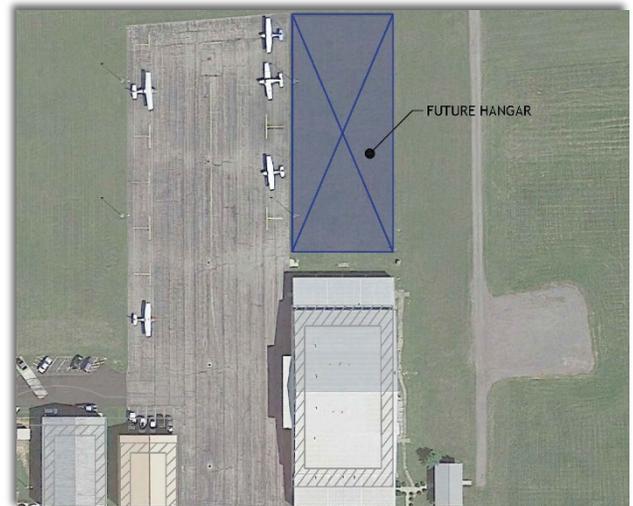
Corporate Hangar Development:

Although not in listed in the ACIP, an existing tenant (JEGS) has recently shown interest in constructing their own corporate hangar on parcels F and G, as shown on your existing Airport Layout Plan (ALP). This proposed hangar would be located adjacent to and just to the north of the existing Jetstream Corporate Center.

Although professional services from your on-call aviation consultant may be limited if the owner designs and builds the hangar themselves; there are still steps and FAA requirements the City would be required to do.

When an airport accepts Airport Improvement Program (AIP) funds, the airport accepts such AIP funds subject to certain guarantees referred to as Grant Assurances. Several of these Grant Assurances have relevance when considering the development of a hangar building.

- *Grant Assurance 22: Economic Non-Discrimination* requires that an airport's aeronautical facilities be available on reasonable terms without unjust discrimination. Specifically, this applies to such activities as landing and tie-down fees, fuel flowage fees and FBOs.
- *Grant Assurance 23: Exclusive Rights* prohibits the granting of a "special privilege" to anyone providing aeronautical services at the airport. The FAA has provided some broad guidance on what it is considered an "exclusive right" including rights of first refusal or options as these could be used to "inhibit access by another and limit or prevent competition."
- *Grant Assurance 24: Fee and Rental Structure* requires an airport to maintain a fee and rental structure to ensure that the airport will be as financially self-sustaining as possible. This Grant Assurance means that rates charged for non-aeronautical use of an airport must be based on fair market value.



Other FAA requirements the City would be responsible for during the planning, design, and construction of a proposed hangar would be:

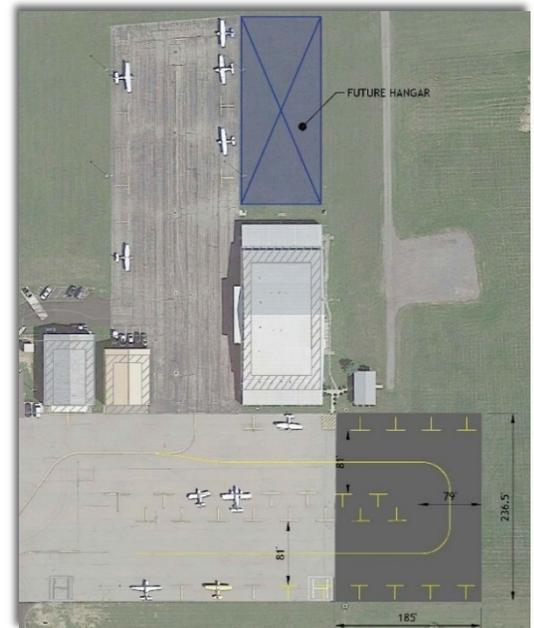
- **Airport Layout Plan Update & Airspace Review:** Although your 2006 ALP does depict hangar locations in the general area, the exact hangar, any adjacent office space, and vehicular parking would have to be depicted and updated on your ALP. This ALP would be submitted to the FAA via OE/AAA for airspace review.
- **Categorical Exclusion:** Although no Federal money may be used for the proposed project, an ALP change and approval is considered a "Federal Action," therefore the project would be subject to a National Environmental Policy Act (NEPA) review by FAA. Coordination with the FAA will determine the level of NEPA documentation needed, which will be a Categorical Exclusion or an Environmental Assessment (EA). Given our experience with private aeronautical development at GA Airports here in Ohio, the Detroit ADO has typically allowed a Categorical Exclusion to be submitted for this type of project.
- **Construction Safety Phasing Plan:** It will be important to involve your airport consultant early in the process of any hangar development to make sure the proper paperwork is completed and filed with FAA in the planning stage (7460-1 & Airport Layout Plan review), preliminary design stage (environmental clearances) and construction stage (7460-1 for Construction Safety Phasing Plan).

Apron Area 'A' Expansion:

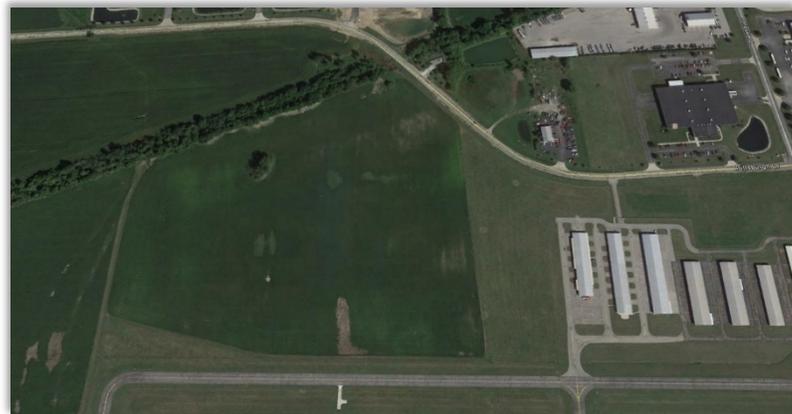
The expansion of the main terminal area apron to the east is driven on the potential hangar development to the north of the Jetstream Center Hangar. A 4,800 SY apron expansion is shown on the ACIP in the next five years to accommodate the displaced tie-downs lost on apron area B from the proposed hangar development. This project could be moved up, but the FAA has asked the City to roll their non-primary entitlement for multiple years for this project.

Master Plan Update:

Although not included in your ACIP in the next five years, this update could be accelerated into the five-year planning horizon depending on the outcome of the proposed Business Plan's outcome and recommendations. Although your airfield pavements are most likely fully developed, with perhaps the addition of south parallel taxiway, most of the future development will be within the terminal area. This could include additional T-hangars, corporate hangars, and other aeronautical development.



The existing Master Plan and Airport Layout Plan is over 13 years old; therefore, recommendations from any business plan that is completed in the near term may require changes to the terminal area. For example, the 35-40 acres of open area located to the west of the existing T-hangars is reserved (according to the 2005 ALP) for 10 additional T-hangars; however, the recent interest in that property by a large maintenance/aeronautics company indicates some of that area may be more valuable than simply reserving for T-hangars.



Regardless, an update to your Master Plan may or may not be within the five-year planning horizon, but it probably will need revised at some point.

Finally, we understand that your airport consultant is more than just an engineer designing pavement or preparing an update to your Airport Layout Plan. We understand that as your airport consultant, we are an extension to your staff assisting you through the maze of FAA requirements, regulations, and mandates. Through years of "learning by doing," we have gained a thorough, working knowledge of the

regulations pertaining to airport planning and development. Our knowledge of the regulations and procedures, combined with the ability to work with the FAA and ODOT, ensures our projects comply with all pertinent regulations. We maintain a library of FAA Orders, Advisory Circulars, Engineering Briefs, and other regulations pertinent to airport planning and design. These documents are used to ensure that all aspects of our planning and engineering will meet all FAA criteria and requirements.

Our knowledge of the FAA staff and standards provides our clients a tremendous advantage when specific project issues warrant a non-standard solution. We know how to prepare FAA modifications to design standards to show how a proposed non-standard solution meets the need, serviceability, and safety objectives of the FAA. We also know what the FAA Program Managers need to keep the projects and the grants moving forward. This includes assisting many of our clients with grant applications, updates to their ACIP's, and updates to their DBE programs. We typically include updates to the airport diagram, ALP, and coordination with FAA air traffic on projects that require coordination with instrument approach procedures and navigational aids.

Our membership and participation in airport trade organizations such as AAAE, ACC, and ACI gives our engineers and planners access to draft advisory circulars and FAA guidance documents before official publication. We review and comment on these documents and provide industry input into the standards that govern our work. Our involvement in these organizations enables our staff to advise our clients on upcoming changes to design standards and adjust the designs accordingly.

Airport Improvement Program Funding

From the Airport and Airway Development Act of 1970, through the current FAA Modernization and Reform Act, our team has been helping clients' complete projects that are eligible for funding under the Airport Improvement Program (AIP). We are experts in AIP grant compliance and provide our clients with assistance and consulting services in all aspects of the AIP grant program. We follow the AIP Handbook published by the FAA in every aspect of our grant management services. As you are already aware, the AIP grant administration services we provide our clients include:



- Project planning and coordination with FAA ADO staff
- Project justification
- Preparation of grant pre-applications
- Preparation of grant applications
- Determination of project eligibility
- Disadvantaged Business Enterprise (DBE) program goals and compliance reporting
- Buy American Compliance
- Development of Airport Capital Improvement Plans
- Benefit-Cost Analyses
- Grant assurances and compliance consulting
- NEPA documentation
- Grant payment requests
- Quarterly reports
- Grant closeout report and required documentation

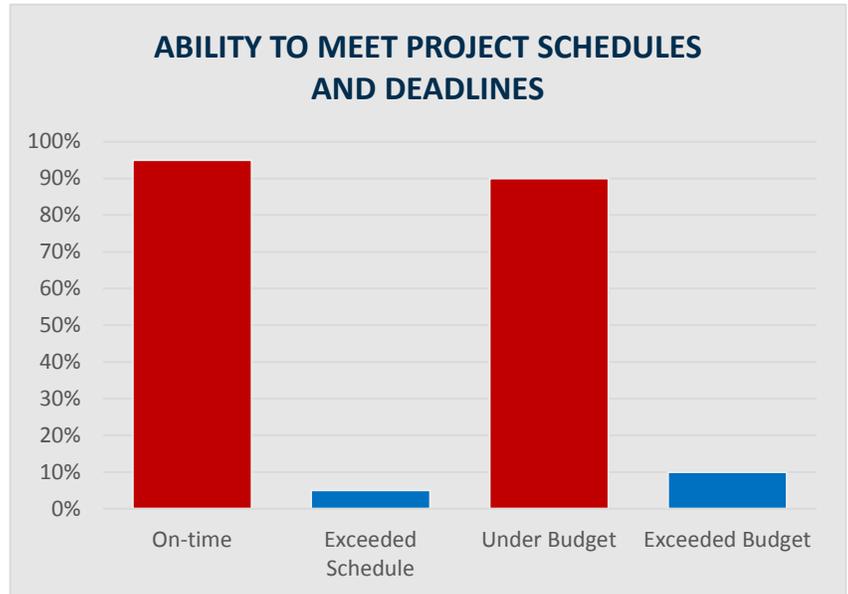


4. Ability to Meet Schedules & Demands

Ability to Meet Schedules and Deadlines

CHA excels at meeting tough airport project schedules. We take great pride in our ability to assist our clients in positioning and maintaining eligibility for critical funding, while meeting clients' schedules and goals. Through our years of involvement with the aviation industry, we have seen an evolution in construction where fast-track projects are becoming more necessary to meet urgent needs and funding requirements. Our experience in airport design is state-of-the-art; our design teams are well coordinated; and our attitude is "whatever it takes."

The bar graph to the right demonstrates CHA's ability to successfully complete projects on-time and within the project budget over the course of the past few years. Unforeseen conditions and/or construction change orders are out of our control and can sometimes have an impact on our efforts to complete every project on-time and within budget; however, our expertise in airport capital improvement programs has helped to minimize these impacts. Some specific examples of our fast track capabilities include, but are not limited to the following:



- In May 2016, the Ohio Department of Transportation, Division of Aviation contacted the **City of Delaware** informing the City some previously funded projects were not going to be completed in the current funding year and they had almost \$500,000 for the City to utilize. Since the Runway 10/28 overlay and extension project was already into construction, CHA prepared design plans and bid the relocation of Taxiway 'C' in less than 5 weeks to secure the extra funds and coordinate the work while Runway 10/28 was closed. The project was successfully bid, won by the Runway 10/28 contractor currently on site, and the project was completed on time and under budget.
- The **Metropolitan Nashville Airport Authority** asked us to expedite an emergency repair to a failed apron resulting from a sunken Citation X nose gear. This design was completed in less than a month and the construction budget was met. Even though design was fast-tracked, value-added services were still provided, including removal of prior concrete patchwork, detailed material selections to meet budget constraints, and improved apron grades.
- Soon after being selected for a three-year general services contract for **Evansville-Vanderburgh Airport Authority District**, we were tasked with a one-month design schedule for the realignment of Taxiway 'C' at Evansville Regional Airport (EVV). The threat of losing entitlement dollars not only fast-tracked the design schedule but also construction. In addition to the realignment, several additive bid alternates were included to maximize the use of available funding, including evaluation of pavement distresses on EVV's West Ramp and developing corresponding repair details. Through joint efforts with the District and CHA, not only was the taxiway realigned, but several other improvements were realized including pavement repairs on the general aviation apron and detention pond improvements.
- At the Myrtle Beach International Airport, the **Horry County Department of Airports** decided to add the replacement of the runway edge lights into the scope of work for the Runway 18-36 Rehabilitation. The work scope was added two months before the scheduled advertisement for bids. CHA completed the work on-time, updated the schedules and budgets, and incorporated the lighting work into the construction contract plans and specifications without delay to the bidding schedule.

- CHA assisted the **Bowling Green-Warren County Regional Airport (BWG)** in establishing a passenger terminal facility. Originating in June 2015, three potential airlines were vying for service at BWG. This initiated the need to construct a new terminal facility. Based on initial cost estimations, a permanent structure was more cost-effective; however, negotiations soon stalled. In April 2016, a fourth airline (Contour Airlines) entered into successful negotiations with BWG to begin scheduled air service to Atlanta, GA, and Destin, FL, in August 2016. Due to the limited timeframe, a permanent structure could not be built; therefore, a temporary solution was necessary. Within a three-week timeframe between May and July 2016, CHA worked side-by-side to procure, coordinate, and assemble two triple-wide modular units to act as a temporary passenger terminal. Constant coordination with TSA, the building manufacturer, state and local officials, and the local construction contractor was required to orchestrate the delivery and assembly of the modular units. This effort also included the connection of necessary utilities, site amenities, and installation of TSA's passenger screening equipment. A bid package for the site utilities and amenities was developed and bids were received over the course of five weeks between late May and June 2016.
- In June of 2017, the **Schenectady County Airport (NY)** asked CHA to assist in the preparation, submission, and coordination of two Airport Land Releases with the FAA. The goal was to sell surplus properties for compatible commercial development by October, so that the sale could be completed quickly, and construction could commence this fall. CHA outlined the process and implemented each required component, including the Land Release Request (with surplus property justification), property boundary survey, ALP Update, Exhibit A Update, NEPA approvals, 7460-1 submission, and FAA coordination. This effort was fast-tracked and completed within a three-month period. FAA provided the Deed of Release for execution in October of 2017.

A number of elements help us assure projects are “on time”:

Experienced Team Members

- Understanding of the need to coordinate planning efforts with airport, FAA, state and local authorities, utilities and airport users
- Understanding of procedures necessary to keep projects on the "front burner" with agencies to ensure on-time completion

Project Understanding

- Working with clients to develop detailed project scope
- Learning project sensitivities
- Addressing any potential impacts to schedule and preparing for them

Schedule

- Preparing a master design and construction schedule prior to project launch
- Addressing funding, environmental and reviewing agency issues and preparing for any impacts in the schedule they may cause
- Constantly communicating with client informing them of any potential changes or updates

Design Review Meetings

- Coordinating design meetings with client at 30%, 60%, 90%, and final submittals
- Resolving any comments and/or concerns early on to preserve the budget and schedule

Project Status Summary Report

- Providing frequent status reports to client detailing any problems needing resolved
- Providing reports for board meetings allowing all parties involved, and share holders, to be informed of project status



5. References

References

What better way to validate the CHA team's past performance than with client feedback? We believe the ultimate success of our projects is completely dependent upon our clients' satisfaction, perspective, and impressions; we encourage you to contact any of them.

Matt McVicker

City of Findlay
Airport Manager
mmcvicker@findlayohio.com
(419) 422-4182

Josh Wynn

Airport Manager
Knox County Regional Airport
knoxairport@embarqmail.com
(740) 397-9647

Lori Birschbach-Tober, PE

Senior Project Manger
Cuyahoga County Department of Public Works
lbirschbachtober@cuyahogacounty.us
(216) 443-7650

Bruce Schrader

President
Sandusky County Regional Airport Authority
bruce@clydetool.com
(419) 547-9574

Mr. Ren Camacho, PE, PTOE

Chief of Planning & Engineering
City of Cleveland – Department of Port Control
rcamacho@clevelandairport.com
(216) 265-6793

Chris Gilmore

President
Portage County Regional Airport Authority
cgilmore@flykpov.com
(330) 562-1440

“CHA is the design engineer of record for our Runway 10-28 Safety Area Improvements project. To get the project to construction, CHA completed the RSA Project Definition, the Environmental Assessment, and the Design of three bid packages which were required based on funding availability. The CHA Team has developed sound technical solutions throughout the project and have completed the work within our schedule and budget requirements.”

*CLE Runway 10-28 Safety Area Improvements – Cleveland, Ohio
Renato Camacho, PE, PTOE | Chief of Planning & Engineering*





Appendix:
Resumes



Office Location:

Cleveland, OH

Years' Experience:

Total: 19 | CHA: 10

Education:

Master of Science
Environmental Resource
Management, 1999
East Stroudsburg University

Bachelor of Science Biology
w/concentration in
Environmental Sciences, 1996
St. Francis University

Registrations/Certifications:

Envision Sustainability
Professional
ODOT Section 4 (f) Certification

Affiliations:

Airport Consultants Council –
Environmental Committee
American Association of Airport
Executives
Ohio Aviation Association
American Planning Association
Institute for Sustainable
Infrastructure

Mark Heckroth, ENV SP

Term Contract Manager/Project Manager

As a Project Manager for this contract, Mark will be responsible for establishing, controlling, and achieving requirements for the success of each project while retaining client satisfaction. He will oversee project staff, maintain budget requirements, and meets schedule demands. Mark acts as a Client Manager for general aviation on-call airport consulting contracts in Ohio. Mark is also responsible for the environmental compliance of all airport environmental planning projects including due diligence, quality control, field activities, agency coordination, and presentations. Mark is also a certified Envision Sustainability Professional (ENV SP). Mark has 19 years of experience as an airport planner preparing planning studies, project definition reports, and NEPA compliance documents for airport improvement projects.

Delaware Municipal Airport – Delaware, Ohio

On-Call Consulting Services

- Mark serves as the Client Manager/Project Manager responsible for managing the on-call aviation consultant contract with the City of Delaware. Day to day responsibilities include managing AIP grants, city meetings, and facilitating on-going planning, design, and construction contracts. He has prepared Financial Plans, ACIP development, and assists City with airport development planning. Mark served as Project Manager for the Runway Length Justification Study, Environmental Assessment, land acquisition, runway extension design and bid, construction services, coordination with AEP, Frontier Communications, and the US Army Corp of Engineers. Other project included Taxiway A rehabilitation and the terminal apron area rehabilitation.

Cleveland-Hopkins International Airport – Cleveland, Ohio

General Engineering Services: Runway 10-28 Safety Area Improvements

- Mark served as the Project Manager for planning, environmental, and final design services associated with Runway 10-28 Safety Area Improvements. He managed a team of subconsultants performing various engineering tasks, as well as acting as the Point of Contact for the Cleveland Airport System Project Manager. Major tasks include Airspace Analysis, Airport Layout Plan (ALP) revisions, NEPA documentation, Project Definition, and Final Design. Improvements included shifting Runway 10-28, relocated threshold for Runway 10, relocation of glideslope, MALSR, relocation of airport perimeter road, and new access taxiways at both ends of the runway.

Cuyahoga County Airport – Richmond Heights, Ohio

Runway 6/24 Safety Area Improvements Program

- Mark served as the Manager of multi-year \$40M Runway Safety Area Program. Improvements studied were shifting Runway 6/24, relocating both landing thresholds, relocating, glideslope and MALSR, and correcting non-standard grades.

He managed a team of civil engineers and subconsultants performing various engineering tasks. Mark generated scope, schedule and budget for the five-year program, coordinating with all FAA lines of business, Department of Public Works and Ohio DOT, Department of Aviation.

Findlay Airport – Findlay, Ohio On-Call Consulting Services

- Client Manager for the on-call aviation consultant contract with the City of Findlay
- Day to day responsibilities include managing AIP grants, attending meetings, and facilitating on-going planning, design, and construction task orders.
- Project Manager for ALP Update, Runway 18/36 Rehabilitation Financial Plan, Design, and Construction.

Knox County Regional Airport – Mount Vernon, Ohio On-Call Consulting Services

- Mark is the Client Manager responsible for managing the on-call aviation consultant contract with the Knox County Airport Authority. Day to day responsibilities include managing AIP grants, attending board meetings, and facilitating on-going planning, design, and construction contracts. Mark served as Project Manager for the Terminal Area Plan - Phase I and the Airport Layout Plan Update, as well as multiple taxiway and apron reconstruction projects.

Sandusky County Regional Airport – Green Township, Ohio On-Call Consulting Services

- Mark is the Client Manager responsible for managing the on-call aviation consultant contract with the Sandusky County Regional Airport Authority. Day to day responsibilities include managing AIP grants, attending board meetings, and facilitating on-going planning, design, and construction. He served as Project Manager for the environmental and planning services associated with a proposed 1,700-foot parallel taxiway extension. Major tasks included a Categorical Exclusion Document, wetland permitting, a business plan for the proposed taxiway, and the AIP pre- application.

Wayne County Airport – Wooster, Ohio On-Call Consulting Services

- Mark is the Client Manager responsible for managing the on-call aviation consultant contract with the Wayne County Board of Commissioners. Day to day responsibilities include managing AIP grants, attending board meetings, and facilitating on-going planning, design, and construction. He served as Project Manager for RSA Study, Financial Plan, Wildlife Hazard Study, Runway 10/28 Rehabilitation, and Exhibit 'A Property Map.



Office Location:

Cleveland, OH

Years' Experience:

Total: 31 | CHA: 15

Education:

Bachelor of Science Civil Engineering, 1984 Lafayette College

Graduate Coursework
Civil Engineering Planning and Management
Carnegie-Mellon University

Registrations/Certifications:

Professional Engineer
States of South Carolina, Ohio, Tennessee, Alabama, Virginia, West Virginia, Pennsylvania, Michigan, Kentucky, and New York
NCEES #29748

Affiliations:

Airports Council International – North America (ACI-NA)
American Association of Airport Executives (AAAE)
Airport Consultants Council (ACC)

William H. Barley, PE

Principal in Charge

Bill will serve as the Principal in Charge of this contract. Bill has an extensive background in infrastructure planning and engineering possessing 29 years of experience in planning, design, and construction of public and private infrastructure projects. His technical specialty is airport planning, design, and construction management with over 27 years of experience working directly with airport clients. Bill has directed, managed, and performed projects ranging from large multimillion-dollar airport expansion projects at major hub air carrier facilities to small general aviation airport improvement projects. His projects include new airports, new runways, runway extensions, navigational aids, taxiways, aprons, pavement rehabilitations, signing, lighting, marking, roadways, parking lots, hangars, terminals, maintenance buildings, Master Plans, Environmental Assessments, Runway Safety Area Studies, and other special studies.

Burke Lakefront Airport (BKL) – Cleveland, Ohio Runway Safety Area Improvements

- Bill served as the Project Director responsible for design quality control, technical direction, and management oversight for this schedule critical project to improve the safety area of Runway 6L-24R at BKL. The work included pavement design, airfield geometrics, EMAS, storm water management, safety area grading, airfield ground lighting, approach light modifications, PAPI modifications, and construction safety and phasing.

Cuyahoga County Airport – Richmond Heights, Ohio Runway 6/24 Safety Area Improvements Program

- Bill is the Principal-in-Charge of the multi-year \$40M Runway Safety Area Program. Improvements studied were shifting Runway 6/24, relocating both landing thresholds, relocating, glideslope and MALSR, and correcting non-standard grades. He manages a team of civil engineers and subconsultants performing various engineering tasks. Mark generated scope, schedule and budget for the five-year program, coordinating with all FAA lines of business, Department of Public Works and Ohio DOT, Department of Aviation.

Dayton International Airport – Dayton, Ohio

Multi-Level Parking Structure Construction Management Services (2011)

- Bill served as the Project Director providing technical and managerial oversight to the Construction Manager assigned to the project to construct a three-level parking structure at DAY. Work included design reviews, development of construction contract documents, bidding, construction management, and observation. CHA was a subconsultant to BEAC, Inc. during the construction phase of the project.

Delaware Municipal Airport – Delaware, Ohio

Land Acquisition Services

- Bill served as the Project Director for a general airport consulting services contract with the City of Delaware. He provided technical guidance and oversight to the project team to acquire land required for RPZ's and approach protection.

McGhee Tyson Airport - Knoxville, TN

Airfield Modernization Program

- Program Manager for this multi-year development project that includes the reconstruction of Runway 5L-23R at the McGhee Tyson Airport. The reconstructed runway will bring the runway geometrics, lighting, and navigational aids up to current Federal Aviation Administration design and safety standards. Bill is responsible for leading the team providing program management, final design engineering services, and construction administration services.

Delaware Municipal Airport – Delaware, Ohio

Runway 10-28 Extension & Overlay & Taxiway C Relocation

- Project Principal for the program. The runway extended 800 feet to the east and existing 5,000-foot portion of runway milled and overlaid, correcting nonstandard transverse and longitudinal grades. Taxiway C relocation designed and bid within one month to capture ODOT funding, coordinated to be constructed alongside ongoing runway extension and overlay. Runway construction completed on time and 8% under budget; Taxiway C relocation completed on time and 1% under budget.

Findlay Airport – Findlay, Ohio

Apron Expansion, Taxiway A Relocation, and Runway Safety Area Grading

- Bill served as the Project Director providing technical and managerial oversight and quality assurance. 30% design effort for a multi-year program to upgrade the airfield to meet current FAA design standards for runway to taxiway separation, and runway safety areas. Final design plans and specifications were prepared for the apron expansion. The apron expansion is needed to eliminate aircraft congestion in front of the corporate hangar and to provide space for growth in corporate aviation activity.

Huntington Tri-State Airport – Huntington, WV

Engineer of Record Consulting Services

- Bill served as the Project Principal for a multi-year selection to provide consulting services to the Huntington Tri-State Airport. The major task we undertook was an Airport Master Plan Update. The Master Plan was needed to address significant capacity and infrastructure needs associated with a large increase in passenger traffic with the growth of Allegiant Airlines.



Years' Experience:

Total: 26 | CHA: 26

Education:

Bachelor of Science Civil Engineering, 1991 University of Evansville

Registrations/Certifications:

Professional Engineer States of Indiana, Ohio, Michigan, Missouri, Georgia, Illinois, Kentucky, North Carolina, South Carolina, Tennessee, Wisconsin, Vermont, Massachusetts, Connecticut, Alabama, District of Columbia, Kansas, Mississippi, Rhode Island, Georgia, and New York

Affiliations:

American Society of Civil Engineers
Airports Council International – NA Air Cargo Committee

Todd A. Schultheis, PE

QA/QC Manager

Todd directs CHA's aviation technical engineering and planning staff and serves as senior principal engineer for airport development projects. As director of aviation technical services Todd works with CHA Project Managers to develop project work scopes, schedules, budgets, deliverables, resource allocation, and quality assurance/ control plans. Todd is responsible for conducting work product quality reviews for CHA's aviation services. Todd has 26 years of aviation planning and development experience with projects of all sizes including airfield, landside, and airport specific building facilities.

Evansville Regional Airport – Evansville, Indiana

Runway 4-22 RSA Improvements Program

- \$65 million of improvements that included land acquisition, relocating a section of railroad tracks, realigning of a portion of IN SR 57, relocating two local streets, and reconfiguring the airfield pavement layout including a shift of the primary runway by 2,500 feet. Todd also manager of all technical services provided to EVAAD as part of this program including: airport planning, environmental, land acquisition assistance, technical engineering design, construction administration, and construction inspection.
- Todd served as a Program Manager providing design services.

Fort Wayne International Airport – Fort Wayne, Indiana

Runway 14-32 Extension and Runway 5-23 Rehabilitation

- 700 lf extension of Runway 14-32 and parallel taxiway and 22,500 sy of 16-inch Portland cement concrete over a 6-inch asphalt base. The threshold was temporarily displaced to keep the runway open during construction. Tasks included grading, drainage, remarking the runway, adding and revising guidance signs and sign faces, relocation of REILs, PAPIs, and windcone. The project also included 33-acre concrete pavement and a public use ramp.
- Todd served as a Senior Principal Engineer providing design services.

Indianapolis International Airport – Indianapolis, Indiana

Extend Taxiway 'R' and Reconstruct Taxiway 'H'

- Design of a 2,500 ft extension of Taxiway 'R', connector Taxiways 'H' and 'K' to the terminal apron, reconstruction of 2,400 ft of Taxiway 'H', a partial relocation of Foxtrot Lane, intersecting Taxiway 'H', a new constant current regulator for airfield electrical, guidance signs, modification of the airfield lighting control system, storm sewer, inlets, stormwater quality structures, and underdrains, and electrical duct banks.

Indianapolis International Airport – Indianapolis, Indiana

FedEx Cargo Apron Expansion

- Design of airfield pavements including sections, joint layout, and in-pavement structures, apron grades in accordance with FAA, NFPA, and IATA design standards, airfield grading and storm drainage, subsurface



drainage, aircraft deicing runoff collection and conveyance system, fire protection waterline and the aircraft hydrant fueling distribution system.

- Todd served as a Project Director providing design services.

Indianapolis International Airport – Indianapolis, Indiana

Pavement Management System

- Pavement Management Plan coordination, researching pavement histories, developing unit prices and cost estimates for various pavement rehabilitative methods, pavement construction and maintenance history, field survey investigation to determine existing pavement conditions. He also identified maintenance and rehabilitation alternatives, prioritize pavement maintenance and rehabilitation needs, estimate maintenance

Smithville Municipal Airport – Smithville, Tennessee

Airfield Pavement Rehabilitation and Apron Expansion (2013)

- Evaluation and rehabilitation of bituminous runway, taxiways, terminal apron, and t-hangar taxilane pavements. Development of construction safety and phasing plans to minimize pavement closures and maintain access for aircraft operations. After conducting topographic survey and evaluating existing pavement grades for compliance with FAA runway grading standards, we determined the existing grades did not meet standards. As part of the pavement rehabilitation and overlay design we revised the runway profile grades to meet FAA standards. Other project elements include airfield pavement markings, replacement electrical power and control cable for PAPIs.
- Todd served as a Technical Design Manager providing design services.

Sumner County Regional Airport – Gallatin, Tennessee

Parallel Taxiway Extension, Taxiway Lighting, and Taxilane Rehabilitation

- 1,500' extension of Taxiway A / supporting project for planned 1,300 Runway 35 Extension, replacement of aged MITL along existing parallel taxiway (Taxiway A), and reconstruction of bituminous taxilane pavement around three rows of portable hangars (port-a-ports).
- Todd served as a Senior Principal Engineer providing design services.

Youngstown-Warren Regional Airport – Vienna, Ohio

Executive Hangar Development, The Cafaro Company

- New aircraft fueling tank - 12,000 gal above ground, double wall, fire rated, bottom fill, and mechanical dial. The project also included taxiway extension, new aircraft parking apron, hangar site design and an airspace analysis and submittal of FAA Form 7460.
- Todd served as a Senior Principal Engineer providing design services.



Office Location:

Chantilly, VA

Years' Experience:

Total: 15 | CHA: 9

Education:

Bachelor of Science Civil Engineering,
Michigan Technological University 2000

Graduate coursework Civil Engineering Virginia Tech

Registrations/Certifications:

Professional Engineer
States of Virginia, Maryland, Ohio, North Carolina, South Carolina, Tennessee, Texas, and Rhode Island

Affiliations:

Airports Council International – North America (ACI-NA)
American Association of Airport Executives (AAAE)
Airport Consultants Council (ACC)

Chad C. Ackley, PE

Airfield Civil Design Lead - Senior Engineer

Chad is a Senior Engineer in the Chantilly, Virginia office with 15 years of experience in engineering for airport projects. His duties at CHA include the design, coordination, and management of airside projects for the Aviation Team. Chad is knowledgeable in all areas involving planning, design, and construction of airfield projects. He has extensive experience in all facets of design and plan production. Chad also has a variety of on-site experience, as an extension of staff support for a major airport agency and as the design team representative during construction of a new runway. He has worked on small projects as the lone project engineer as well as large projects with several design firms.

Delaware Municipal Airport – Delaware, Ohio

Runway 10-28 Extension & Overlay & Taxiway C Relocation

- Chad served as the design manager and construction administrator for both bid packages. The runway extended 800 feet to the east and existing 5,000-foot portion of runway milled and overlaid, correcting nonstandard transverse and longitudinal grades. Taxiway C relocation designed and bid within one month to capture ODOT funding, coordinated to be constructed alongside ongoing runway extension and overlay. Runway construction completed on time and 8% under budget; Taxiway C relocation completed on time and 1% under budget.

Delaware Municipal Airport – Delaware, Ohio

Runway 10-28 Extension Program: Runway Length Justification Analysis and Project Definition Study

- Chad served as the Lead Engineer for preliminary design and cost estimating for future runway extension. He developed three extension options while analyzing estimated costs, airspace impacts, property acquisition, constructability, and project phasing.

Baton Rouge Metropolitan Airport – Baton Rouge, Louisiana

Taxiway 'L' Extension

- Chad served as the Lead Design Engineer for geometric layout, grading and underdrain design, pavement marking layout, and technical specifications. He was responsible for plan production and project cost estimates and coordinated submittal of project Form 7460-1 with airport and FAA. He coordinated with another firm designing the rehabilitation of taxiway adjacent to the project.

Cleveland Hopkins International Airport – Cleveland, Ohio

Runway 10-28 Safety Area Improvements

- Chad served as the Task Manager for design of 330 ft relocation of Runway 10, including relocation of taxiways, airport perimeter road, grading and drainage, NAVAIDS relocation and critical area grading, and construction of support pavement for EMAS installation. He was responsible for plan production, grading and drainage design, PCC jointing plan, pavement marking, airfield lighting and signage, and coordination with subconsultants.



Cuyahoga County Airport – Richmond Heights, Ohio

Runway 6-24 Safety Area Improvements

- Chad served as Senior Engineer developing detailed construction phasing for all four bid packages. He coordinated all divisions of work (civil, electrical, NAVAIDs) to refine the phasing for each project and computed declared distances for phases that utilized temporary displaced thresholds. He adjusted project phasing to ensure runway length required for tenants available at all times during construction.

Cuyahoga County Airport – Richmond Heights, Ohio

Runway 6-24 Safety Area Improvements Program Definition Report and Drawings

- Chad served as the Lead Engineer for preliminary civil design, phasing and cost estimating for safety area improvements project definition. He developed 1-year, 2-year and 5-year construction phasing concepts based on FAA funding levels and constructability and evaluated feasibility of utilizing parallel taxiway as a temporary runway during construction. Chad reviewed existing airfield for all non-standard conditions; recommended reconfiguring taxiway connectors to improve airfield to current safety standards.

Memphis International Airport – Memphis, Tennessee

Runway 18R-36L EMAS Design – South

- Chad served as the Lead Airfield Engineer for design of EMAS bed Runway 18R Departure End. He produced Project Definition Report with three alternative designs. Design considered factors such as relocation of Localizer antenna, ALSF-2 light stations, Inner Marker, drainage and earthwork, and maximization of the EMAS setback distance to reduce the size and cost of the bed. Chad coordinated profile of the EMAS support pavement with ESCO (EMAS manufacturer) and coordinated the relocation of several FAA power cables and communication fiber optic cables crossing under the future EMAS bed.

Myrtle Beach International Airport – Myrtle Beach, South Carolina

Runway 18-36 Rehabilitation International Technology & Aerospace Park Ramp and Taxiway

- Chad served as the Design Manager for Rehabilitation of Runway 18-36 and new aircraft parking ramp and taxiway at the International Technology & Aerospace Park (iTAP). He prepared a Project Definition Document to outline the scope of the rehabilitation of Runway 18-36, including method of rehabilitation and phasing concepts for construction.



Office Location:
Cleveland, OH

Years' Experience:
Total: 23 | CHA: 10

Education:
Master of Science
Civil Engineering – Construction
Management Specialty, 1999
The University of Maryland

Bachelor of Science
Civil Engineering – construction
Management & Hydraulic
Specialty, 1993
The Ohio State University

Registrations/Certifications:
Professional Engineer
States of Maryland, Michigan,
and Virginia

Affiliations:
Airports Council International –
North America (ACI-NA)
American Association of Airport
Executives (AAAE)
Airport Consultants Council
(ACC)

Daniel (Dan) Petno, PE

Hangar & Facility Lead

As Senior Project Manager, and Vice President of Aviation, Dan is responsible for Aviation Design and Design-Build projects. Dan is responsible for establishing, controlling, and achieving project requirements for technical quality. Dan will coordinate with United and lead design firm PGAL for hangar consulting, and civil design elements. Dan manages Design and Design-Build projects for military and commercial airports by relying on his diverse background in Airport Program Management, Construction Management, and Facility Management. He is very familiar with challenging technical requirements, accelerated schedules, “can’t miss” deadlines, and fixed budgets. His knowledge of the physical requirement of construction is a valuable asset to design teams and assures that the design can be built efficiently and effectively.

Honolulu International Airport – Honolulu, Hawaii

D/B: Hangar, Cargo and Airside Apron Relocation

- Dan served as the Project Principal responsible for overall management of the CHA design and consulting team for hangar and airside improvements. Project consisted of 270,000 s.f. hangar/cargo bay, administrative and support facilities and maintenance shops at Honolulu International Airport. Because of its extensive airside, cargo and hangar experience, CHA was tasked with overall Design Quality Control and consulting on these critical areas. CHA also provided civil airside design, telecommunications and security design and fuels engineering for this large program. The cost was \$73.3 million.

Cleveland Hopkins International Airport – Cleveland, Ohio

Design: Expansion & Renovations of Hangar No. 3 – Continental Airlines

- Dan served as the Project Principal, providing project oversight and coordination of all design disciplines for partial demolition and widening the existing B-737 hangar to accommodate larger aircraft. He was directly responsible for definition and delivery of the project in conformance with the Owner’s needs. Project elements included new pre-engineered building with fabric hangar door system; replacement and upgrade of all electrical, lighting, HVAC and fire suppression systems – including new Hi-Expansion foam with collection/ discharge systems; site elements include parking facilities, new fire main and redundant pumps, gas, potable water, and electrical utilities, and new fence and gates to the airfield; and permitting through city and airport regulatory agencies for building permit, fire suppression & NPDES. The cost was \$6.1 million.

Marine Corps Base Quantico – Quantico, Virginia

D/B: Greenside Presidential Helicopter Hangar & Airfield Improvements

- new 63,880 square feet hangar facility houses the Presidential Helicopter Squadron HMX-1. The project provided clear-span hangar space, adjacent multi-story laboratory and maintenance shops, as well as administrative, medical, dental, storage and support areas. The project also 540,000 sf of new airfield taxiway and apron pavement. The parking apron



accommodates adequate space for eight HMX-1 aircraft and two transient aircraft. The project was designed to meet LEEDTM Silver certification through the USGBC. Design aircraft is CH-53 (including future use of CH-53K) and MV-22 Osprey aircraft. The cost was \$39 million.

Huntsville International Airport – Huntsville, Alabama

D/B: C-130 & Helicopter Maintenance Hangar

- Dan served as the lead for CHA's team as the Design Project Principal & Design Quality Control Manager providing planning, design, and consulting services for a new multi-function facility consisting of hangar bay, administration, shops, and flight line operations. Features included a 65,000 sf two-bay, C-130 & Helicopter Maintenance Hangar & apron designed to accommodate multiple helicopter types. Project cost was \$18.9 million.

Cleveland Hopkins International Airport – Cleveland, Ohio

Continental Concourse D Gate Planning and Re-marking (34 Gates)

- Dan served as the Project Manager responsible for the study and redesign the entire boarding area and apron surrounding Concourse D in order to accommodate a fleet change to add three new Bombardier aircraft - the CRJ 200, Q200, and Q400. All three have wingspans wider than the ERJs and Beach aircraft operating on the ground boarding areas of the concourse. The project included assessment of the existing gate configuration, aircraft taxilanes, GSE movements, aircraft service points, power-in/power out operations, and operability of existing boarding equipment. CHA prepared marking plans, and assisted Continental in field layout of the revised parking positions. Continental Airlines operates Concourse D with a mix of narrow body and regional jet aircraft. The existing concourse facility included passenger boarding bridges on the north side, and ground boarding by way of pier extensions to service the hub operations at Cleveland Hopkins International Airport. The cost was \$75,000.

Akron-Canton Regional Airport - North Canton, OH

Terminal Gate Replacement and Expansion

- Dan served as the CHA lead to develop airside concepts that will allow demolition of the outdated concourse servicing gates 3 through 6, and replace it by extending the existing concourse to maximize aircraft and passenger flexibility. The new concourse provides adequate hold rooms, concessions, TSA screening, baggage tug access, GSE parking, landside service access, and airfield modifications. The renovated and expanded facility will provide flexibility to board a mix of CRJ, MD-80, A320, and B737-800 aircraft - and accommodate occasional larger aircraft on a flex position. New parking apron, tug road, RON parking positions, and deicing support areas are included. The project cost was \$35 million.

**Office Location:**

Indianapolis, IN

Years' Experience:

Total: 36 | CHA: 27

Education:

Civil Engineering Studies
University of Evansville

Registrations/Certifications:

INDOT

Certified Technician Project
Engineer/Project Supervision
Workshop American Concrete
Institute

Concrete Field Testing
Technician, Grade 1

Illinois Center for
Transportation Documentation
of Contract Quantities
Geotechnical Field Testing and
Inspection (S-33)

William M. Steele, II

Construction Inspection Lead

As a resident construction inspector, he is responsible for the project coordination and observation of airport and transportation improvement and development projects. While his primary role is resident construction inspector, Bill also assists with the following: conducting pavement condition and distress mapping services; developing construction cost estimates and schedules, performing construction management/administration services; conducting constructability and value engineering plan reviews; and serves as survey crew party chief.

While Bill has been a resident engineer/inspector, his primary projects have dealt with airports and highways involving both new construction and rehabilitation construction projects. These projects have allowed him to use his knowledge in earthwork, storm sewers, sanitary sewers, waterlines, soil stabilization, concrete and bituminous pavement pulverization, concrete crack and sealing, electrical, concrete paving and bituminous paving. Bill has also worked on numerous city, street, state highway, and private development projects.

Findlay Airport – Findlay, Ohio**Runway 18-36 Construction Services**

- Bill served as the Chief Inspector providing construction observation services for the rehabilitation of Runway 18-36 at the Findlay Airport under CHA's On-Call Consulting Services contract with the City of Findlay.

Blue Grass Airport – Lexington, Kentucky**Concourse Gate Modifications and Ramp Expansion**

- 37,600 sf addition to air carrier ramp, 16" Portland cement concrete, and the rehabilitation of a portion of Taxiway 'A'.
- Bill served as the Chief Inspector providing construction observation services.

Delaware Municipal Airport – Delaware, Ohio**Taxiway 'A' Rehabilitation**

- 2,000' x 40' taxiway rehabilitation
- Bill served as the Chief Inspector providing construction observation services.

Blue Grass Airport – Lexington, Kentucky**New Runway 9-27**

- Provided local subconsultant coordination for the removal/of Runway 8-26 and designated Taxiways, new 4,000 lf B-II Runway with parallel and connecting Taxiways, reconstruction of Taxiway 'C', general aviation aircraft parking apron construction, and landside auto access drive and parking area.
- Bill served as the Chief Inspector providing construction observation services.

Evansville Regional Airport – Evansville, Indiana

Pavement Condition Evaluation Services

- Assessment of runway pavement and joints; Determined deteriorated pavements; Recommendations made to airport.
- Bill served as the Chief Inspector providing construction observation services.

Gainesville Regional Airport – Gainesville, Florida

Runway 10-28 Rehabilitation

- Fast track project completed in 2 phases. Phase 1 was completed in five days and included displacement of Runway 10 and closure of Runway 6-24. Project elements included milling, overlay, topsoiling, and painting. Phase 2 was completed in 21 days and included reopening of Runway 6-24 and closure of Runway 10-28. Project elements included: profile milling, placement of wedge and leveling bituminous course / surface bituminous course, adjust edge lights, placement of topsoil and sod along shoulders, and paint runway.
- Bill served as the Construction Inspector providing construction observation services.

Lima Allen County Airport – Lima, Ohio

Pavement Condition Evaluation Services

- Assessment of runway and taxiway pavements and joints. He determined deteriorated pavements and provided recommendations to airport.
- Bill served as the Chief Inspector providing construction observation services.

Livingston County Airport – Howell, Michigan

Reconstruct T/W 'B', Construct T/W 'B1', and Extend T/W's 'A' and 'B'

- Extension of Taxiway 'A' by 1,800 ft, extension of Taxiway 'B' by 900 ft (section of subgrade lime stabilized) and the reconstruction of T/W 'B' (900' section of subgrade was lime stabilized, 3,500' section of pulverized subbase material was cement stabilized).
- Bill served as the Chief Inspector providing construction observation services.

Livingston County Airport – Howell, Michigan

T-Hangar's Relocation

- Relocation of two 463 ft x 60 ft hangars, three 443 ft x 52 ft hangars. Provided site construction for hangar relocation and demolition of old hangar sites.
- Bill served as the Chief Inspector providing construction observation services.

Rickenbacker International Airport – Columbus, Ohio Pavement Condition Evaluation Services

- Assessment of taxiway pavement and joints. He determined deteriorated pavements and provided recommendations to airport.



Office Location:

Colonie, NY

Years' Experience:

Total: 26 | CHA: 2

Education:

Bachelor of Science Business
Management and Economics
State University of New York,
2008

Affiliations:

New York Aviation
Management Association
(NYAMA)
Board Member: 2012-Present
President: 2015-2016
Vice President: 2014-201

Jeremy Martelle, C.M., ACE, ASC

Airport Operations Lead

Mr. Martelle brings over 26 years of aviation experience in both civil and military aviation operations. His areas of expertise include a wide range of aviation related services such as airport planning; airport management, security, and operations; general and commercial aviation finance activities; airport business development; and regulatory compliance.

Prior to entering the aviation consulting profession, Mr. Martelle served as the Manager of Operations and Security for the Albany International Airport (ALB) and completed a 23 year career in Airfield Management and Operations with the New York Air National Guard and active duty Air Force. Mr. Martelle has real world experience managing day to day operations of both commercial and general aviation airports. Staff under his charge at these airports ensured compliance with Federal, State, and local Regulations, which included Federal Aviation Regulation Part 139 and Transportation Security Regulation Part 1542. Mr. Martelle's public, private, and military sector knowledge in aviation brings vast experience in the operations and management of airports of varying size and function.

Morrisville-Stowe State Airport (MVL) Master Plan Update – Morrisville, VT Airport Grant Assurance Compliance Inventory

- Jeremy served as a subject matter expert for this project. Similar to the process used for a Land Use Inspection as outlined in Chapter 21 of FAA Order 5190.6B, the scope of this task was to evaluating the airport and compare its current operating state to the requirements set forth by the FAA grant assurances. The technical report summarized and served as the basis for the evaluation of meeting the grant assurance compliance requirements.

Wilmington Air Park (ILN) – Wilmington, OH Airport Management and Operations Financial Review

- Jeremy conducted a management operations and maintenance study to evaluate the current operating costs in order to determine whether these costs were in line with airports of similar size and operating characteristics. This included to the review of the management operating agreement with the airport operator, lease and operating agreement review, ARFF facility requirements, maintenance operations, and other key financial operating areas (lease agreements, fueling, landing fees, etc.).

Burlington International Airport (BTV) – Burlington, VT Airport Noise Land Reuse Plan Update

- Jeremy served as the Project Manager. The purpose of this study was to evaluate the future use and disposition of properties acquired for noise compatibility purposes. The past and ongoing property acquisitions are part of a continuing noise land acquisition program initiated following the Airport's first Federal Aviation Regulation (FAR) Part 150 Noise Compatibility Study. Mr. Martelle led a team of planners to update the program in compliance with FAA Grant Assurance 31 – Disposal (i.e. disposition) of Land.

Registrations/Certifications:

American Association of Airport Executives- Certified Member (C.M.) (2017)

FAA Academy- Airport Planning Criteria Study Program (2008)

National Weather Service Certified Weather Observer (1997-2008)

Federal Emergency Management Agency- National Incident Management System (ICS 100 -400) (2006)

Airport Certified Employee (ACE) Operations (2005)

American Association of Airport Executives- Airport Certified Employee (ACE) Operations (2005)

American Association of Airport Executives- Airport Security Coordinator Training School (2004)

American Association of Airport Executives /TSC Transportation Background Checks and Credentialing (2004)

Student Pilot, Single Engine Land (2001)

American Association of Airport Executives- Advanced Airport Safety and Operations Specialist School (1997)

Niagara Frontier Transportation Authority (NFTA) – Buffalo, NY

Buffalo Niagara International Airport (BNIA) and Niagara Falls International Airport (NFIA), Aviation Strategic Plan

- Jeremy served as the Project Manager leading a team of planners and economists with the primary goal of creating an aviation strategic plan that leveraged the assets and advantages of each airport to maximize the economic benefit from the airport system for Western New York and the Buffalo Niagara Region.
- The study also looked at other cross-border airports similar to BNIA/ NFIA to identify similarities and best practices being conducted by these airports for application and inclusion into NFTA's Aviation Strategic Plan.

Orange County Airport – Montgomery, NY

T-Hangar Lease Development and Door Hardware Upgrade

- Jeremy served as the Project Manager providing a drafted master lease agreement for all t-hangars at the airport. The drafting of the agreement involved receiving the concurrence of the County Law Department, Real Property Tax Service Agency, Department of Public Works, and County Executive's Office. The final document fulfilled the airports in conjunction with the lease agreement.
- Mr. Martelle managed an airport-wide upgrade of all door hardware to an advanced, high security lock and key hardware system on 129 t-hangars, eight conventional style corporate hangars, and all administration and maintenance facilities.

Connecticut DOT Aviation Bureau – Statewide, CT

Development of Airport Business Plans for 5 State Owned Airports

- Jeremy served as the Senior Aviation Planner providing expert professional services to include data analysis and recommendations necessary to define and implement airport business plans.

City of Chandler – Chandler, AZ

Chandler Municipal Airport Analysis and Market Assessment of Fueling Operations

- Jeremy served as the Project Manager who led the effort to analyze the fueling operations for the City of Chandler at the Chandler Airport. This effort included assembling and analyzing all existing data that pertained to the FBO and fueling operations at the Airport; conducting a review of the transient ramp activities to include activity levels, effectiveness of the existing arrangement to handle transient ramp activities, quality and consistency of the services levels being provided.



Office Location:

Indianapolis, IN

Years' Experience:

Total: 30 | CHA: 24

Education:

Associate of Science
Architectural Engineering
Technology
ITT Technical Institute, 1987

Registrations/Certifications:

Project Management
Professional
Project Management Institute

Affiliations:

American Society of Civil
Engineers

J. Scott Crimmins

Airports GIS & NAVAID Lead

Scott is responsible for ensuring the successful completion of aviation and NAVAID design projects. Scott also oversees all of the aeronautical survey projects conducted by CHA. His responsibilities will include the day to day coordinate the surveys with the FAA Airports Geographic Information Systems (AGIS) Department, coordinating the ground and aerial surveys, and overseeing the development of the GIS files that are now required by the FAA. In addition, Scott also coordinates approach procedure development or amendments and Notice of Proceed Construction (FAA Form 7460) with the FAA's Flight Procedures Office (FPO).

Scott's 30 years of airport and NAVAID design experience has given him an excellent understanding of the complex issues associated with the airport environment, including the obstacle clearance surfaces defined by the FAA Advisory Circulars, FAR Part 77 and TERPS. Scott has attended various FAA seminars and classes in order to keep up with the ever changing requirements and guidance the FAA published as they fine tune the new AGIS survey requirements.

Delaware Municipal Airport – Delaware, Ohio

Runway 10-28 Extension – Design & Construction Phase Services

- Scott served as the Lead NAVAIDS engineer providing technical design services for the relocation of the Runway 28 PAPI & REILS. Scott also assisted with the Airport GIS submission and coordination with FAA Flight Procedures with the new standard instrument approach procedures after the runway threshold was shifted.

Lima-Allen County Airport – Lima, Ohio

Runway 9 Extension

- Provided design services for a 1,351 ft extension to Runway 9; 1,351 ft parallel taxiway extension; excavation and site grading; the geometric layout and pavement section design in accordance with FAA guidelines; airfield grading and storm drainage; installation of new airfield lighting and guidance signs; relocation of the FAA owned Runway 27 Localizer facility; an NP-D FAA aeronautical survey including obstruction analysis; and assisted Lima-Allen County Airport in requesting RNAV procedures with LPV minima for Runways 9 and 27. Scott served as the Design Manager providing design phase services.

Sandusky County Regional Airport – Sandusky, Ohio

Runway 6-24 Airspace Analysis Survey

- Completed an airport airspace analysis survey in accordance with FAA AC 150/5300-16B, 17A, and 18B. All FAA/NGS deliverables are being submitted through the FAA AGIS website portal. He coordinated establishment of new RNAV approach procedures with LPV and LNAV/VNAV minima for the airport authority.

Ohio University Airport – Albany, Ohio

Runway 7-25 Safety Area Grading Improvements

- Designed safety area grading improvements along the runway and parallel taxiway meeting current FAA safety area grading requirements; drainage improvements, including environmental permitting and coordination; relocation of exiting Runway 7 PAPI and an existing windcone to accommodate the modified grades; NP-D FAA aeronautical survey including obstruction analysis; and assisted airport in requesting RNAV procedures with LPV minima for Runways 7 and 25.

Bellefontaine Regional Airport – Bellefontaine, Ohio

New Airport

- Design of new regional airport which consisted of a 5,000 ft x 100 ft runway, full parallel taxiway, connector taxiways, aircraft apron, access road and parking lot, lighting, and navigational aids. Also included was the design of two 10-unit and one 8-unit t-hangar facility. Scott served as the Project Engineer providing preliminary engineering and design phase services.

Bolton Field Airport, Columbus, Ohio

Runway Rehabilitation/Localizer Relocation

- Design of a runway rehabilitation for a lone runway, relocation of Runway 04 localizer, and replacement of airfield guidance signage at Bolton Field. Tasks included pulverizing the existing runway pavement, placement of new bituminous pavement, replacement of the existing airfield guidance signs, relocation of an existing localizer antenna, and relocation of an existing roadway. Scott served as the Project Engineer providing design phase services.

Evansville Regional Airport – Evansville, Indiana

Runway 4-22 Safety Area Improvement Program

- \$60M program. The contract included 11 construction packages including the relocation and RSA improvements of Runway 4-22; FAA Navaids and NWS ASOS relocations; airport perimeter and AOA fence relocation; Taxiway A realignment and extension; Runway 4-22 mass earthwork; Taxiway G relocation; Indiana Southern Railroad relocation; relocation of Oak Hill and Kansas Road; Indiana SR 57 realignment; aeronautical survey pursuant to FAA Advisory Circular 150/5300-18B - General Guidance and Specifications for Submission of Aeronautical Surveys To NGS: Field Data Collection And Geographic Information System (GIS) Standards; approach

Rickenbacker International Airport – Columbus, Ohio

Runway 5L ILS/MALSRS Installation

- Responsible for the turnkey installation of an FAA take-over localizer, glide slope, and MALSRS for Runway 5L. The project included site evaluation to determine optimum locations for the ILS and MALSRS equipment. Scott provided the design of civil site preparations including minor site grading, foundations, cable routing, grounding and lightning protection systems; coordination of all civil designs with local, state and federal agencies, as well as the airport owner. A FAA 405 Aeronautical Survey for new precision standard instrument approach procedure (SAIP).



Office Location:
Indianapolis, IN

Years' Experience:
Total: 25 | CHA: 25

Registrations/Certifications:

Real Estate Independent Broker
Land Acquisition Training
Course, 1992
Federal Aviation Administration
Relocation Training Course,
1992
Federal Aviation Administration
Airport Planning & Design
Course
Federal Aviation Administration
SR/WA Designations
International Right-of-Way
Association

Affiliations:

Aviation Association of Indiana
Ohio Aviation Association
American Association of Airport
Executives
Airport Minority Advisory
Council International Right-of-
Way Association

Karla S. Price, SR/WA

Land Acquisition Lead

Karla will be responsible for land acquisition services for this contract. Her role includes coordination of property boundary surveys, appraisals, review appraisals, parcel sketches, consultation regarding federal land acquisition requirements, negotiations with property owners to complete the acquisition programs, and relocation assistance.

Karla will also assist Mark with grant administration. Karla has over 20 years of administering airport grant programs for CHA. Within the last five years, Karla has been responsible for closing out 45 AIP grants. During a year, Karla typically prepares and submits 136 pay requests, 96 contractor payments, 12 applications, 18 capital improvement programs and 12 annual DBE updates.

Delaware Municipal Airport – Delaware, Ohio Runway 28 RPZ Land Acquisition

- Responsible for land acquisition program for 800-foot runway extension that shifted the proposed RPZ off airport property. The project included coordinating with the land owner, obtaining appraisals and review appraisal, and an update to the Exhibit 'A' property map.

Delaware Municipal Airport – Delaware, Ohio Runway 10 RPZ Easement Acquisition

- Responsible for coordinating an easement for the Runway 10 RPZ with National Limestone.

Multiple GA Airports – Ohio Disadvantage Business Enterprise Plans

- Airports are required to complete a DBE Plan every 4 years for upcoming projects. This includes calculations of DBE participation, preparing a report, and holding a public information meeting. Karla has prepared DBE plans for the following Ohio airports over the last 4 years: Wayne County, Cuyahoga County, Sandusky County, Findlay Airport, and the City of Delaware.

Sandusky County Regional Airport Authority – Fremont, Ohio New Airport

- Grant administrator and primary contact during 5-year program formulation, land acquisition, and design periods
- Coordinator with new Airport Authority, FAA, and ODOT of capital improvement program and grants
- Responsible for land acquisition program for new airport site including 16 fee simple, 3 aviation easement, and 6 optional purchase area parcels, including Exhibit 'A' Property Map
- Construction administration
- Preparation of DBE Program and compliance

Evansville Regional Airport – Evansville, Indiana

Runway 4-22 RSA Improvements

- Responsible for fee simple acquisition of 7 parcels (4 residences, 1 business) and acquisition of right of way from 4 businesses and 2 churches for runway extension
- Responsibilities include assisting in the preparation of appraisal contracts, identification of acquisition requirements, negotiations with property owners, relocation assistance, updating the Exhibit 'A' property map, and obstruction removal

Findlay Airport – Findlay, Ohio

Extension of Runway 18-36

- Primary contact during AIP development program
- Coordinated with City, FAA, and ODOT for administration of grants, DBE program and capital improvement program
- Land acquisition coordinator for purchase of both fee and avigation easements with 13 landowners including Exhibit 'A' Property Map
- Additional coordination for purchase of 3 residences located in the runway visibility zone
- Construction administration

Terre Haute International Airport, Hulman Field – Terre Haute, Indiana

Extension of Runway 14-32

- Land acquisition coordinator for 8 fee simple parcels needed for a runway extension (approximately 355 acres). Exhibit 'A' Property Map. Additional coordination of an acquisition program for homes within the noise impacted areas near the airport identified as a part of a "guarantee purchase program". Ongoing grant administration of AIP development program. Construction administration.

Michigan City Municipal Airport – Michigan City, Indiana

Runway Extension

- Client/Program Manager from planning through construction. Coordination with agencies and airport board regarding funding. Oversee Environmental Assessment. Land acquisition coordinator for 8 parcels fee simple (including relocation) and 2 avigation easements including Exhibit 'A' Property Map. Administration of grant program and formulation of capital improvement programs.

Bellefontaine Regional Airport – Bellefontaine, Ohio

New Airport

- Administration of grant programs. Assistance in formulation of capital improvement program during design and construction. Construction administration.

VALUE

Helping airports achieve their greatest potential

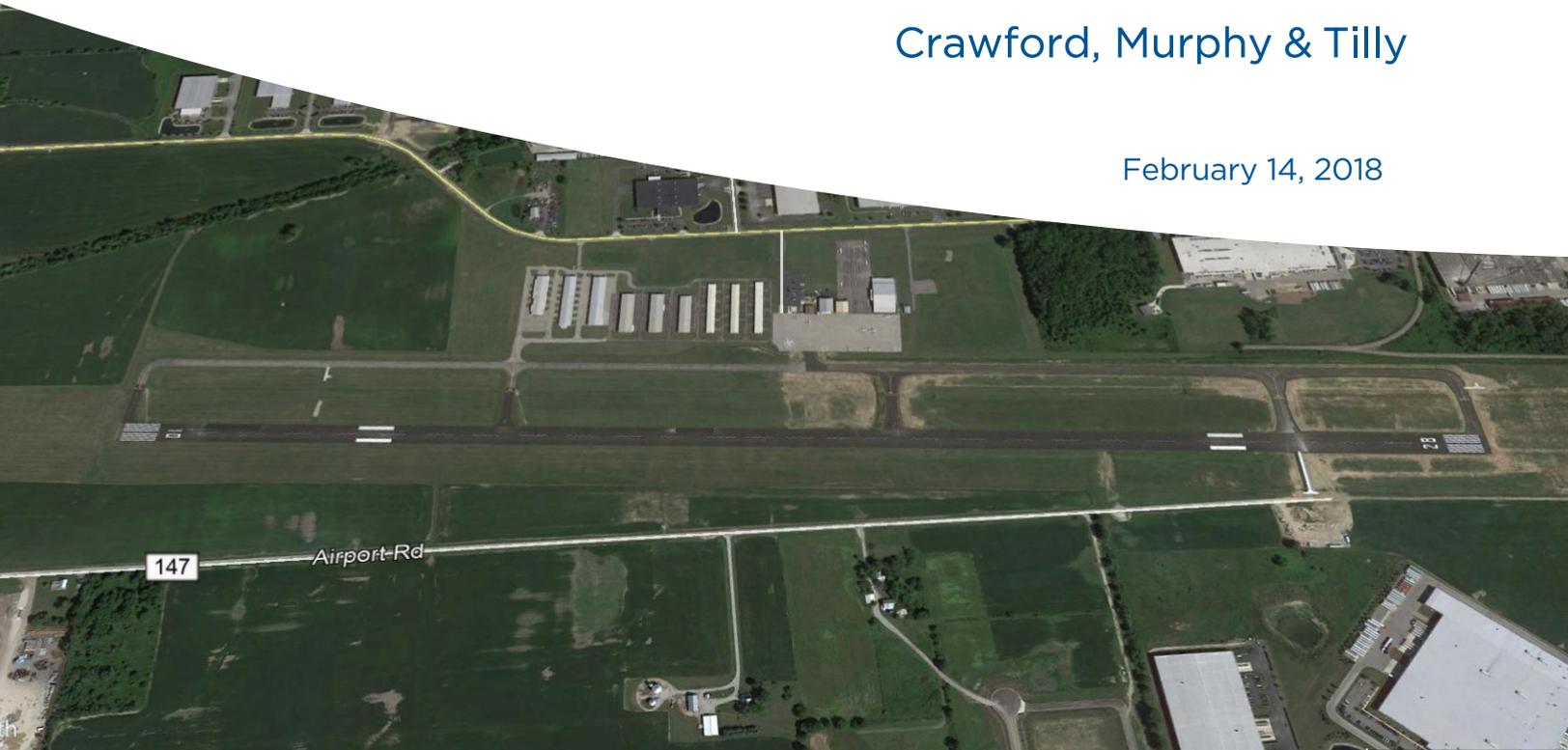
Statement of Qualifications for
Strategic Business Plan Preparation for

DELAWARE MUNICIPAL AIRPORT

CITY OF DELAWARE, OHIO



February 14, 2018





February 14, 2018

Ms. Jackie Walker
Assistant City Manager
jwalker@delawareohio.net

RE: STATEMENT OF QUALIFICATION FOR AIRPORT CONSULTING SERVICES FOR THE
CITY OF DELAWARE MUNICIPAL AIRPORT

Dear Ms. Walker:

RE: STATEMENT OF QUALIFICATION FOR DELAWARE AIRPORT STRATEGIC BUSINESS PLAN SERVICES

Dear Ms. Walker:

Crawford, Murphy & Tilly, Inc. (CMT) along with team member Airport Management Consulting Group (AMCG) represents the Best Value Team partner for the City of Delaware and the Delaware Municipal Airport in its analysis and development of a Strategic Business Plan.

CMT is a premier Ohio aviation consulting firm providing comprehensive airport facility and management knowledge. Our staff, made up of former airports staff, airport management professionals, planners, engineers, pilots, former FAA, and state aviation officials, offers the most comprehensive expertise to Delaware. This same staff and its leadership have demonstrated this expertise with many other successful airports in the state and have demonstrated it in the success for the overall Ohio aviation industry to restore robust state funding to airports and influence business legislation for airports' benefit.

AMCG is a national leader in development of airport strategic business plans. As such, they have led the recent development of the Airport Cooperative Research Program document, No. 77, "Guidebook for Developing General Aviation Airport Business Plans," bringing industry wide lessons learned together as a single point of key information. Their personal experience with numerous clients as well as the benefits of these broad research efforts will allow the development of a strategic business plan by the CMT/AMCG team to draw from unlimited resources for future planning designed to maximize the economic impact of the Delaware Municipal Airport for the City and the surrounding region.

Delaware will have a great demonstrated leader for this effort. Mr. Ben Cooley, will serve as your team's project manager. Ben is currently in his 16th year of dedicated aviation experience, serving numerous general aviation airports, just like Delaware. As your project manager, Ben's CMT office is located right here in central OH just 20 minutes down the street. DLZ can be assured of responsive, available, committed leadership as a result.





In addition to our Project Manager, this proposal identifies other key staff that will be involved heavily with your strategic business plan. These key individuals represent over 150 years of dedicated aviation experience. The CMT team along with AMCG are an A+ team of professionals demonstrated qualifications and successful project experience. When combined with local presence, deep OH experience, knowledge of your facility and an awareness of the challenges you face in today's changing times, I can think of no better team to come alongside the City and the Airport to develop a strategic business plan that will increase the value of your investment. Our goal is to be a valued and long-term partner by serving as an extension of your staff to provide sound solutions that are effective, efficient and value-driven.

Our team experience is unequalled for our breadth and depth of experience providing guidance to airports like DLZ in matters of Strategic business planning. From complete stand-alone business plans to ongoing, "sitting at the Board table" participation, setting rates or developing lease provisions, CMT/AMCG have done it all. Our long-term perspective and relationship with clients means we are there to see it through. You may have areas where new inventive processes want/need to be employed., i.e., should an alternative form of governance be employed, like we are exploring with Cincinnati West Airport, or you may more simply need leasing documents reviewed, revised to reflect latest business opportunities or changing industry behaviors. But the bottom line is that we "get it." And you want to run your airport in the most business-like fashion, striving to always maintain self-sustainability and maximize the economic impact, through both service to the customer and through sound financial policy.

Our team has provided a fee proposal based on your RFP, discussions at the pre-proposal meeting and our knowledge of the industry. However, there are many detailed discussions that we could have to more fully prescribed effort where it best serves the City and the Airport. We encourage you to select our team to work with you and talk with our team to employ the dollars you commit to the airport in its best valued areas for maximum benefit. We are happy to be that type of resource for you. We love airports as well and are fully committed to their success.

We look forward to a successful relationship with you and request your favorable consideration.

Sincerely,

A handwritten signature in black ink, appearing to read "Greg E. Heaton".

Greg E. Heaton, PE, AICP
Vice President and Ohio Aviation Manager



Executive Summary

The CMT Team provides the best value in assisting the Delaware Municipal Airport in the preparation of a strategic Business Plan. A well-prepared Business Plan for the airport is key to achieving its maximum benefit for the City, its citizens, and its surrounding neighbors.



The Right Leadership and Team for your Strategic Business Plan

This proposal identifies our key staff members who collectively have over 150 years of aviation expertise, specifically in general aviation airports business planning and airport development. They will bring their experiences, lessons learned, and insights from hundreds of airports, along with extensive research efforts and training courses, as they review your policies and regulations, lease agreements, pricing structures and action plan moving forward. This team of expertise will be led by Ben Cooley, who is located just 15 minutes down the street.

This proposal identifies several recent project experiences, along with client references. Contact them, find out how we helped others accomplish their goals. Our team is Ohio experienced like no other team you will hear from.

The Right Project Approach

The DLZ Airport has a rich and successful past. The airport has done well in serving the general aviation community, growing and developing to meet the needs of area flyers. Our team's approach will be to work alongside you in developing the Strategic Business Plan that will address the challenges in the future and continue to achieve your overall objectives.

EXPLORATION WITH STAKEHOLDERS

Our approach includes review, discussion, and exploration with key stakeholders. You've identified many of these in your preliminary scope of work. These folks represent the community that governs the airport, manages the airport, and most importantly, uses the airport. This stakeholder outreach sets the stage for identifying current strengths, weaknesses, opportunities for growth and improvement, and challenges that will need to be addressed while pursuing your objectives.

ENHANCEMENT OF POLICIES, REGULATIONS AND LEASES

Our team will review and evaluate current policies, regulations, procedures, leasing agreements, acquisition guidelines/practices, and financial plans using industry best practices to inform recommendations. In addition, our team will streamline everything into a single point document, and provide clear and understandable references that will make the document a more valuable asset to airport tenants and a more enforceable tool for the airport.

These documents include:

- Airport Operations Manual
- Policies and Procedures
- Minimum Standards
- Ground Leases
- T-hangar leases
- FBO/business building Leases
- Fuel Acquisition and resale guidelines and practices

These, along with others, will provide a framework for airport management and operations, and allow you to accomplish your overall objectives.



RECOMMENDED AIRPORT SERVICES

Airports are more than pavements and buildings. In addition to our extensive project experience, many of our staff members are pilots and have a first-hand understanding of what makes the airport experience successful. Customer service, field maintenance, food services, flight training, simulator access, and charter services combine to provide the user experience. Each will be studied so that we can recommend the optimal mix that will maximize the benefit of the airport.

CAPITAL IMPROVEMENT PLAN

Our team will review your current airport facilities and capital improvement plan. We will consider the latest regional plan objectives and Aviation State System Plan recommendations. For example, the State System Plan includes recommendations for High Intensity Runway lighting and MALSR approach lighting system to support corporate flight activity. Connecting these facility objectives with funding opportunities will be critical to the airport's success. Our team has extensive experience with facility development and have been instrumental in the securing Ohio State Aviation funding for our clients in recent years.

AIRPORT GOVERNANCE

We've worked at airports with many different models of governance, and can use that experience to explore the advantages and disadvantages of alternative airport management structures, including the port authority. Our team member Dr. Russ Mills is especially knowledgeable on the operational aspects of a port authority and the Ohio Revised Code that regulates them. We will work with you to identify the benefits that this form of governance can provide to the airport and its related interests.

SCHEDULE AND FEE

The CMT team is prepared to begin on your Strategic Business Plan right away. The schedule you have requested is both agreeable and very achievable. We anticipate no difficulties in accomplishing the tasks in your requested Scope, with the caveat that we will be able to schedule interviews with airport management, city leadership and key stakeholders in good fashion. However, we rarely experience difficulty in this area.

We propose to complete the task items for a lump sum fee of \$45,000, including expenses. This fee is based upon the stated Scope of Services included in the RFP and our discussions with you at the pre-proposal meeting. Additional discussions following selection could add depth to our understanding of your objectives and allow us to tailor efforts more closely to your priorities. We would welcome that conversation.





**MIDWEST DESIGN
FIRM OF THE YEAR**

Engineering News Record | 2014



Crawford, Murphy & Tilly

Founded in 1946, CMT is a Midwest-based and nationally-ranked professional company providing planning, engineering and construction services to both the public and private sector. CMT and its 270 employees provides leadership in civil infrastructure by leveraging shared knowledge, staff longevity, and unique insights. For 70 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 client’s projects.

Business Organization

Established:
1946

Staff Size:
270

Key Business Units:
Aviation
Highways and Bridges
Civil & Site Services
Water Resources

Offices:

- Columbus, OH
- Cleveland, OH
- Dayton, OH
- Springfield, IL
- Chicago, IL
- Aurora, IL
- Rockford, IL
- Moline, IL
- Peoria, IL
- Edwardsville, IL
- St. Louis, MO
- Kansas City, MO
- Springfield, MO
- Indianapolis, IN
- Labelle, FL

Web

www.cmtengr.com

**Business Expertise -
Services & Clients**

Business Units:

- Aviation
- Highways & Bridges
- Water Resources
- Civil & Site Services

Client Types:

- Airports
- Municipalities
- DOTs and State Agencies
- Sanitary Districts
- Utilities
- Private Developers
- Retailers
- Institutional
- Health Care
- Energy
- Military
- Federal

Services:

- Civil Engineering
- Planning
- Value Engineering
- Architecture
- Roads and Bridges
- Traffic Analysis
- Utilities
- Water and Wastewater Systems
- Stormwater Systems
- Permitting
- Surveys
- Drainage and Floodplain Studies
- Electrical
- Streetscapes/Placemaking
- Bikeways/Paths
- Trails
- Landscape Architecture
- Environmental
- Public Engagement
- Sustainability



Aviation Planning

CMT offers its airport clients a dedicated Aviation Planning Group. Our group consists of professionals from varied backgrounds including airport management, engineering, planning, environmental and technology 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 and then to design execution.

Aviation Planning Services

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

Airport Facilities and Master Planning

Our aviation planners work closely with clients and their communities to develop plans that go beyond standard guidelines and requirements to capture the unique vision for each airport. A decision-making framework is provided to facilitate long-term development and short-term implementation. The result is a plan that embodies the strategic goals of the airport while providing the necessary flexibility to respond to changing market conditions.

Environmental Planning

CMT's multi-disciplined staff use a combination of extensive environmental knowledge and sound engineering to shape plans that accommodate for increasing aviation demands while maintaining the integrity of the surrounding environment. We use this approach to successfully guide airports through the FAA environmental approval processes in an efficient and coordinated manner.

Land-Related Services

CMT provides a wide range of services to assist airports through federally funded land acquisition programs including professional staff representation to land-owners, document processing, 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 and Programming

CMT aviation staff are recognized for their ability to assist clients in successfully navigating the competitive funding environment. Through innovative programming, justification documentation, and funding approaches, we create increased awareness of their projects as they progress from concept to reality.

Information Technology Services

CMT uses the latest innovations and methodologies to offer information technology solutions that allow airports to maximize their resources. This includes the development of 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.

Funding and Programming

Helping You Achieve Results

The FAA development process provides distinct work items that are necessary to take a project from concept to construction. Included in this process are planning, environmental, programming/justification, design and construction. Project justification is typically the least defined element in the process and thus many clients are not successful in achieving their development goals due to lack of guidance.

CMT offers extensive experience in project justification to assist clients in successfully competing for AIP discretionary monies. The project justification exercise requires a variety of different tools, including:

- Independent project narratives
- Funding booklets for elected officials
- Benefit-Cost Analyses (BCA)
- Coordination meetings with elected officials and various levels of the FAA including headquarters.

Listed below is a summary of various projects on which CMT played a significant role in the FAA justification process, resulting in increased funding levels for project construction.

“...invaluable to us during the funding process.”

Chicago Executive Airport

Funding Projects in Which CMT Played an Instrumental Role

| Airport | Project | CMT Actions | AIP Funding |
|--|--|---|-------------------|
| Fairfield County Airport Lancaster, OH | Road Relocation | Funding booklet and numerous FAA meetings | \$960K in 1 year |
| Fostoria Metropolitan Airport Fostoria, OH | Runway Extension | Funding booklet and numerous FAA meetings | \$800K in 2 years |
| Sidney Municipal Airport Sidney, OH | Runway Shift: Extension | Financial plan and numerous FAA meetings | \$3M in 2 years |
| Cape Girardeau Regional Airport, Cape Girardeau, MO | Pavement Rehabilitation and Maintenance | Additional Stimulus funding documentation, expedited timeline | \$1.5M in 1 year |
| Washington Regional Airport, Washington, MO | T-Hangar Taxilane and Apron Reconstruction | Additional Stimulus funding documentation, expedited timeline | \$1M in 1 year |
| Dubuque Regional Airport, Dubuque, IA | Conversion of Runway 18/36 to Primary Runway | Funding booklet and FAA funding meetings | \$13M in 3 years |
| Fairfield Municipal Airport, Fairfield, IA | New Corporate Runway 18/36 | Project narrative, funding booklet, BCA and FAA meetings | \$8M in 3 years |
| Clinton Municipal Airport, Clinton, IA | Runway Extension and RSA Improvements | Project narrative as part of Master Plan | \$3M in 1 year |



Aviation Management Consulting Group

Aviation Management Consulting Group (AMCG) has been promoting general aviation management excellence through the provision of trusted aviation management consulting services, support, and resources for the last 20 years. AMCG's clients have consisted of airports, aviation businesses, agencies, associations, and other industry stakeholders (e.g., aircraft owners and/or operators; airport property lessees and/or developers; industry vendors; financial institutions; law firms; architectural, engineering, and planning firms; etc.)

AMCG is composed of a unique blend of talented and respected aviation industry professionals who have strong credentials, proven track records, and over 125 years of combined aviation industry experience. Together, these individuals have first-hand aviation, aviation business, and airport planning, development, operations, management, leadership, and consulting experience and each of the firm's principals, consultants, and project analysts are pilots. As a result, AMCG has the unique ability to view any project and any issue that may arise from a multi-dimensional (airport, aviation business, and aircraft operator) perspective. This team of highly qualified, knowledgeable, and results-oriented professionals work in concert to maintain a company culture focused on meeting the needs and exceeding the expectations of the client.

WITH AMCG, YOU CAN BE ASSURED THAT YOU WILL GET STRAIGHT ANSWERS, OBJECTIVE ADVICE, ACCURATE AND TIMELY INFORMATION, AND ONLY THE HIGHEST QUALITY SERVICES, SUPPORT, AND RESOURCES - RESULTS YOU CAN COUNT ON!



Greg Heaton, PE, AICP, CM, MBA (CMT)

Project Principal

Mr. Heaton brings 32 years of aviation experience in the planning, environmental analysis and design of airport facilities, including management of programs ranging from general aviation to large hub airports. Greg is a respected leader that is passionate about helping airports succeed and accomplish their goals. He provides full service aviation capabilities in all facets of aviation development projects including planning, environmental, financial, engineering design and program management. Mr. Heaton has a reputation for excellent client service, consensus building and community outreach and a history of successful strategic planning for airport clients.

Education:
BSCE, 1985
MBA, 1999

Years Experience: 32

Years with CMT: 25

CINCINNATI WEST AIRPORT, HARRISON, OHIO

Project Manager responsible for overseeing the following services: Master Plan and Airport Layout Plan updates, financial planning, Pro Forma, lease development and review of ground and hangar facilities, and fuel positioning.

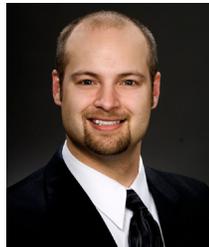
FAIRFIELD COUNTY AIRPORT, LANCASTER, OHIO

Project Manager for the following consultant services: Master Plan and Airport Layout Plan updates, financial planning, Pro Forma, lease development and review of ground, hangar, and FBO facilities, fuel positioning, non-aeronautical revenue development, and land development.

WOOD COUNTY REGIONAL AIRPORT, BOWLING GREEN, OHIO

Project Manager overseeing Master Plan and Airport Layout Plan updates, financial planning, Pro Forma, lease development and review of ground and hangar facilities, fuel positioning, non-aeronautical revenue development, and land development.

DOZENS OF ADDITIONAL MASTER PLAN PROJECTS OVER THE COURSE OF CAREER



Benjamin Cooley, PE (CMT)

Project Manager/Airfield Design

Ben Cooley offers 15 years of experience in professional aviation services. Ben has managed projects in planning, environmental and design of airport facilities. Mr. Cooley has exhibited managing skills for projects located at general aviation, reliever and primary airports. His experience combined with his leadership abilities has allowed him to successfully manage airport projects of all types.

Education:
BSCE, 2001

Years Experience: 15

Years with CMT: 10

Project manager for planning, environmental and design projects at the following airports:

CINCINNATI WEST AIRPORT, HARRISON, OHIO

FAIRFIELD COUNTY AIRPORT, LANCASTER, OHIO

FOSTORIA METROPOLITAN AIRPORT, FOSTORIA, OHIO

PORT BUCYRUS-CRAWFORD COUNTY AIRPORT, BUCYRUS, OHIO

PUTNAM COUNTY AIRPORT, OTTAWA, OHIO

SIDNEY CITY AIRPORT, SIDNEY, OH

WOOD COUNTY REGIONAL AIRPORT, BOWLING GREEN, OHIO

ZANESVILLE MUNICIPAL AIRPORT, ZANESVILLE, OHIO



Russ Mills, PhD (CMT)

Planning Services

Dr. Russell W. Mills specializes in air service development and economic analysis. He is also an Associate Professor of Aviation and Political Science and a Research Fellow at the Center for Regional Development at Bowling Green State University (BGSU), where he works with local communities to enhance their air service and economic development efforts by providing cutting-edge research and economic analysis. His research focuses on improving the effectiveness of aviation policy in the United States and the economic impacts of air service in small communities.

Education:

BA, Political Science, 2005
 MA, Public Administration, 2007
 PhD, Political Science, 2011

Years Experience: 13

TOLEDO EXPRESS AIRPORT, TOLEDO, OHIO

Conducted an economic analysis of a newly secured flight from Toledo Express Airport (TOL) to Charlotte- Douglas International Airport (CLT) on American Airlines. The team estimated visitor-spending data for northwest Ohio and new employment to calculate on-airport and off-airport direct economic impacts, as well as indirect and induced impacts.



Craig Loudon, PE (CMT)

Senior Airport Planner

Craig has been with CMT since 2002 and is experienced in master planning, ALP development and comprehensive AGIS/eALP projects at general aviation, reliever and primary airports. As part of his many planning efforts, Craig focuses on facility requirements and development that support the missions and strategic plans of the airports.

Education:

BSCE, 2000
 MSCE, 2002

Years Experience: 15

Years with CMT: 15

AURORA MUNICIPAL AIRPORT, SUGAR GROVE, ILLINOIS

- Project Manager for Master Plan and Airport Layout Plan Update.

CHICAGO EXECUTIVE AIRPORT, WHEELING, ILLINOIS

- Project Manager for Master Plan Update. This multiple phase project will be the first comprehensive master plan update at PWK in nearly 30 years.

DUPAGE AIRPORT, CHICAGO, ILLINOIS

- Project Manager for Master Plan and Airport Layout Plan Update.



Kooper Dessecker, EI (CMT)

Aviation Planner

Kooper Dessecker has been with CMT since 2016 and has experience in master planning, ALP development, financial planning, environmental analysis, and airport design. Kooper has provided in-depth planning services for general aviation, reliever and primary airports.

Education:

BSCE, 2016

Years Experience: 1

Years with CMT: 1

WOOD COUNTY REGIONAL AIRPORT, BOWLING GREEN, OHIO

- Planner involved in the Master Plan and Airport Layout Plan Update, financial planning, lease development and review of ground and hangar facilities, non-aeronautical revenue development, and land development for 1G0.

BLUE GRASS AIRPORT, LEXINGTON, KENTUCKY

- Planner for the analysis of airfield improvement alternatives.



Education:
BS, Aviation Business
Administration

Jeff Kohlman (AMCG)

Planning Services

Jeff, a founding principal of AMCG, has over 30 years of aviation planning, development, operations, management, and consulting experience including FBO operations, facility management, flight department operations, financial management, and aviation management consulting.

For the last 20 years, AMCG has sponsored and Jeff has been a lead instructor for the AAAE Airport Sponsor Assurances, Leasing Policies, and Minimum Standards Workshop. This workshop takes an industry best practices approach to the development and implementation of critical airport management and compliance documents, including airport property development, leasing, rent, and fee policies.



Education:
BS, Aviation Management
MA, Public Administration

Bryan Johnson, AAE (AMCG)

Planning Services

Bryan Johnson has approximately 30 years of aviation planning, operations, executive management, business and property development experience at a mix of general aviation and commercial air carrier service airports including aeronautical and non-aeronautical development, master planning, , financial/budget implementation and analysis, marketing/community programs, and airport sustainability programs (environmental, financial, operational, social).

During Bryan's tenure in airport management, he was actively involved in developing and implementing strategic airport business plans, primary management and compliance documents, managing airport property development projects, and negotiating associated development and lease agreements.



Education:
BS, Business Administration

David Benner, CM (AMCG)

Planning Services

David has approximately 15 years of aviation planning, operations, management, and consulting experience. For the last 10 years, David has managed AMCG's proprietary aviation industry database

that includes industry data, information, and documentation pertaining to airports and aviation businesses published by federal and state aviation agencies and collected through the research efforts of AMCG (including survey and project related data collection). David has served as a key research team leader on 5 ACRP projects including ACRP Report 156 (Complying with Federal Regulations: An Integrated Approach) and ACRP Report 77 (Guidebook for Developing General Aviation Airport Business Plans).

Business Plan On-Call Services since 2005

“Greg Heaton and his team have been responsive to our needs with a level of foresight that normally would not be expected. Mr. Heaton’s ability to communicate both past history and view our airport’s future has been instrumental in keeping institutional leadership on task as decisions were needed. He has also assisted with communicating airport opportunities to local and surrounding government bodies allowing us to forge new partnerships with these entities.”

*Frances Cottle
Airport Administrator
Cincinnati State Technical &
Community College*

Reference

Will Berninger, Airport Manager
Cincinnati West Airport
10004 West Road
Harrison, Ohio 45030
will.berninger@cincinnatiastate.edu



Master Planning and ALP

Cincinnati West Airport, Cincinnati, Ohio

CMT has been providing multi-year consulting services to the Cincinnati West Airport since 2005. The airport is owned and operated by Cincinnati State Technical and Community College. The college operates an aviation maintenance technology program at the airport that allows students to earn an associate degree in conjunction with federal Airframe & Powerplant licensing. The program utilizes a fleet of aircraft owned by Cincinnati State and based at the college airport. While working with the college and airport, CMT has completed acquisition of several parcels necessary for operation of the airport.

AIRPORT MASTER PLAN AND ALP UPDATES

CMT facilitated an updated master plan which was approved in 2006. Cincinnati West Airport had experienced years of neglect by previous owners. They sought to plan for future needs with the ultimate desire of a longer runway, while addressing immediate FAA safety compliance requirements. The ALP detailed the potential growth opportunities available by extending the runway into the nearby quarry and realigning the future runway to remove adjacent residential homes from their close proximity to the airport safety critical areas.

BUSINESS PLAN SERVICES

CMT has provided ongoing airport business planning services to the Cincinnati State Technical and Community College for the Cincinnati West Airport since 2005. Based on CMT staff experience across the Midwest and nationally, CMT’s staff have provided regular insight on T-hangar rate structures, rate setting policy, lease development and review, Fixed Base Operator Request for Proposal and review. In addition, CMT has provided counsel for fuel acquisition procedures, fuel rate setting policy and fuel system improvements and management considerations. Pro forma financial documents have been prepared and analyzed for making capital improvement determinations on revenue generating improvements like community and T-hangar facilities. As a state Community College owned facility, CMT has assisted the CSTCC explore and evaluate alternate sponsorship and governance options for the future.

OTHER CONSULTING SERVICES INITIATIVES COMPLETED:

- Rehabilitation of hangar taxilanes
- Expansion of terminal apron to increase itinerant corporate aircraft parking
- Environmental Assessments
- Runway rehabilitation design and construction
- Obstruction clearing
- AWOS III installation
- PAPI installation
- Land Acquisition
- Construction of t-hangars

Business Plan On-Call Services since 2004



Multi-Year Consulting Services Wood County Regional Airport, OH

CMT has been assisting the Wood County Regional Airport (WCRA) and Bowling Green State University (BGSU) with consulting services since 2004. The WCRA operates on land owned by BGSU, and the University is the largest tenant and fuel buyer for the Airport as part of its Aviation Program. Projects have included:

AIRPORT MASTER PLAN AND ALP UPDATES

CMT created an updated Master Plan in 2018 that had last been updated in 2005. The new Master Plan and Airport Layout Plan Update addresses the anticipated growth of the Airport over the planning period. Through on-going coordination, CMT developed a plan that accommodates the University’s flight training growth and needs of the community. As part of the Master Plan efforts, CMT provided WCRA with strategic planning that reflected the Airport’s mission, values, and mission.

BUSINESS PLAN SERVICES

CMT has provided ongoing airport business planning services to the Wood County Regional Airport Authority since 2005. Based on CMT staff experience across the Midwest and nationally, CMT’s staff have provided regular insight on T-hangar rate structures, rate setting policy, lease development and review, Fixed Base Operator Request for Proposal and review. In addition, CMT has provided counsel for fuel acquisition procedures, fuel rate setting policy and fuel system improvements and management considerations. Pro forma financial documents have been prepared and analyzed for making capital improvement determinations on revenue generating improvements like community and T-hangar facilities. In addition, CMT assisted the Wood County Airport Authority explore its sponsorship/ownership and evaluate its standing with respect to the ORC, FAA and State of Ohio and consider necessary changes in support of its long- term objectives.

CAPITAL IMPROVEMENT INITIATIVES COMPLETED:

- New Flight Center and hangar (civil design and project management)
- Perimeter and security fencing – phased installation
- Hangar development
- Construction of Snow Removal Equipment Building
- Multipurpose/corporate hangar development
- Establishment of WAAS-based approaches
- Rehabilitation of airfield lighting

Reference
 Mark Black
 Airport Manager
 Wood County Regional Airport
 1261 E Poe Road
 Bowling Green, OH 43402
 419.354.2908
 email: mgr@dacor.net

Business Plan On-Call Services since 2005



“The firm, with main representation by Greg Heaton, has been diligent in completing all projects, responsive to requests and communications, knowledgeable with regard to airports and general aviation developments, and progressive in thought and outlook. Greg and staff have been proactive in dealings on our behalf with the FAA and the Ohio Department of Transportation, and have applied for and received additional grant funding for our projects.”

*David L. Scheffler, Former Board President,
Fairfield County Airport*

Reference

Glen Burns, Board President
Fairfield County Airport
Authority Board
3430 Old Columbus Road
Carroll, OH 43211
Burns: 740.503.7241

Dave Scheffler,
Former Board President
Scheffler: 614.395.9574

Multi-Year Consulting Services Fairfield County Airport, Lancaster, Ohio

CMT has been providing services under a multi-year contract with Fairfield County Airport since 2005. Sample projects include the following:

MASTER PLAN/BUSINESS PLAN

CMT prepared a Master Plan to address growing demand at the airport reflective of dynamic economic expansion and population growth. Currently housing 105 based aircraft, Fairfield County Airport has seen a 50 percent increase in based aircraft since the year 1999. The need to accommodate larger corporate aircraft and to address Runway Safety Area issues on the existing constrained runway, resulted in the recommendation for a new runway. In addition to the technical services provided, a significant role of CMT has been to prepare the necessary documentation and communications with both agency and elected officials as necessary to aid in the justification of the project.

BUSINESS PLAN SERVICES

CMT has provided ongoing airport business planning services to the Fairfield County Airport since 2005. CMT's staff has provided regular insight on T-Hangar rate structures, rate setting policy, lease development and review, Fixed Base Operator Request for Proposal and review. In addition, CMT has provided counsel for fuel acquisition procedures, fuel rate setting policy and fuel system improvements and management considerations. CMT assisted the airport in developing a business/financial plan that would enhance revenues and help support the proposed development plan. Specifically, CMT team members facilitated a workshop that helped to build consensus among airport and City staff. The City was very pleased with the outcome of this exercise.

CAPITAL IMPROVEMENT INITIATIVES COMPLETED:

- Road relocation and obstruction removal
- Airfield pavement design and construction
- Airfield lighting design and construction
- Terminal building improvements
- Approach development
- Security improvements



STATEMENT OF QUALIFICATIONS

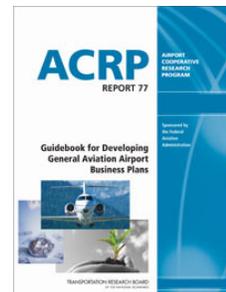
AMCG has conducted multiple research driven projects for the Airport Cooperative Research Program (ACRP). ACRP is an industry-driven, applied research program that develops near-term, practical solutions to problems faced by airport operators. ACRP is managed by the Transportation Research Board (TRB) of the National Academies, sponsored by the FAA, and selected on the basis of competitive proposals.

| Table 2. ACRP Publications | Airports | Aviation Businesses | Agencies | Associations | Industry Stakeholders |
|---|----------|---------------------|----------|--------------|-----------------------|
| Guidebook for Developing General Aviation Airport Business Plans <i>(Report 77)</i> | → | → | → | → | → |
| Guidebook for Through-the-Fence Operations* <i>(Report 114)</i> | → | → | → | → | → |
| Guidebook for Managing Compliance with Federal Regulations: An Integrated Approach <i>(Report 156)</i> | → | → | → | → | → |
| Survey of Minimum Standards: Commercial Aeronautical Activities at Airports <i>(Legal Research Digest 11)</i> | → | → | → | → | → |
| A Guide for Compliance with Grant Agreement Obligations to Provide Reasonable Access to an AIP-Funded Public Use General Aviation Airport <i>(Legal Research Digest 23)</i> | → | → | → | → | → |
| Operational and Legal Issues with Fuel Farms <i>(Legal Research Digest 28)</i> | → | → | → | → | → |

* AMCG and Mead & Hunt teamed as Principal Investigators

Report 77 – Guidebook for Developing General Aviation Airport Business Plans

AMCG lead the effort to conduct research for and develop the *Guidebook for Developing General Aviation Airport Business Plans*. This ACRP publication provides airport policymakers and managers with the practical guidance needed to develop and implement an airport business plan at a general aviation airport. This includes the development and implementation of an airport’s mission, vision, goals, objectives, and action plans.





W.K. Kellogg Airport – Airport Strategic Business Plan

AMCG assisted with the development of a Strategic Airport Business Plan for W.K. Kellogg Airport, which was completed in June 2017. The scope of work included development of the mission, vision, goals, objectives, action plans, and budgets for the airport. AMCG also conducted a market assessment and SWOT analysis as part of the project.

City of Battle Creek
Battle Creek, Michigan
Larry Bowron
Transportation Director
269.966.3470
lcbowron@battlecreekmi.gov

Rifle Garfield County Airport – Airport Strategic Business Plan

AMCG assisted with the development of a Strategic Airport Business Plan for Rifle Garfield County Airport, which was completed in June 2014. The scope of work included development of the mission, vision, goals, objectives, action plans, and budgets for the airport. AMCG also conducted a market assessment and SWOT analysis as part of the project.

Garfield County
Rifle, Colorado
Brian Condie
Airport Director
970.625.1091 ext. 4118
bcondie@garfield-county.com

Airport Cooperative Research Program – Guidebook for Airport Business Plans

AMCG developed ACRP Report 77 – Guidebook for Developing General Aviation Airport Business Plans for the ACRP which was completed in May 2012. The research team developed a guidebook and DVD that provides airport managers and policymakers with the practical guidance to develop and implement a business plan for a general aviation airport.

National Academy of Science
Washington, D.C.
Marci Greenberger
Senior Program Officer
202.334.1371
mgreenberger@nas.edu

St. Louis Downtown Airport – Airport Assessment

AMCG conducted an Airport Assessment for St. Louis Downtown Airport which was completed in September 2016. The project included a SWOT analysis of the planning, development, operations, management, and financial performance of the airport. The client utilized the recommendations identified in the assessment to support new initiatives at the airport.

Bi-State Development Agency
Cahokie, Illinois
Erick Dahl
Airport Director
618.337.6060
edahl@metrostlouis.org



EQUAL EMPLOYMENT OPPORTUNITY
AFFIRMATIVE ACTION
STATEMENT OF POLICY

It is the policy of Crawford, Murphy & Tilly, Inc. not to discriminate, and to take affirmative action to employ, and to treat in employment, all persons, regardless of race, color, sex, age, religion, national origin, ancestry, disability or any other protected status under applicable Federal or State law, rule or regulation. This policy shall apply to all employment actions, including but not limited to recruitment, hiring, upgrading, promotion, transfer, demotion, layoff, recall, termination, rates of pay or other forms of compensation, and selection for training including apprenticeship.

As Chairman and CEO of Crawford, Murphy & Tilly, Inc., I am committed to the principles of Affirmative Action and Equal Employment Opportunity. In order to ensure its dissemination and implementation throughout all levels of the company, I have selected Bernard D. Held, Senior Vice-President, as EEO Officer for Crawford, Murphy & Tilly, Inc.

In furtherance of its policy of Affirmative Action and Equal Employment Opportunity, Crawford, Murphy & Tilly, Inc. has developed a written Executive Order Affirmative Action Program, which contains specific and results-oriented procedures to which Crawford, Murphy & Tilly, Inc. is committed to apply every good faith effort. Procedures without effort to make them work are meaningless, and effort, undirected by specific and meaningful procedures is inadequate. Such elements of Crawford, Murphy & Tilly, Inc.'s Affirmative Action Programs which will enable applicants and employees to know of and avail themselves of its benefits will be available for review, upon request, during normal business hours (8:00 am - 5:00 pm) from the EEO Officer. I invite all applicants for employment and all employees to review these programs, and to become aware of the benefits they provide.

Daniel R. Meckes

Daniel R. Meckes
Chairman, CEO and President
Crawford, Murphy & Tilly, Inc.
Springfield, Illinois

Recent Comments on CMT's Performance

“Greg Heaton and his team have been responsive to our needs with a level of foresight that normally would not be expected.”

Frances Cottle, Airport Administrator, Cincinnati State Technical & Community College

“CMT's staff has demonstrated professionalism and clearly is experienced and knowledgeable of airports in the region. Mr. Heaton has been an excellent ambassador with our FAA ADO project manager.”

Michael T. Hodges, Airport Manager, Wood County Regional Airport, Bowling Green, OH

“The level of communication was outstanding; I was always able to reach someone when I needed to.”

Ken Smith, City Administrator, Branson West Municipal Airport

“CMT's response time to emails/phone calls is the best I've had from any consultant company.”

Cliff Skees, GIS Specialist,

Lexington Bluegrass Airport, KY

Demonstrated Ability to Meet Schedules & Respond Quickly

CMT's ability to deliver quality projects for our airport clients in a timely manner over the past 70+ years is the result of several things:

- Our ability to adequately staff our team and effectively manage peak workloads.
- Our deep bench of resources (70 aviation professionals) and our ability to coordinate across offices allow us to quickly mobilize
- The unique level of staff stability and continuity promotes seamless productivity
- Very flexible internal systems and processes that facilitate project production among multiple offices.

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 the Detroit ADO staff and invite them to the table early on in the planning process. This minimizes risk of schedule slippage when documents are submitted for review.

Staff Availability

The CMT team has a strong group of individuals ready to engage on this project with a broad distribution of responsibilities. The CMT team led by Greg Heaton and Ben Cooley will be readily available and will provide confidence that your project will be in good hands.

Workload & Responsiveness

CMT is consistently ranked as one of the top 25 aviation firms in the U.S. Our Aviation Business Group is made up of over 70 full time aviation professionals assigned to our offices. We have the flexibility and resources to add any work to our corporate backlog without in any way compromising your needs or the needs of our current client base.

Our entire approach is based upon responsiveness. CMT has a host of professionals and technical specialists who will support this initiative. When needs arise, people across the entire organization will assist in streamlining the communication and the work.

What you do today impacts your community, county, and the surrounding area for decades to come.

Let's work together to get it done right.

Full-Service Consulting Firm built on a Multi-Year Model

CMT's interest in and understanding of this proposed multi-year contract is based in part on our distinctive and extensive experience with multi-year contracts at airports like yours. Our history of success at these airports is evidence of a certain level of service distinctive in the marketplace.



That is the number of airport clients who consider CMT an extension of their staff because we serve them on a multi-year or retainer basis.

This currently includes 19 commercial service airports, 7 relievers and 46 general aviation airports, all served from the Midwest. This represents nearly 70% of our airport clients, which signifies a strong business model oriented to responsive service. It's a model we've been practicing for a long time, as most of the clients who choose us tend to select us again – many of them for multiple decades.

As a full service aviation consulting firm, CMT is unique in its ability to provide to strategic business planning services. For over 70 years, we have been helping our clients achieve and exceed their long-term goals.

Clients Attest to Project Quality

The following projects highlight our recent performance and the quality of projects we have completed. The information requested is provided along with summarized results from the "Client Project Evaluations" we pursued at the end of each project. The CMT evaluations, all recently completed, contain 15 statements related to such things as responsiveness, innovation, accuracy, communication, schedule, budgets, invoicing, construction, etc. Clients rate CMT on each question on a 1 to 10 scale. In addition to high ratings received on each individual question, it is the consistent answer on the final question that underscores CMT's performance.

CMT Client Satisfaction Scores (on 10-point scale)

Responsiveness: 9.5

Follow Through: 9.4

Timely Completion: 9.4

Communication: 9.5

Budget Sensitivity: 9.0

Fairfield County Airport

Client Project Evaluation:

#10 Ratings on all 15 questions

Putnam County Airport

Client Project Evaluation:

#10 Ratings on all 15 questions

Kansas City Downtown Airport

Client Project Evaluation:

#10 Ratings on 14 questions

#8 Rating on 1 question

Sidney Municipal Runway

Client Project Evaluation:

#10 Ratings on 14 questions

Proximity to Project Site

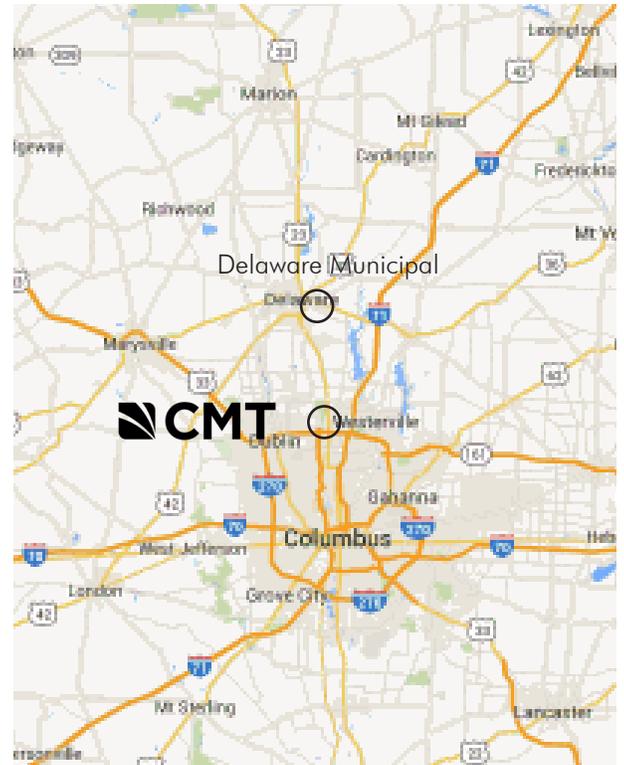
CMT will manage the work for the proposed project from our Columbus office. Our team of aviation professionals working out of the Columbus office offers the added benefits of:

- Ability to provide comprehensive strategic business planning services locally.
- A local project staff of dedicated aviation professionals available for immediate assignment.
- Experience working with the staff of ODOT Aviation, FAA Great Lakes Region and at the FAA national level in Washington, D.C.



Office Location
8101 N High Street
Suite 150
Columbus, OH 43235
614-468-1200

Greg Heaton, PE, AICP, CM, MBA
Point of Contact
gheaton@cmtengr.com



References

Cincinnati West Airport

Will Berninger
Airport Manager
513-367-5070
will.berninger@cincinnati.state.edu

Wood County Airport

Rob Ridday
Authority President
419-807-8836

Fairfield County Airport Authority

Jon Kochis, Board Member
Chairman Airport Improvement Committee
740-652-7961
jon.kochis@fairfieldcountyohio.gov

Associations & Organizations



Professional associations and organizations are important in our industry. From networking to industry knowledge, the benefits of these associations are priceless. Within Ohio, CMT has been a member of the Ohio Aviation Association for over 14 years and actively serving on the Board of Directors for over six years. For the past two years, Greg Heaton has served as the President of the organization and led efforts to establish significant state funding for airport improvements, over a 9850% increase in 2016. The OAA is an organization solely devoted to the advancement and protection of Ohio aviation. Through our work with this organization we have been successful in achieving increased funding through the ODOT Grant program, which has brought back the FAA grant matching program at 5% helping general aviation airports realize projects they otherwise may not have been able to fund at the full 10% level. The association also worked to obtain the Teleconferencing ability through House Bill 455. This organization is working to improve the aviation community in the State of Ohio every day and our team is truly connected to OAA like no other.



We also maintain and improve our aviation industry knowledge by taking an active role in other aviation industry organizations. This helps ensure that our clients will benefit from the latest technological and policy changes in the field. CMT is a member of the Airports Council International (ACI), the American Association of Airport Executives (AAAE), the Airport Consultants Council (ACC), and various smaller aviation organizations. Additionally, to be aware of and remain familiar with changes to standards and policies, CMT personnel consistently attend industry organization, FAA regional and state aviation conferences.



County Engineers Association of Ohio



| Relevant Associations/Organizations CMT is Affiliated With | |
|--|---|
| Acronym | Association/Organization |
| AAAE | American Association of Airport Executives |
| ACC | Airport Consultants Council |
| ACI | Airports Council International |
| AAI | Aviation Association of Indiana |
| AIA | American Institute of Architects |
| APA | American Planning Association |
| ASCE | American Society of Civil Engineers |
| CCAO | County Commissioners Association of Ohio |
| CEAO | County Engineers Association of Ohio |
| NAEP | National Association of Environmental Professionals |
| ORBAA | Ohio Regional Business Aviation Association |
| TRB | Transportation Research Board |



Fee Proposal

We propose to complete the task items for a lump sum fee of **\$45,000**, including expenses. This fee is based upon the stated Scope of Services included in the RFP and our discussions with you at the pre-proposal meeting. Additional discussions following selection could add depth to our understanding of your objectives and allow us to tailor efforts more closely to your priorities. We would welcome that conversation.

10 YEAR CAPITAL IMPROVEMENT PROGRAM (CIP) FY-2018 to FY-2028

| | |
|--|---|
| Airport Name: Delaware Municipal Airport | Date prepared: November 27, 2017 |
| Associated City Delaware, Ohio | Prepared By: City of Delaware |
| Sponsor: City of Delaware | Telephone No.: (740) 203-1803 |
| Airport Three Letter ID: DLZ | Congressional District: 12th |

| Item # | Description | Fiscal Year | Total Cost | Entitlement | Apportionment | Discretionary | ODOT Grant | Sponsor Match | ODOT Match | Other/Local | Remarks/Item Justification |
|--------|--|-------------|-------------------|-------------------|-------------------|---------------|-------------------|------------------|------------------|------------------|---|
| 1 | Carry Over NPE | 2018 | | \$ - | | | \$ - | \$ - | | \$ - | Bank NPE |
| | Subtotal 2018 | | \$ - | \$ - | | | \$ - | \$ - | \$ - | \$ - | |
| 2 | Taxiway Rehabilitation (T/H A) - Design & Construction | 2019 | \$ 408,481 | \$ 300,000 | | | | \$ 20,424 | \$ 20,424 | \$ 67,633 | Low PCI/Pavement Preservation |
| 3 | Taxiway Rehabilitation (T/H B) - Design & Construction | 2019 | \$ 452,927 | \$ - | \$ - | \$ - | \$ 430,281 | \$ 22,646 | \$ - | | Low PCI/Pavement Preservation |
| | Subtotal 2019 | | \$ 861,408 | \$ 300,000 | \$ - | \$ - | \$ 430,281 | \$ 43,070 | \$ 20,424 | \$ 67,633 | |
| 4 | Apron Area B Rehabilitation - Design & Construction | 2020 | \$ 370,000 | \$ - | \$ - | | \$ 351,500 | \$ 18,500 | \$ - | | Low PCI/Pavement Preservation |
| | Subtotal 2020 | | \$ 370,000 | \$ - | \$ - | \$ - | \$ 351,500 | \$ 18,500 | \$ - | \$ - | |
| 5 | Apron A Expansion - Design & Construction | 2021 | \$ 705,000 | \$ 300,000 | \$ 369,750 | | | \$ 35,250 | \$ 35,250 | \$ - | Aircraft Parking Issues |
| | Subtotal 2021 | | \$ 705,000 | \$ 300,000 | \$ 369,750 | \$ - | \$ - | \$ 35,250 | \$ 35,250 | \$ - | |
| 6 | Carry Over NPE | 2022 | \$ - | | | | \$ - | \$ - | | | Bank NPE |
| | Subtotal 2022 | | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | |
| 7 | T/H C1 & C2 Rehabilitation - Design & Construction | 2023 | \$ 400,000 | \$ 300,000 | | | | \$ 15,000 | \$ 15,000 | \$ 70,000 | Low PCI/Pavement Preservation |
| | Subtotal 2023 | | \$ 400,000 | \$ 300,000 | \$ - | \$ - | \$ - | \$ 15,000 | \$ 15,000 | \$ 70,000 | |
| 8 | Carry Over NPE | 2024 | \$ - | | \$ - | | | \$ - | \$ - | | |
| | Subtotal 2024 | | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | |
| 9 | Master Plan Update/Terminal Area Plan | 2025 | \$ 100,000 | \$ 90,000 | | | | \$ 5,000 | \$ 5,000 | \$ - | Master Plan 20 years old / Terminal Area Plan |
| | Subtotal 2025 | | \$ 100,000 | \$ 90,000 | \$ - | \$ - | \$ - | \$ 5,000 | \$ 5,000 | \$ - | |
| 10 | Terminal Building Upgrades | 2026 | \$ 400,000 | \$ 360,000 | | | | \$ 20,000 | \$ 20,000 | | Terminal Building Upgrades |
| | Subtotal 2026 | | \$ 400,000 | \$ 360,000 | \$ - | \$ - | \$ - | \$ 20,000 | \$ 20,000 | \$ - | |
| 11 | Carry Over NPE | 2027 | \$ - | | \$ - | | | \$ - | \$ - | | Bank NPE |
| | Subtotal 2027 | | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | |
| 11 | Apron A Rehabilitation | 2028 | \$ 750,000 | \$ 300,000 | \$ 375,000 | \$ - | \$ - | \$ 37,500 | \$ 37,500 | | Pavement Preservation |
| | Subtotal 2028 | | \$ 750,000 | \$ 300,000 | \$ 375,000 | \$ - | \$ - | \$ 37,500 | \$ 37,500 | \$ - | |

ODOT/OA Contact: Dave Dennis 614-387-2352

FAA Contact: Evonne McBurrows 734-229-2945