ARMSTRONG

CARSON CITY

AIRPORT

STATEMENT OF INTEREST AND QUALIFICATIONS
FOR AIRPORT ENGINEERING SERVICES

June 15, 2018

ARMSTRONG

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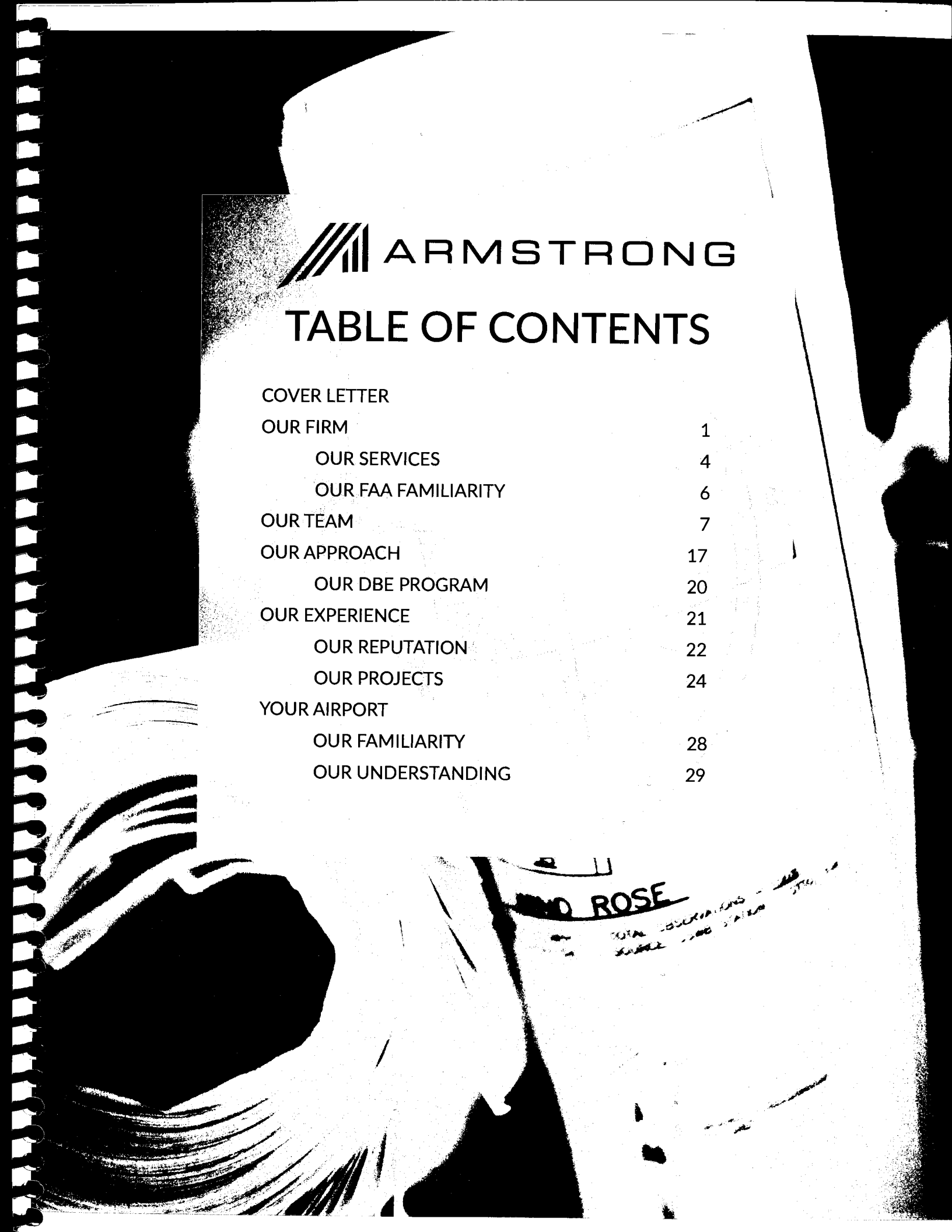


THANK YOU

FOR CONSIDERING US!

Dear Selection Committee:

Armstrong Consultants, Inc. (Armstrong) is pleased to submit this Statement of Qualifications to provide Professional Airport Engineering Services to the Carson City Airport (CXP). Armstrong is an airport-exclusive professional consulting firm specializing in airport planning, engineering, and construction administration services.

We have assembled an exceptionally well-qualified team with regional experience and familiarity with your airport. Armstrong, and our teaming partner, PK Electrical Inc., have offices in Reno, approximately a thirty-minute drive away.

As the State Capital airport, we understand your airport is an integral part of the community and culture of Nevada. We believe the ongoing efforts of the Airport Authority to improve airport health and growth is showcased by the list of projects in the Request For Qualifications (RFQ). We look forward to developing a Scope of Work that promotes long-term sustainability and economic growth at CXP.

Armstrong has over 45 years of airport-exclusive knowledge of FAA and NDOT processes, with 29 of those years servicing Nevada communities. Our team currently services nine airports in Nevada, allowing us to provide insightful and productive services to CXP.

Armstrong's vision is to be the leading, most respected aviation planning, engineering, and construction administration firm in Nevada. We believe that to achieve this goal we need to develop authentic people and provide innovative and cost-effective solutions. By implementing our core values of safety, passion, excellence, and integrity into all we do, we will cultivate genuine and long-term client relationships.

Should you have any questions regarding our submittal, or would like any further information, please do not hesitate to contact me.

Sincerely,

Principal | Engineering Operations Manager
(970) 242-0101
cnocks@armstrongconsultants.com

OUR FIRM

Armstrong prides itself on being a leader in engineering services, specializing exclusively in airports, throughout the Western United States. We believe that as the world of aviation undergoes change, airport staff will require an adaptive, interactive team to lead the engineering and planning process. Armstrong's primary objective is to provide solutions by collaborating with airport sponsors to develop successful project outcomes.

Our staff, of nearly 50 people, is comprised of airport planners, engineers, resident inspectors, and support personnel who have dedicated their careers to improving airports. Established in 1973, and serving the airport community exclusively for the last 30 years, our firm has completed over 1,200 projects at more than 130 different airports.

Airport representatives repeatedly select Armstrong because of our outstanding record of performance, client satisfaction, and solid relationships with federal, state, and local agencies.

RESPONSIVE ON-SITE SERVICE

We are available when you need us. Whether discussing project scoping, monitoring investigations, gathering community input, or delivering an airport improvement update to stakeholders, we are here for you. Your staff is supported by a team with decades of experience.

EMPHASIS ON COMMUNICATION

Ongoing communication is essential for successful projects. We maintain continuous contact with NDOT and FAA staff to monitor your project progress as well as keep abreast of current aviation issues. We recognize communication will be the foundation upon which we accomplish your goals for CXP.

PILOT'S PERSPECTIVE

We understand airports from the ground and from 300 feet in the air on final approach. Our team has several pilots on staff, which enables us to incorporate a pilot's perspective into every solution we develop. Our passion and enthusiasm for flying are the motivators behind our core services.

47 DEDICATED AIRPORT PROFESSIONALS

30+ YEARS OF AVIATION EXPERIENCE

1200+ AIRPORT PROJECTS COMPLETED

9 CURRENT NEVADA SPONSORS

WHO WE ARE

As an employee-owned firm, every team member is personally invested in providing you with the best possible service. Our goal is to be a consistent and reliable resource that is available to you.

OFFICE LOCATIONS

Nevada Office
200 S. Virginia
8th Floor
Reno, NV 89501

Grand Junction Office
861 Rood Ave.
Grand Jct, CO 81501

Denver Office
6855 South Havana St.
Ste. 635
Centennial, CO 80112

New Mexico Office
2305 Renard Place SE
Ste. 210
Albuquerque, NM 87106

Arizona Office
2345 S. Alma School Dr.
Ste. 208
Mesa, AZ 85210

We provide INNOVATIVE SOLUTIONS

We are committed to EXCELLENCE

We deliver HIGH QUALITY projects

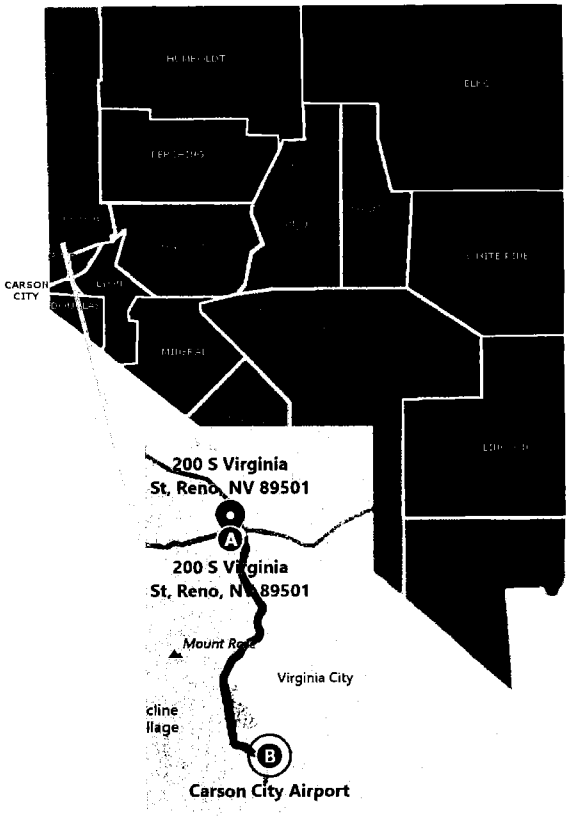
We do it ON-TIME and ON-BUDGET

WE ARE EXCITED ABOUT CARSON CITY AIRPORT

Our job goes beyond putting plans together or writing reports that get placed on a shelf. We are passionate about working with your staff to persevere through project setbacks and build relationships along the way. With our Reno office located a quick 30 minutes away, we truly feel connected to the people and community of CXP.

We believe service produces results, and we will continue to work hard to maximize our services to benefit you. We are committed to engaging every step of the way because ultimately your success is why we love what we do.

BRANCH OFFICE



30 minute drive from Armstrong's Reno office.

WE KNOW NEVADA

Our team is focused on providing a committed, responsive, and qualified team for each project, big and small. In addition, to technical engineering design projects, we will provide you with an elevated level of care.

CXP will directly benefit from Armstrong's existing client coverage in Nevada, including neighboring Minden-Tahoe Airport and Silver Springs Airport. We have a proven track record of frequent visits, board meeting attendance, and attendance for anything else needed by the Authority.

Chris Nocks has been personally involved in the successful completion of 46 projects, at nine airports in Nevada valued at over $30 million. As a result, Mr. Nocks is an active participant in the Nevada airport community. This includes well-developed key relationships with both the FAA and NDOT, and he currently serves as a Corporate Director on the NVAA Board.

Mr. Nocks' diverse experience offers a broad range of engineering skills, with specific expertise in airport development projects. In addition to Mike Dikun in our Reno office, other members of the engineering project team are in our Mesa, Arizona office to provide in-person interaction with the FAA's Phoenix Airport District Office. Our 47-member full depth of staff is ready and eager to provide services for CXP.

MIKE DIKUN, C.M., C.A.E
Western Pacific
Territory Manager

WE'LL BE THERE WHEN YOU NEED US

Mike Dikun has over 17 years of unmatched experience with Nevada Airports, including: Reno-Stead, Reno-Tahoe, as well as nearby Lake Tahoe Airport. Mr. Dikun currently serves on the NVAA board as Past President and is a founding member of the NVAA legislative committee. He will play an integral role in servicing CXP from Armstrong's convenient Reno location. He will maximize your Armstrong benefits while ensuring you, and your team, receive the highest level of service.

Mr. Dikun will coordinate tasks with the technical support team, by providing fast, proactive, and in-person communication. Additionally, by leveraging his many years of experience operating and managing airports, Mr. Dikun will take an active role in developing construction safety and phasing plans for airport projects that minimize disruption to airport operations and maximize airport

OUR SERVICES

PRELIMINARY PHASE

During our pre-design meeting, we will collaborate with CXP representatives to develop an innovative approach to solving your airport's specific needs. From this meeting, we will develop a scope of work, and complete all necessary forms to accompany grant applications. Our engineers will work with our in-house planners to produce any required environmental documentation and our in-house Disadvantaged Business Enterprise (DBE) Specialists will complete all necessary documents for the City, State, and FAA.

DESIGN PHASE

Your team will evaluate the geotechnical and survey data, then combine it with our knowledge of the airport, to produce all necessary documents for construction, including:

CONSTRUCTION SAFETY AND PHASING PLANS
drawings aimed to provide safe and efficient airport operations during construction

CONSTRUCTION DRAWINGS
specifies geometry, layout, and design of any project including location, elevation, and details associated with construction.

TECHNICAL SPECIFICATIONS
developed to specify construction requirements

CONTRACT DOCUMENTS
assemble all required federal clauses, invitation to bid, instructions to bidders, proposal, general and special provisions.

ENGINEER'S DESIGN REPORT
summarizes design elements, by detailing methodology, project elements, schedule, and construction and consultant cost estimate.

ESTIMATE OF PROBABLE CONSTRUCTION COST
unit price estimate and anticipated cost of construction is developed based on our extensive Nevada experience.

SPECIAL SERVICES

- Annual CIP planning meetings
- FAA grant assistance
- Land use planning
- AGIS
- Topographical surveys
- Boundary surveys
- Field/construction surveys
- DBE program management
- Airport Drainage Master Studies
- Expert Witness Testimony
- Public Communication
- Monthly Status Reports
- Updated ALP
- Pavement preservation plan
- Airfield lighting maintenance plan
- Airport utility maintenance plan

CONSTRUCTION ADMINISTRATION

Armstrong provides comprehensive services to its airport clients including, construction administration, and inspection. Our firm brings unique expertise and capabilities to each project, including an excellent track record in the following areas:

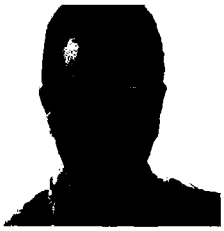
- ✔ Full-Time Resident Inspection
- ✔ Safety and Operation Plans
- ✔ Phasing Plans
- ✔ Project Closeouts

Many projects have unique requirements because of challenging soil conditions, topography, and other constraints. These types of projects can require innovative construction management techniques at which our engineers excel. We pay strict attention to the design and closely monitor construction activities to ensure NDOT and FAA specification compliance.

The construction phase of a project requires on-site control of scheduling, costs and quality to ensure progress and successful completion. In addition, every drawing or document is reviewed by experienced principals assigned to the project.

Jon Thompson, will be available 100% of the time during construction.

Mr. Thompson serves as the engineer's representative in the field, coordinating activities with the owner, contractors, regulatory agencies, and quality assurance personnel. His responsibilities include overseeing construction and testing activities, documenting construction methods, evaluating test results for acceptance, and tabulating final project quantities.



Field Engineering Supervisor, Scott Woodrow, will facilitate with Mr. Thompson, during construction.

Mr. Woodrow has worked for Armstrong for 24 years and serves as the coordinator for our project inspectors.

Our team produces both digital and hard copy versions of construction plans, technical specifications, and contract documents for contractors to purchase during bidding. We will arrange for the advertisement of the invitation for bids, and assist in holding a pre-bid meeting, and bid opening. We will review all bids for responsiveness, prepare a recommendation of award letter, then assist you with award and contract administration.

During this phase, you will see the entire scope of our full-service abilities. This includes:

- Assist the Advertising, Bid Process, Bid Negotiation Analysis and Award Recommendation
- Conduct Pre-Construction Conference
- Provide On-Site Project Representative for Construction Oversight
- Prepare Construction Management Plan
- Review Contractor Construction Schedule
- Review Material and Shop Drawing Submittals
- Conduct Wage Rate Interviews
- Prepare Daily/Weekly Inspection Reports and Submit Weekly Reports to the FAA
- Provide Technical Assistance During Construction
- Prepare and Negotiate Any Change Orders or Supplemental Agreements
- Prepare and Confirm Monthly Pay Requests
- Prepare Summary of Tests Report
- Conduct Final Inspection
- Prepare Record Drawings
- Produce Final Construction Report for Closeout

OUR FAA FAMILIARITY

Armstrong typically completes 30 to 40 FAA Airport Improvement Program (AIP) funded projects each fiscal year, including planning, environmental, design, and construction administration projects.

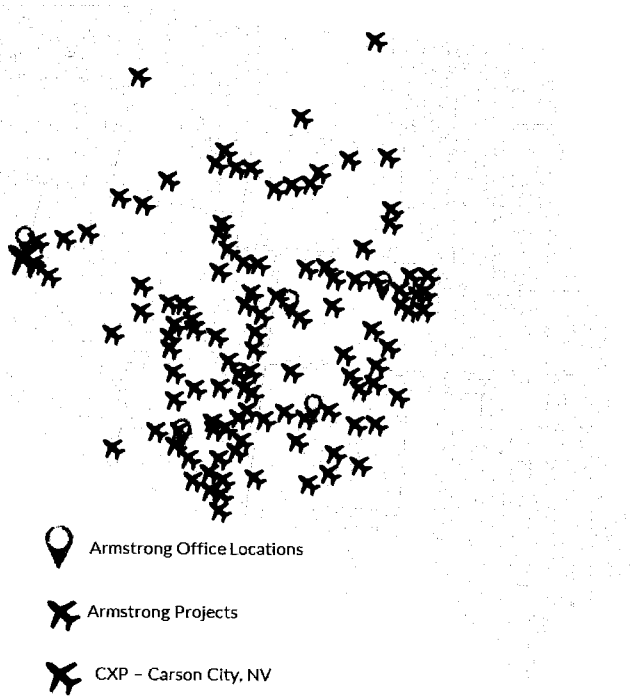
We currently work within three FAA regions and seven Airports District Offices (ADOs), this includes nearly three decades in the Western Pacific Region. Our firm has cultivated strong relationships with each office's personnel and understand their preferences and requirements.

Armstrong staff meets regularly with Kurt Haukohl, State Aviation Manager for Nevada, to stay abreast of current issues within the state. Our solid relationships with the NDOT and FAA have contributed to funding in excess of entitlements at several of our airports, such as Minden-Tahoe and Winnemucca.

In addition to our relationship with NDOT, we also maintain close relationships with the Phoenix ADO staff. With the close proximity of our Phoenix office, and our unrivaled market share of Nevada airports, we are in near-daily contact with the ADO. This relationship has allowed us, over the last five years, to successfully execute over $30 million worth of AIP projects in Nevada. Our frequent meetings with the ADO will allow us to continue to express your needs and priorities at CXP.

ARMSTRONG'S FAA AIP PROJECTS

(Completed in the last 10 years)



CARSON CITY AIRPORT (CXP)

FAA REGION

WESTERN PACIFIC REGION

AIRPORTS DISTRICT OFFICE (ADO)

PHOENIX AIRPORTS DISTRICT OFFICE

ADO PERSONNEL

JARED RAYMOND

Community Planner

NDOT STAFF

KURT HAUKOHL

State Aviation Manager

OUR TEAM

CARSON CITY AIRPORT
Carson City Airport Authority

NEVADA DOT
SAFE AND CONNECTED

Kurt Haukohl
State Aviation Manager

FAA-Western Pacific Region
Ricardo Sanchez
Civil Engineer

Mike Dikun, C.M., C.A.E.
Western Pacific
Territory Manager

IN-HOUSE COLLABORATION

Justin Pietz
Principal
Airport Planning Mgr.

Chris Nocks, P.E.
Principal
Engineering Operations Mgr.

John Rostas, C.M.
Airport Planning
Project Manager

Allison Thomas
Airport Design
Engineer

Lisa Bachman
Drafting Manager
Senior Designer

DRAFTERS

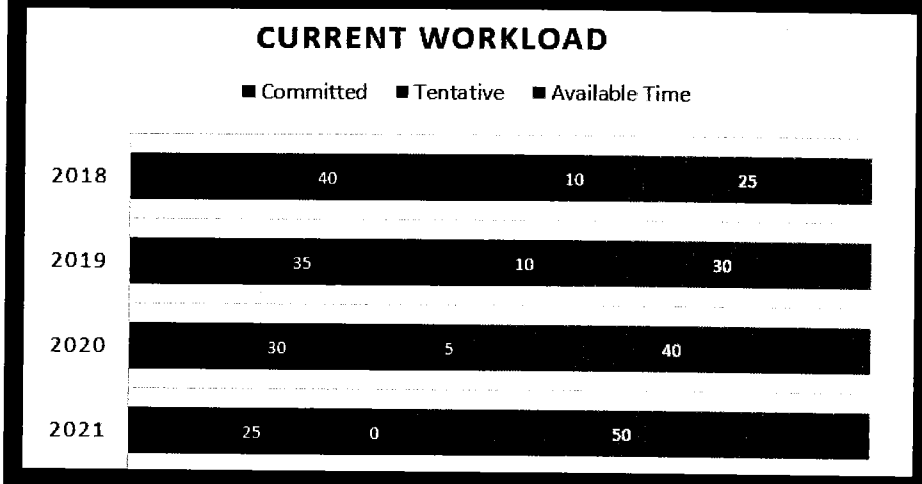
Scott Woodrow
Field Engineering
Supervisor

Jon Thompson
Resident Project
Inspector

FIELD INSPECTORS

SUB-CONSULTANT

PK Electrical, Inc.
Engineering · Design · Consulting



Armstrong is currently in an excellent place to take on the future workload of CXP. With our exceptionally efficient team, we have the capacity to meet all the demands of your airport, and furthermore provide an exceptional level of service. Between our Nevada and Colorado offices, we are currently managing 84 projects. A deeper look at our workload over the next four years can be seen in the Current Workload graphic.

SUBCONSULTANTS

PK Electrical, Inc.

PK Electrical, Inc. (PK) is a self-performing electrical engineering firm, established in 1996. This woman-owned small business provides complete electrical services including system designs for power and lighting, low voltage (DATA, WAN, LAN, Voice, CCTV, PA, Security Access & Control, A/V, Master Clock, DAS, Fire Alarm), medium voltage distribution, emergency power systems, utility coordination, onsite surveys of existing systems, onsite inspections, feasibility studies, energy audits, plan reviews, construction administration, cost estimating, electrical system load, coordination and fault studies, grounding and lightning protection, site planning, special use permit and arc flash analysis. We have a reputation for creating high-quality work with terse deadlines, being collaborative, and extremely competent with complex designs.

PK is headquartered in Reno, Nevada and is a certified DBE. The firm has extensive experience with lighting and power designs for airports, airfield, roadway, street, highway, maintenance facilities, and parking garages.

ARMSTRONG AND PK RELATIONSHIP HISTORY

LOCATION	AIRPORT	PROJECT
Window Rock, AZ	Window Rock Airport	NAVAIDs and Runway Lighting
Creede, CO	Creede-Mineral County Memorial Airport	Fuel System
Delta, CO	Blake Field Airport	Install Jet A Fuel System
Fremont County, CO	Fremont County Airport	PAPI Replacement
Alamo, NV	Alamo Landing Field	Construct SRE Building and Equipment
Douglas County, NV	Minden-Tahoe Airport	Airfield Lighting
Douglas County, NV	Minden-Tahoe Airport	Perimeter Fence
Owyhee, NV	Owyhee Airport	Construct SRE and Equipment
Owyhee, NV	Owyhee Airport	AWOS
Spanish Fork, UT	Spanish Fork-Springville Airport	AWOS

CHRIS NOCKS, P.E.

Principal | Engineering Operations Manager

Joining Armstrong in 2010, Mr. Nocks is responsible for the design and project management of a variety of airport projects. His duties include engineering designs, preparation of construction plans and specifications, cost estimating, writing project design and final reports, preparation of grant applications, and capital improvement programs. Additionally, as Engineering Operations Manager, Chris is responsible for managing the production of a staff of 12 engineers.

Prior to joining our professional engineering design team, Mr. Nocks served as a Captain in the U.S. Air Force. He was assigned to the 28th Civil Engineer Squadron, 28th Bomb Wing, Ellsworth Air Force Base, South Dakota as Chief of Operations Support. He deployed twice during this assignment in support of Operation Iraqi Freedom and Operation Enduring Freedom. During his first deployment, he served as Project Manager for seven months on 28 projects valued at over $6 million at Al Dhafra Air Base, United Arab Emirates. Mr. Nocks also served as the Military Construction Program Manager for U.S. Forces - Afghanistan for six months during his second deployment, and developed a construction program worth over $8 billion to support current and future mission requirements in Afghanistan. The construction program included more than 150 miles of supply routes, five new runways, housing for over 50,000 troops, life support, and medical, command, and control facilities.

RELEVANT EXPERIENCE

MINDEN-TAHOE AIRPORT | REHABILITATE TAXIWAYS E, F, G, AND APRON

Minden, Nevada (2016) | Project Manager

Mr. Nocks currently manages all engineering projects at this airport. He has overseen engineering design for taxiway reconstruction, taxiway overlay, pavement rehabilitation, apron rehabilitation, lighting upgrades, and the installation of a perimeter fence. Mr. Nocks managed the full-depth reconstruction of two taxiways and an apron, overlaying of two taxiways, and pavement rehabilitation in multiple locations at the airport. Additionally, the 30,000-linear-foot fence was designed to prevent wildlife incursion into the airport operations area and discourage unauthorized access to the airfield by people and/or vehicles. That project included special considerations for gate access and security control.

ERIE MUNICIPAL AIRPORT | SNOW REMOVAL EQUIPMENT (SRE) BUILDING

Erie, Colorado (ongoing) | Quality Control

Mr. Nocks is providing quality control for the construction of an SRE building west of the FBO Hangar, abutting the north ramp. The building includes two storage bays. This project also encompasses the construction of a gravel driveway on the backside of the building, along with utilities including natural gas and electricity. A 60-foot by 25-foot asphalt approach will also be designed to meet loading standards and connect the building to the ramp. The estimated construction period for this project is 90 days.

WINNEMUCCA MUNICIPAL AIRPORT | CONSTRUCT TAXIWAYS E AND A5

Winnemucca, Nevada (2017) | Project Manager

Mr. Nocks managed the design and construction of two new taxiways at this site. The upgrade included a mid-field connector taxiway and a taxiway connecting the hangar area to the main taxiway. These pavement projects comprised an estimated total of 2,200 lineal feet and were designed to accommodate aircraft up to 30,000 pounds. Additional tasks associated with this contract included lighting installation, pavement and edge marking, replacement of three existing supplemental wind cones, and compliance with FAA signage requirements.

YEARS OF EXPERIENCE

14 Industry, 7 Armstrong

EDUCATION

M.S. Engineering Systems
Civil Engineering
Colorado School of Mines

B.S. Geological Engineering
Colorado School of Mines

USAF Civil Engineer
Officer Training
Air Force Institute of
Technology

LICENSES

Professional Engineer:
CO, NV, WY, MT, ID, UT, ND

CONTACT ME

(970) 255 2015

861 Rood Avenue
Grand Junction, CO
81501

cnocks@armstrongconsultants.com

MIKE DIKUN, C.M., C.A.E.

Western Pacific Territory Manager

As the Armstrong Western Pacific Territory Manager, Mr. Dikun is currently involved with providing existing airport clients with the benefit of his 27 years of airport management experience, while working to develop new clients from the recently established Reno, Nevada office. Mr. Dikun has experience at FBO's, aircraft modification and repair facilities, Part 139 Certificated airports, and General Aviation airports from New York to California. Throughout his career, Mr. Dikun has demonstrated success in airport development and improvement, the FAA AIP Grant program, project management, enhancing airport revenues and business development, improving airport operational safety and establishing positive airport / community relations.

With Armstrong, Mr. Dikun will use his experience to provide knowledgeable guidance to existing and potential clients on the myriad of subjects that are airport management. This unique perspective is viewed as a significant "value added" to the Armstrong dedication to customer service. Throughout his career, Mr. Dikun has developed excellent working relationships with the local FAA Airport District Office and State Aviation organizations.

PRESENTATIONS | WORKSHOP | SEMINAR

ORAL TESTIMONY
"PRESERVATION AND PROMOTION OF GENERAL AVIATION AIRPORTS"
Wednesday, June 9, 1999 before the House of Representatives
Subcommittee on Aviation
Committee on Transportation and Infrastructure, Washington, D.C.

PRESENTATION
NvAA 2018 Airport Operations and Maintenance at Small Community Airports

July 2008, AAAE Large Hub Winter Operations Seminar
La Guardia Airport

July 2008, AAAE Northwest Chapter
Airport Facilities Management Conference and Exposition
Seattle, WA

November 2008, Airfield Marking Practicum
Reno, NV

MODERATOR
SWAAAE Airport Management Short Course
UAS on Airports January 2015

SWAAAE Airport Management Short Course
Airport Operations and Maintenance January 2018

YEARS OF EXPERIENCE

27 Industry, 5 Armstrong

EDUCATION

B.A. Economics
Muhlenberg College

CERTIFICATIONS

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

Certified Airport Executive
Southwest Chapter AAAE

AFFILIATIONS

American Association of Airport Executives

Southwest Chapter AAAE
Board of Directors
2010-2016

Nevada Airports Association
Immediate Past President
2016-2018

CONTACT ME

(775) 346 3012

200 S. Virginia, 8th Floor.
Reno, NV 89501

mdikun@armstrongconsultants.com

ALLISON THOMAS

Airport Design Engineer

As an airport design engineer with Armstrong, Ms. Thomas is currently involved in the design and construction of a variety of airport projects ranging from airport navigational aid installation projects to airport pavement construction projects. Ms. Thomas graduated from the Colorado School of Mines in 2016 and is working towards her professional engineer's license.

Ms. Thomas' duties include engineering designs, preparation of construction plans and specifications, cost estimating, writing project design and final reports, preparation of grant applications, capital improvement programs, contract administration and construction project management. Ms. Thomas has experience working with the FAA and the aeronautics departments of the department of transportation for Utah, Colorado and Nevada.

RELEVANT EXPERIENCE

ERIE MUNICIPAL AIRPORT | APRON REHABILITATION

Erie, Colorado (ongoing) | Design Engineer

Ms. Thomas is the design engineer for the apron rehabilitation project on the concrete apron at the Erie Municipal Airport. This project includes replacing the failed concrete panels and joint filling the entire apron.

FREMONT COUNTY AIRPORT | PAVEMENT MAINTENANCE - PAPI INSTALLATION

Canon City, Colorado (ongoing) | Design Engineer

Ms. Thomas is the design engineer for the installation of the Precision Approach Path Indicator lights (PAPI) and pavement maintenance project at the Fremont County Airport. This project includes crack sealing, fog sealing and remarking the runway, installing PAPI units on both ends of the runway, and installation of electrical cables to power the PAPIs.

ALAMO LANDING FIELD | APRON EXPANSION AND TAXIWAY CONSTRUCTION

Alamo, Nevada (ongoing) | Design Engineer

Ms. Thomas is the design engineer for the apron expansion and taxiway construction project at the Alamo Landing Field. This project includes pavement construction to expand the apron, construct Runway 32 bypass Taxiway, and construct a taxilane. The pavement construction includes calculation, drainage and pavement design, and grading.

MINDEN-TAHOE AIRPORT | PAVEMENT MAINTENANCE AND APRON EXPANSION

Minden, Nevada (ongoing) | Design Engineer

Ms. Thomas is the design engineer for the pavement maintenance and apron expansion project at the Minden-Tahoe Airport. This project includes crack sealing, fog sealing and remarking the runway and taxiways, and expanding the eastside apron by approximately 35,000 square yards.

WOODHOUSE FIELD | AWOS INSTALLATION

Spanish Fork, Utah (ongoing) | Construction Project Manager

Ms. Thomas is the construction project manager for installation of the weather sensing system (AWOS). This project is constrained by a 30-day completion deadline. This project includes site preparation, cable, conduit and counterpoise installation, installation of the AWOS system and FCC licensing.

YEARS OF EXPERIENCE

2 Industry, 2 Armstrong

EDUCATION

B.S. Civil Engineering
Colorado School of Mines

CERTIFICATIONS

Engineer in Training:
CO

AFFILIATIONS

American Association of Airport Executives (AAAE)

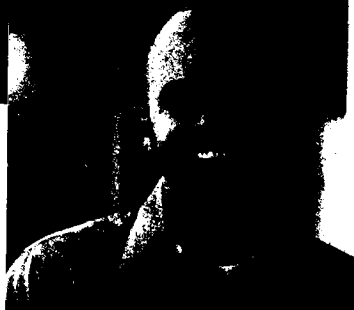
Colorado Airport Operators Association (CAOA)

CONTACT ME

(970) 255 2018

861 Rood Avenue
Grand Junction, CO
81501

athomas@armstrongconsultants.com



JUSTIN PIETZ

Principal | Planning Manager

Justin Pietz serves as Planning Manager with Armstrong and supervises the firm's planning staff along with completing a diverse range of airport planning projects. He has 18 years of aviation experience and has completed over 100 master planning and environmental studies at more than 80 airports throughout the western United States. Mr. Pietz was selected by Airport Business Magazine as one of the Top 40 Under 40 aviation professionals of 2013. His areas of expertise include Airport Master Plans, Site Selection Studies, Environmental Assessments, Airport Land Use Compatibility Planning, Aircraft Noise Evaluation, Airport Emergency Plans, Airport Financial Plans and Airport Certification Manuals.

Mr. Pietz produces a variety of planning studies and provides quality control and peer reviews for other planners in the firm. He has developed financial plans for numerous airports addressing concerns related to revenue and expenditure and promoting self-sufficient airport development.

Mr. Pietz is an FAA-licensed private pilot, which enables him to intimately understand airport user needs. His background in aviation safety ensures that safety factors are considered throughout the planning process.

RELEVANT EXPERIENCE

MINDEN-TAHOE AIRPORT | AIRPORT MASTER PLAN

Minden, Nevada (2016) | Project Manager

Mr. Pietz served as the project manager for this airport master plan. The narrative report provided evaluation for development items in a concise document for quick reference by County officials. Key planning elements included protection for a runway extension, future elimination of taxiway hot spots, and protection of non-aeronautical revenue generation parcels. The master plan also included an extensive evaluation of the future landside development including future hangar, apron and air tanker base development along the east side of the airport. MEV sees over 90,000 annual operations, has over 400 based aircraft, and over 250 based tenants.

CANYONLANDS FIELD | AIRPORT MASTER PLAN

Moab, Utah (2015) | Project Manager

Mr. Pietz was the project manager for the development of this master plan. The AMP for Canyonlands Field, a non-primary commercial service airport, included considerations for recreational pilots and scenic air tour providers, among other users. Key planning elements included a proposed C-II ARC upgrade and crosswind runway evaluation to allow the airport to accommodate a higher volume of larger aircraft, including regional-jet commercial service aircraft.

ELY AIRPORT/YELLAND FIELD | AIRPORT LAYOUT PLAN

Ely, Nevada (2015) | Project Manager

Mr. Pietz served as the project manager for this airport layout plan update. The narrative report provided evaluation for development items in a concise document for quick reference by County officials. Key planning elements included protection for a runway extension, decoupling intersecting runways, and protection of non-aeronautical revenue generation parcels.

OTHER NEVADA AIRPORT PLANNING PROJECTS

Lovelock Derby Field Airport Master Plan
Panaca Lincoln County Airport Master Plan
Austin Airport Master Plan
Silver Springs Airport Master Plan
Panaca Lincoln County Airport Environmental Assessment
Winnemucca Municipal Airport Environmental Assessment
Alamo Airport Environmental Assessment
Owyhee Site Selection Study and Environmental Assessment

YEARS OF EXPERIENCE

18 Industry, 14 Armstrong

EDUCATION

B.S. Aerospace Studies
Embry-Riddle Aeronautical University

CERTIFICATION

Private Pilot

AFFILIATIONS

Aircraft Owners and Pilots Association (AOPA)

Arizona Airports Association (AzAA)

Colorado Airport Operators Association (CAOA)

Utah Airport Operators Association (UAOA)

Nevada Airport Operators Association (NvAA)

CONTACT ME

(970) 255 2014

861 Rood Avenue
Grand Junction, CO
81501

jpietz@armstrongconsultants.com

JOHN ROSTAS, C.M.

Airport Planning Project Manager

Mr. Rostas is an Airport Planning Project Manager at Armstrong and has completed projects at facilities ranging from rural general aviation to commercial service airports throughout the western United States. In his role as a planner, he develops Airport Master Plans, Airport Layout Plan Updates, and Environmental Assessments. He obtained a Master of Business Administration from Embry-Riddle Aeronautical University in 2015. He also obtained a Bachelor of Business Administration in Airport Management and a Bachelor of Arts in Political Science from the University of North Dakota in 2013. While in college, Mr. Rostas spent his summers working the docks for a Seattle-based float plane airline. Mr. Rostas is a seven-year member of the American Association of Airport Executives.

RELEVANT EXPERIENCE

MINDEN-TAHOE AIRPORT | AIRPORT MASTER PLAN
Minden, Nevada (2016) | Airport Planner
Mr. Rostas was the airport planner for the development of this airport master plan. The airport master plan provided an in-depth evaluation of the airport which serves as a hub for both powered aircraft and gliders. Within this evaluation, recommendations were made to better increase aviation safety and airfield efficiency while balancing the high demand for additional hangar development.

SILVER SPRINGS AIRPORT | AIRPORT MASTER PLAN
Silver Springs, Nevada (2017) | Airport Planner
Mr. Rostas provided technical investigation, writing, and outreach for the development of this airport master plan. The Silver Springs Airport is located adjacent to the Tahoe Reno Industrial Center and needed a plan to reflect this area's growth potential. Key planning elements included instrument approach procedure development, an airport reference code upgrade, and extensive public involvement.

CRAIG-MOFFAT COUNTY AIRPORT | AIRPORT MASTER PLAN
Craig, Colorado (ongoing) | Deputy Project Manager
Mr. Rostas is serving as the Deputy Project Manager for the development of this mater plan. The AMP is providing stringent analysis of correcting non-standard FAA design conditions to ensure the highest level of safe and efficient operation at the Airport. Additionally, other elements are evaluating visual aid compatibility with surrounding terrain and mitigation of development on environmental features adjacent to the Airport.

YUMA MUNICIPAL AIRPORT | AIRPORT MASTER PLAN
Yuma, Colorado (ongoing) | Deputy Project Manager
Mr. Rostas is serving as the Deputy Project Manager for the development of this master plan. The AMP is providing solutions towards increasing the primary runway length, implementation of an instrument approach procedure, and alternative methods to maintain airport functionality during construction. Key planning elements include accommodating agricultural spray operations and additional land-side development.

ALAMOGORDO-WHITE SANDS REGIONAL AIRPORT | AIRPORT ACTION PLAN
Alamogordo, New Mexico (ongoing) | Project Manager
Mr. Rostas is serving as the Project Manager for the Airport's Action Plan. The plan is currently evaluating methods to accommodate the fleet mix change of aerial firefighting operations as they transition towards larger jets and balancing airspace requirements with nearby Holloman Air Force Base. Key planning elements include a taxiway relocation, hangar development, instrument approach enhancements, and accommodation of frequent military training operations.

YEARS OF EXPERIENCE

5 Industry, 5 Armstrong

EDUCATION

M.B.A. Business Administration
Embry Riddle Aeronautical University

B.B.A. Airport Management

B.A. Political Science
University of North Dakota

CERTIFICATION

Private Pilot

Certified Member of the American Association of Airport Executives

AFFILIATIONS

American Association of Airport Executives (AAAE)

Colorado Airport Operators Association (CAOA)

Southwest American Association of Airport Executives (SWAAAE)

CONTACT ME

(303) 309 8037

6855 South Havana Street
Ste. 635
Centennial, CO 80112

jrostas@armstrongconsultants.com

KAREN PURCELL, P.E.

Principal

PK Electrical, Inc.

YEARS OF EXPERIENCE: 29

EDUCATION

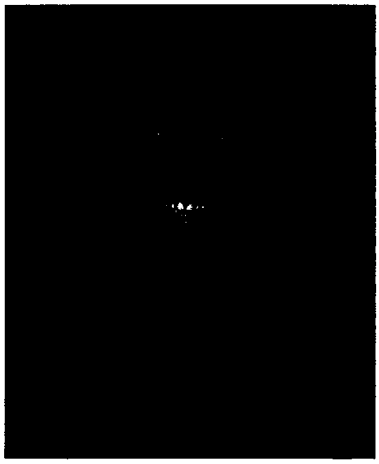
B.S. Electrical Engineering, 1989, Widener University, Pennsylvania

CERTIFICATIONS

Registered Prof. Engineer: , California, Colorado, Hawaii, Idaho, Iowa, Nevada, New Mexico, North Dakota, Oregon, South Dakota, Texas, Utah, Washington and Wyoming

PROFESSIONAL AFFILIATIONS

Nevada State Board of Professional Engineers and Land Surveyors, Vice Chairman; Illuminating Engineering Society, Member, Society of Women Engineers, Sierra Nevada Section Past Treasurer, National Society of Professional Engineers, Member, American Institute of Architects, Professional Affiliate



RELEVANT EXPERIENCE

NORTH APRON RECONSTRUCTION | CARSON CITY AIRPORT
Carson City, Nevada
The project was for a 200 sq ft gatehouse that included a desk area, restroom and HVAC unit. The electrical design included the oneline diagram, panel schedule, HVAC electrical connections and equipment layout within the building. The gatehouse design included lighting, general receptacles, and telecom equipment. As Principal Electrical Engineer, Ms. Purcell was responsible for periodic reviews and final stamp and sign.

MINDEN-TAHOE AIRPORT FENCE PROJECT | MINDEN-TAHOE AIRPORT
Minden, Nevada
The fence project involved the installation of new security fencing around the airport. This included 11 vehicle gates and 5 pedestrian gates. Access control for the vehicle gates included new card readers, VOIP intercoms with integrated CCTV cameras, illuminated directory signs, vehicle detection loops and lighting. A new card access control system and video surveillance system was installed including control panels, fiber network switches, head-end servers, software and smart card printer. As Principal Electrical Engineer, Ms. Purcell was responsible for periodic reviews and final stamp and sign.

AWOS SYSTEM & GATE PROJECT | SILVER SPRINGS AIRPORT
Silver Springs, Nevada
The project includes a new Automated Weather Observing System (AWOS) and electric slide gate. We are also doing site power survey. As Principal Electrical Engineer, Ms. Purcell is responsible for periodic reviews and final stamp and sign.

SNOW REMOVAL EQUIPMENT BUILDING | RENO-TAHOE INTERNATIONAL AIRPORT
Reno, Nevada
The scope of work was for the electrical design of a 22,000 sq ft snow removal equipment building with a capacity to store approximately 17 vehicles. The electrical system included power for the vehicles, convenience outlets, high bay lighting, light reels, a complete fire alarm system and site lighting, site electrical and site communications. As Principal Electrical Engineer, Ms. Purcell was responsible for periodic reviews and final stamp and sign. Construction costs were $ 6 million.

NEW AIRFIELD LIGHTING VAULT & QUALITY CONTROL | RENO-TAHOE INTERNATIONAL AIRPORT
Reno, Nevada
As Principal Electrical Engineer, Ms. Purcell provided the final review and stamped and signed all electrical drawing for this new airfield lighting vault. The vault was approximately 2,500 sq ft. Our design included the electrical service to the vault, new generator along with an ATS and load bank, lighting, power distribution within the vault and communication raceway systems. Outside of the vault, our work stopped at the connection to the power and communication handholes for the airfield system. Construction costs were $717,769.

DUGAN HADLER, LEED AP BD+C

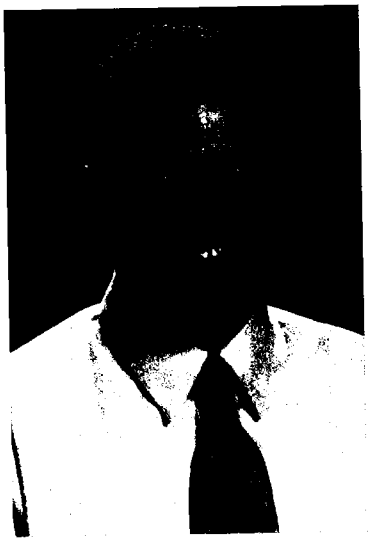
Design Manager

PK Electrical, Inc.

YEARS OF EXPERIENCE: 20

QUALIFICATION CERTIFICATES

Electrical Journeyman, 2004 (current), City of Reno, Nevada
Licensed General Electrician, 2006 (current), State of California
30hr OSHA General Construction Certificate
32hour NEC Code Changes Course
LEED AP BD+C (# 10685367)



Mr. Hadler started his career in the field as an electrician, foreman and general foreman and transitioned to electrical designer, estimator and project manager. Dugan has experience with many different project types including airports, commercial, research facilities, industrial, military, utilities and healthcare. Mr. Hadler is responsible for designing electrical distribution, lighting, lighting controls, lightning protection, fire alarm systems, HVAC control and communication systems.

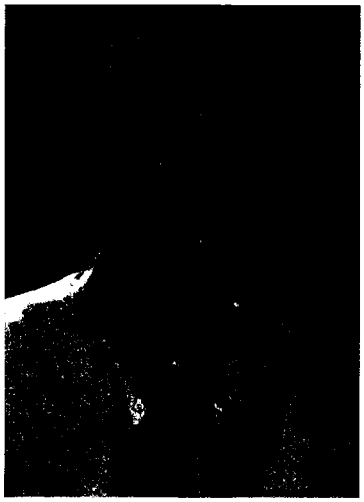
PROJECTS THAT MR. HADLER HAS WORKED ON WITH PK ELECTRICAL:

- Reno Tahoe International Airport (RTIA) TFURB Design -TELECOM & Security Engineering Services
- RTIA TFURB Design
- RTIA TFURB Preliminary Design
- RTIA Sand Storage Building Conceptual Design
- RTIA Airfield Maintenance Mechanics Shop - Large Bay Addition Program Study
- RTIA TSA Operations Improvements
- RTIA CDF Grinder and Controls
- RTIA Sand Storage Building
- Reno Stead Airport Terminal NUANCE TI
- Reno Stead Airport Terminal/EOC
- Elko County Readiness Center
- Nevada Army National Guard Airfield Perimeter Lighting Replacement
- NDOW Winnemucca Electrical Remodel
- NDOT US 395 ITS - From I-80 North to Stateline
- NDOT North Annex Restroom Remodel and Generator
- NDOT Headquarter Building Generator Study
- Carson City Public Works Buildings B and C Remodel
- VA Reno Building 1A Seismic Upgrade
- VA Reno Building 1D Relocate Electrical Panels
- VA Reno Bld 1/1A Electrical Upg, Oxygen Tank
- Relocation and Generator Load Sharing
- Reno Tahoe International Airport (RTIA) CSCF Design TELECOM & Security Engineering Services
- RTIA CSCF Design
- RTIA CSCF IT/Comm Enabling Project
- RTIA SSCP Preliminary Design
- RTIA 5KV "A" Feeder Repair - Phase 1 Preliminary Design
- RTIA Retail Spaces TI
- RTIA Indoor Service Animal Relief Area
- RTIA Automated Exit Lane Study
- RTIA Central Disposal Facility
- Derby Field Airport - Snow Removal Equipment Bld
- AASF Apron Replacement Design
- Veteran's Guest House
- 9 Mile Ranch Building Rehabilitation Evaluation
- Renown Sharlands MOB
- Renown Children's Imaging
- Tracy Power Plant, Combined Cycle Water Treatment Facility
- French Gourmet - Power Quality Evaluation
- Renown Electrical Oneline and Panel Locations - Maintenance
- VA Reno IRM Electrical Deficiencies
- VA Reno Design of Building 1 Electrical Upgrade
- Washoe County School District Incline Middle School Infrastructure Upgrade

BRIAN CUNEO, P.E., RCDD

Telecommunications Manager

PK Electrical, Inc.



Mr. Cuneo has considerable expertise in the design, coordination and installation of telecommunication and network data systems. This includes structured cabling systems for voice, data and video systems; and the design of specification of local area and wide area network active equipment including switches, routers, firewalls and servers. As Telecommunication Manager, Brian is responsible for the design and coordination of telecommunication and network data systems for our projects. He works to continuously expand this division and increase our market share of technology infrastructure projects.

YEARS OF EXPERIENCE: 29

EDUCATION

B.S. in Civil Engineering, University of California, Berkeley
M.S. in Construction Management, University of California, Berkeley, 1987
Registered Communications Distribution Designer (RCDD), California

PROFESSIONAL AFFILIATIONS

BISCI Telecommunications Association

PROJECTS THAT MR. CUNEO HAS WORKED ON WITH PK ELECTRICAL:

- Minden Tahoe Airport Fence Project
- RTIA Security System Upgrade ACAMS Phase 1
- Reno Tahoe International Airport (RTIA) TFURB Design - TELECOM & Security Engineering Services
- RTIA CSCF Design TELECOM & Security Engineering Services
- Reno Stead Airport Terminal NUANCE TI
- Reno-Stead Airport Terminal/EOC
- Nevada Air National Guard Intel Communication Infrastructure
- NAVFAC Hawaii AMD 4 P-320 Submarine Production Support Facility
- RTIA CSCF IT/Comm Enabling Project
- VA Reno OIT Upgrade
- VA Reno DICE Remodel & Expansion
- VA Reno Specialty Clinic
- VA Reno Bld 1A Seismic Upgrade
- VA Reno Mental Health Building
- N Nevada Correctional Center CCTV Project
- Ely State Prison CCTV Project
- Washoe County Medical Examiner's Facility
- Lakes Crossing Control Room
- TMWA Glendale IT Upgrade
- TMWA Glendale IT Upgrade
- TMCC Student Center
- TMCC Redfield Campus, Building One
- RTD SERE Communications Package
- RTD SERE Systems Specifications
- RTD SERE Parking Garage - COMM Scope Gap
- Carla Madsen Central Denver Recreation Center
- North System Renewal Water Treatment
- DPS Park Street E-5 Elementary School - Stapleton
- North Las Vegas Readiness Center
- Desert Research Institute (DRI) CAVE Facility
- Nevada Air National Guard (NANG) Maintenance Hangar
- State of Nevada, Plan Check, Multipurpose Room System
- Mathewson – IGT Knowledge Center @ UNR
- UNR E.L Wiegand Fitness Center
- UNR Pennington Medical Education Building
- UNR Davidson Math & Science Building
- UNR Reynolds School of Journalism Renovation
- WCSD North Valley High School IT Upgrades
- WCSD Pleasant Valley Elementary School IT Upgrades
- WCSD Reno High School Security CCTV
- WCSD Veterans Elementary IT Upgrades
- WCSD McQueen High School IT Upgrades
- WCSD Wooster High School Security CCTV
- WCSD Galena High School IT Upgrades
- WCSD Incline High School IT Upgrades

OUR APPROACH

PROJECT CONTROLS

Our team's project management approach ensures targeted results based on quality, budget, and schedule performance. We plan and design for short- and long-term airport needs, staging CXP to meet future demand requirements. From small general aviation airports to large commercial service Part 139 facilities, our guiding principal remains:

"Begin with the end in mind."

Your Primary Point of Contact, and Project Engineer, Mr. Nocks has more than 16 years of airport design and construction experience, and he understands what it takes to manage projects from conception through completion. In addition, as the Engineering Operations Manager for Armstrong, he puts a priority on managing a team with defined processes, quality control, and communication. His expertise also extends into airfield operations, grant administration, and FAA/NDOT regulations.

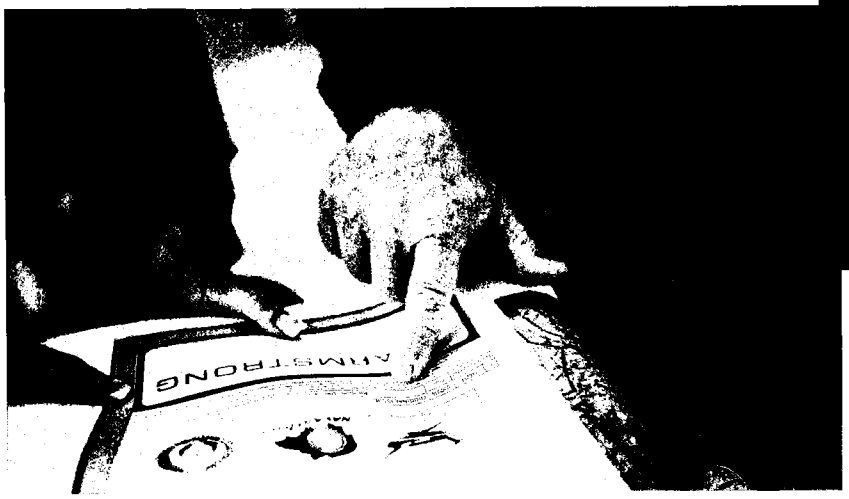
Mr. Nocks' goal is to relieve unneeded stresses from you, therefore we will utilize our familiarity with FAA ACIP processes to become an extension of your staff. Mr. Nocks will be supported by Armstrong's staff in Reno, Nevada and Grand Junction, Colorado, that have a combined experience of over 105 years in engineering and planning services. Our team's project management approach begins with pre-award planning.

Mr. Nocks will ensure all engineering activities are completed to the satisfaction of CXP and in a timely manner to avoid any project delays. His aim is to remove anxiety typically associated with upcoming airport construction and turn it into a manageable, well-defined, worry-free process. He will oversee the preparation of engineering drawings to ensure data is properly documented. No matter how extensive your Scope of Work, Armstrong will make certain the airport has programmatic success.

Our team has a long-standing reputation for the delivery of quality airport design products which result in dollar cost savings for you. Quality designs allow for ease of understanding contract documents, plans, specifications, and estimates (PS&E). When plans and specifications are easy to read, are accurate, and complete, contractors are able to provide a more firm and competitive bid. Our established quality control program can help eliminate the pitfalls that come during construction due to oversite during the design process, which can result in a change order being avoided.

Mr. Nocks will review and evaluate each project deliverable, as well as any relevant items previously completed for conformance with current standards.

PS&E reviews will be performed by at least two other Armstrong engineers, at the 30 percent stage, prior to agency submittal. Review will again be performed just prior to 100 percent submittal. Once final comments are received from the agencies and incorporated into a bid package, the documents will be reviewed for final acceptance prior to advertising.



COMMUNICATION

- Monthly written status memos will be sent to CXP, with a copy to the FAA ADO Program Manager and State Aviation Manager. This keeps all parties informed on project status.
- We perform QA/QC by a minimum of two internal engineers that are not associated with the project. This brings fresh reviewers to the project that were not involved with details and daily tasks of the project.
- We start the closeout as soon as the grant is received and update at key milestones as the project proceeds. This allows a timely submittal of the FAA Project Closeout so the client can receive their final reimbursement.
- We provide full time Construction Administration and Observation services. We do not want the construction to be a burden on our client. By providing these services we can help ensure the project is a success.

DESIGN & VALUE ENGINEERING

Airport design geometrics and critical area standards are outlined in FAA AC 150/5300-13A Airport Design to include Change 1. The standards help assure the airport will function efficiently and provide a safe operating environment.

Airport construction and materials criteria are unique and differ from the highway parameters many local contractors are accustomed to utilizing. Our construction personnel work with the materials daily and understand the differences and the testing requirements necessary to achieve a quality project. The specifications will also address any other federal, state or local requirements such as the solicitation of DBE participation, labor rate requirements, environmental permitting, FAA 'Buy American' criteria and other applicable regulations.

ON-TIME | ON-BUDGET

Armstrong examines budget and schedule projections by assessing the project regularly. If it appears the budget or scope is projected to exceed expectations, corrective actions may need to be taken. It is imperative our staff inform you when it appears this may be the case. Armstrong will collaborate with the appropriate team members for solutions, to maintain the agreed upon projects.

It may be necessary to reallocate funds by examining "needs" and "wants". However, we have found that in most cases, proactive project management controls allows for an on-time and on-budget project.

Armstrong will always inform stakeholders when it appears a project can be completed at a lower cost than what was originally negotiated. We truly believe the success of your airport is our success. We also know how important CIP projects are to the continued growth of the airport, and therefore find opportunities to aid in its future sustainability.

CONSTRUCTION REVIEWS

Meeting schedules, deadlines, and managing budgets does not stop with the design process. During the construction process, not only is the engineer and CXP staff involved, but the inspector and contractor are also involved. This requires greater communication and coordination. The inspector plays a crucial role in managing the budgets during construction. They are the Owner's representative on-site and are constantly watching the contractor. They are key to making sure the project is moving smoothly. They can often anticipate areas that the contractor may struggle with and communicate this to the engineer before the problem occurs.

COST CONTROLS

ARMSTRONG HAS AN ESTABLISHED TRACK RECORD OF STAYING ON-BUDGET. THIS STARTS AT THE MOMENT OF PROJECT CONCEPTION, FOLLOWED THROUGH TO OUR ENGINEERING ESTIMATE, AND ULTIMATELY PROJECT COMPLETION.

	Month and Year Bid	Number of Bids	Final Cost Estimate	Bid Award Amount	Number of Change Orders	Final Contract Amount
Hawthorne Reconstruct Apron	July 2013	5	$2,798,953	$2,774,450	1	$2,775,130
Winnemucca Fencing	August 2014	4	$74,630	$68,545	0	$61,544
Panaca Fuel Farm | Fencing	May 2015	1	$99,640	$127,054	0	$88,388
Silver Springs Pavement Rehab	May 2015	3	$245,592	$142,000	0	$140,000
Minden-Tahoe Rehab Taxiways and Apron	May 2015	3	$1,485,878	$1,367,007	2	$1,307,869
Ely Reconstruct Runway	May 2016	1	$2,534,850	$2,470,000	0	$2,439,116
Minden-Tahoe Airfield Lighting System Upgrade	June 2016	3	$518,888	$566,639	0	$506,850
Winnemucca Construct Taxiways	April 2016	2	$1,402,945	$1,192,455	0	$1,187,493
Winnemucca Pavement Rehab & Overlay Taxiways	June 2017	3	$2,237,817.50	$1,686,686	0	$1,686,686
Minden-Tahoe Eastside Apron Rehab	April 2017	4	$3,578,119.50	$1,752,734	0	ongoing

Because Armstrong provides aviation exclusive services in eight states, for over 80 airports, the table above is just a small representation of bid comparisons over the last five years.

OUR DBE PROGRAM

A DBE program is required for each FAA grant over $250,000. In addition to the DBE plan, a project-specific DBE goal must be prepared based on the project and DBE plan methodology. We recommend that a new plan and project-specific goal be prepared for the first project under this contract.

We will coordinate your DBE program to comply with relevant federal and state mandates. Our services will include:

- Conducting the initial review and determination of preliminary construction costs for the FY18 projects in order to prioritize goals.
- We will also review goals and accomplishments over the past three years for FAA-funded projects.

State and Triennial Goalsetting Year	Airports requiring DBE Program	Programs submitted	Programs Accepted	Programs Under Review
Arizona	9	7	0	7
Colorado	13	10	9	1
Idaho	1	1	1	0
Montana	1	1	1	0
Nevada	9	2	0	2
Utah	11	10	8	3
Wyoming	1	1	1	0
New Mexico	16	13	11	2
Total	61	45	31	15
Armstrong key states (CO, UT, NV, NM, AZ)				
The Non Primary Airports				
Total	192	192	192	192
ACI does DBE	58	42	28	15
Percent	30%			
Percent of ACI DBE		72%	48%	26%

- Determining availability of DBE firms in the town's market area and using past award information to reflect expected DBE participation.
- Breaking out race-neutral versus race-conscious. This is dependent on past years' accomplishments and records.
- Reviewing other information sources such as the state DBE Directory and the official Public Works Contractors list for Nevada to locate qualified DBE firms.
- Submitting information to the FAA for approval prior to publishing the DBE goal.

After publishing the DBE goal, Armstrong will insert the most current contract verbiage into the bid documents. Our staff will also be in attendance at the pre-bid meetings for the construction projects to explain and encourage DBE good faith effort to the proposers for proper documentation in their competitive bids. This step will assure that the bidders comply with all aspects of the requirements so the bidding process can progress smoothly. Armstrong will file the DBE accomplishment documentation with the FAA by their required deadline. This information will also be documented in the final project report.

WE HAVE THREE DBE SPECIALIST TO ASSIST YOU IN MEETING YOUR DBE GOALS.

Lara VanEvery
Airport Design Engineer
DBE Specialist

Colin Stern
Airport Design Engineer
DBE Specialist

Eric Rink
Airport Design Engineer
DBE Specialist

OUR EXPERIENCE

REPUTATION

Armstrong and our staff are highly regarded among airports throughout the western United States. We are known for identifying and resolving complex issues before they impact the timing and budget of airport projects. Our on-going working relationships with the State Department of Transportations and FAA representatives strengthens with the onset and completion of each project.

Consistent delivery of high quality projects and a high-level of client service are two key benefits of partnering with Armstrong on your airport improvement projects. The FAA has consistently commented on the exceptional quality of our engineering and planning documents. As an established and highly regarded airport consulting firm, we are well aware of the ever-increasing competitiveness in the marketplace. In order to maintain a strategic advantage, we continue to build upon our strong corporate culture and focus on optimizing client satisfaction.

In order for our firm to secure recurring on-call services contracts, we retain top-notch talent, continue to develop in-depth industry experience, and maintain effective project management skills. We take pride in our ability to help our clients meet growing demand and support economic development.

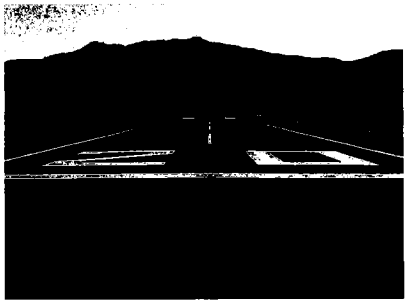
COMMITMENT TO NEVADA

The Armstrong team builds an enduring connection to the community, we don't just show up when a project needs to be done. Armstgrong employees have a strong commitment to improving the economy and stature of the state, evidenced by our involvement in numerous airport advocacy groups.

What does that mean for you? We're invested in your success in a way that outsider consultants simply can't be. Your airport and your community are both special. CXP contributes significantly to the state's overall economic health.

We're proud of being the largest airport-exclusive engineering and planning firm in the state. Our team of highly qualified engineers, planners, and CAD technicians will provide you with the unparalleled personal attention you need to get the job done right the first time, every time.

REFERENCES



D. STEPHEN WEST, FORMER CITY MANAGER | ENGINEER
CITY OF WINNEMUCCA

"The City of Winnemucca has had the pleasure of working with Armstrong on numerous airport capital projects in the past and has found their expertise and professionalism to be outstanding. Due to their proven ability to obtain FAA grant funding and to design/complete our airport construction projects in an efficient manner, the Airport Board has continued to re-appoint them as our airport consultant for the past two decades."

WENDY RUDDER, AIRPORT MANAGER
LINCOLN COUNTY AIRPORT

I have worked with Armstrong Consultants for many years and have always been impressed by the knowledgeable and personable staff. Our projects were well planned and executed. They have always gone beyond their contractual responsibilities to help our Airport Authority with anything we needed.

STEVE HORNE, FORMER CHAIRMAN
HUNT FIELD AIRPORT

Armstrong Consultants is an exceptionally professional organization. We have been very impressed with their knowledge, direction, timeliness and follow-up on joint projects. Armstrong communicates with their clients continuously, which is much appreciated. We know that when we have any engineering needs at Hunt Field that we are in good hands with Armstrong.

BOBBI THOMPSON, AIRPORT MANAGER
MINDEN-TAHOE AIRPORT

Minden-Tahoe recently adopted a new master plan for the airport under the leadership of Armstrong Principal, Justin Pietz. Our airport has over 400 based aircraft and more than 90,000 annual operations. Our local community is active and vocal on development issues, and Justin was always ready to listen. Justin and his staff worked with the airport and County staff to develop and implement an effective airport user and public outreach program. This resulted in a unanimous approval of our new master plan, in just over one year from start to finish. I am very satisfied with the outcome of the plan, and I feel that it will provide invaluable guidance and a systematic approach for the future development of our airport. I highly recommend Armstrong Consultants for all aviation related engineering and planning work.

REFERENCES

ED MOYER
Assistant County Manager
Grand County
(970) 725 3102
emoyer@co.grand.co.us

ERIC HAMREY
Public Works Director
Mineral County
775.945.3897
mcpublicdir@att.net

BOBBI THOMPSON
Airport Manager
Minden-Tahoe Airport
(775) 782 9871
bthompson@douglasnv.us

QUALITY PERFORMANCE

Quality, while often a subjective or abstract consideration, ultimately represents how close the completed project meets your needs and expectations, and how efficient and effective the delivery of the project was.

Our objective, and measure of quality, is to deliver you the following:

- Construction completed in accordance with FAA standards and specifications
- On-time and on-budget projects
- Cost effective design and construction
- A safe and functional infrastructure improvement
- Community centered collaboration and communication
- Fulfillment of the purpose and needs for which each project was initially undertaken

Quality does not just apply to the final completed project, but also to the process under which the project was delivered.

AWARD-WINNING PROJECTS

Armstrong has been privileged to receive multiple awards for the high quality airport improvement projects we have completed. These awards are not only a representation of our work, but also reflect the attention to detail and exceptional level of customer service we offer our clients.

More important than the project awards are the long-term relationships we have built with our clients and the airports we have helped them to develop. Our planning, engineering, and construction administration professionals excel at providing incomparable expertise in each field. With the support of your project manager, Armstrong works diligently to deliver the level of service you require.

A responsive, nimble team that is ready to meet your needs.

VALUE-ADDED, IN-HOUSE SERVICES

To stay on schedule, and keep you informed about the status of your project, our planners and engineers work collaboratively to evaluate feasible planning options.

We utilize a full array of in-house capabilities to complete design engineering:

- Airport Planning
- Environmental Programming
- Land Acquisition
- Economic Analysis
- Computer-Aided Drafting (CAD)

When problems arise, our team members will communicate quickly to solve them, keeping your projects moving forward.

COMMUNICATION

The ability of a consultant to effectively communicate with an on-call client is paramount. Projects stay on schedule by prioritizing weekly or bi-weekly project briefings. These briefings typically include the status of the project, any critical issues, time-sensitive decisions, overall schedule, and budget.

ACCESS TO OUR ENTIRE STAFF

Our job goes beyond putting plans together, or writing a report that gets placed on a shelf. As an employee-owned firm, every team member is personally invested in providing you with the best possible service. Our goal is to become a consistent and reliable resource that becomes an extension of CXP's staff.

RECENT AWARDS

2014	2016	2016	2017
Colorado Asphalt Paving Association	ACEC-AZ	Colorado Asphalt Pavement Association	ACEC-NM
Airport Project of the Year	*Engineering Excellence Grand Award*	*Best in Colorado Award*	*Engineering Excellence Merit Award*
Fremont County Airport Cañon City, Colorado	Navajo Nation Airport System Master Plan Arizona and New Mexico	Yuma Municipal Airport Runway 16-34 Reconstruction Yuma, Colorado	Taos Regional Airport Runway 13-31 Construction Taos, New Mexico

OUR PROJECTS

QUALITY PROJECTS | LAST 5 YEARS

STATE	AIRPORT	SRE BUILDING	TAXIWAY	APRON	TAXILANE
AZ	Cochise College Airport		■	■	
AZ	Kayenta Airport	■			
CO	Kit Carson County Airport		■	■	
CO	Erie Municipal Airport	■		■	
CO	Grand Junction Regional Airport		■	■	
CO	Wray Municipal Airport		■		■
NM	Carrizozo Municipal Airport		■	■	
NM	Lordsburg Municipal Airport	■		■	
NM	Taos Regional Airport	■	■	■	
NM	Gallup Municipal Airport		■		
NV	Alamo Landing Field	■	■	■	■
NV	Owyhee Airport	■	■	■	
NV	Minden-Tahoe Airport		■	■	■
NV	Hawthorne Municipal Airport			■	
NV	Ely Airport		■	■	
NV	Silver Springs Airport				■
NV	Winnemucca Municipal Airport		■		
UT	Bryce Canyon Airport	■		■	
UT	Logan-Cache Airport		■	■	■
UT	Moab-Canyonlands Field		■	■	
UT	Monticello City Airport	■	■	■	■
UT	Spanish Fork-Springville Airport		■	■	■

OVER THE PAST 5 YEARS WE HAVE COMPLETED...

25+ SRE Buildings & Equipment

30+ Taxiway Projects

40+ Apron Projects

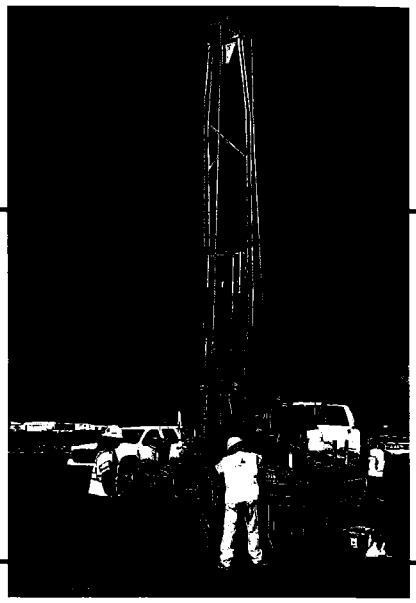
8+ Taxilane Projects

MINDEN-TAHOE AIRPORT

Minden-Tahoe, NV

KEY PERSONNEL:

Chris Nocks, P.E.
Allison Thomas
Eric Rink



EASTSIDE APRON

Armstrong developed a design to rehabilitate and expand the Glider Staging Apron on the airport's Eastside. Rehabilitation included reconstructing the existing apron. The expansion portion of the project included constructing a 310 by 445 foot area to increase the capacity of the existing apron. The project was bid in 2017, however due to FAA funding shortfalls, expansion was deferred. This will be bid with the Eastside Taxiway project. The reconstruction of the existing apron is currently underway.

PERIMETER FENCE

Armstrong designed and performed construction administration services for the installation of 29,805 linear feet of perimeter fencing around MEV. The primary goals were to prevent wildlife incursions into the airport operations area, and to discourage unauthorized access. Automated gates were installed at select locations to provide controlled access. The new gates are controlled by a centralized control system that operates through use of airport-issued badges. At access points where vehicular and/or pedestrian traffic are more intermittent, manual gates with mechanical locks were installed, significantly enhancing the safety and security of the airport.

RUNWAY, TAXIWAYS AND APRON REHABILITATION

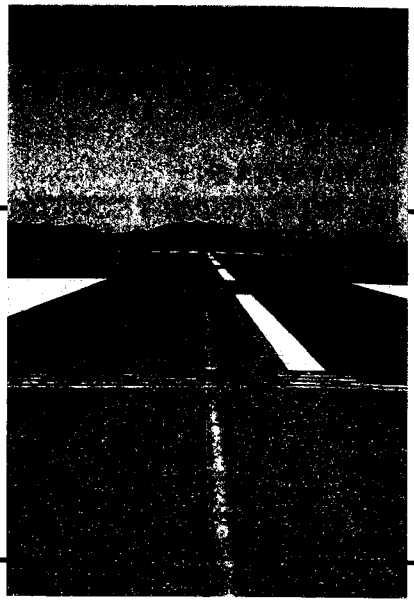
Armstrong completed two routine pavement maintenance projects throughout MEV. The first project, bid in 2017, included crack sealing, fog sealing, and remarking Runway 12/30 and Taxiways B and S. The project also included repairing a section of failed pavement on Runway 12/30. Due to FAA funding shortfalls, Taxiways B and S were not awarded and instead deferred to the 2018 project. This consists of performing pavement maintenance on Runway 16/34, various taxiways, and the heavy ramp east of the airport terminal building. A fast cure fog seal has been specified to allow work on Runway 16/34 to occur at night, so the runway can be reopened each morning for daytime operations.

DERBY FIELD AIRPORT

Lovelock, NV

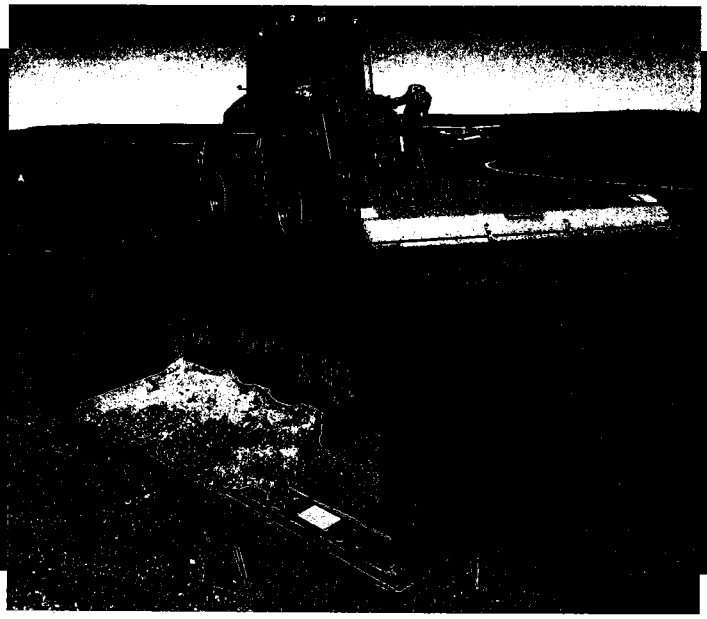
KEY PERSONNEL:

Chris Nocks, P.E.
Allison Thomas
Eric Rink



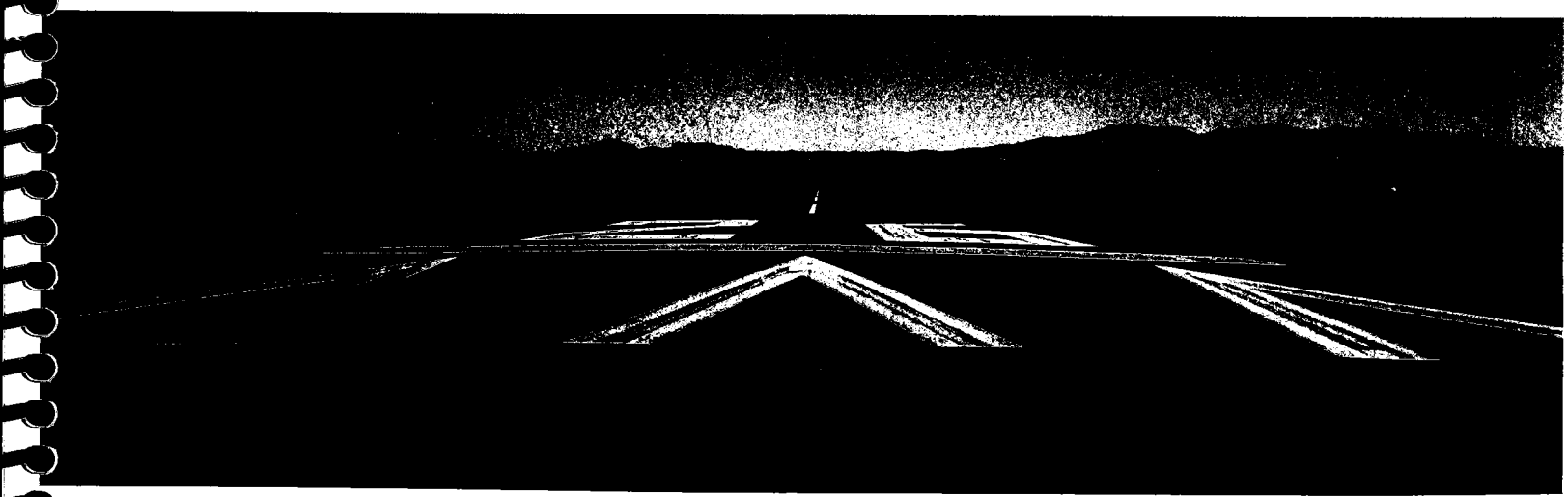
PAVEMENT MAINTENANCE

This work consisted of performing pavement maintenance on Runways 2/20 and 8/26, bypass and connecting taxiways, and apron. Pavement cracks were routed out, cleaned, and filled with crack sealant. Following crack sealing, a rejuvenating fog seal was applied to all identified pavement areas. After the fog seal was applied, the pavement markings were repainted, and Type I, Gradation A glass beads were applied.



EQUIPMENT ACQUISITION

The carrier vehicle consisted of medium sized wheel loader with an enclosed cab, loader bucket, loader-mounted snow plow, and loader-mounted kick broom. The enclosed cab included a heater and air conditioning, aviation band radio, and appropriate safety and visibility lighting.



TAOS REGIONAL AIRPORT

Taos, NM

RUNWAY 13-31 |
PARALLEL TAXIWAY CONSTRUCTION

Armstrong provided engineering design and construction administration for the development of a new 100 foot by 8,600 foot Runway, new parallel taxiway, connecting taxiways and holding bays at this facility. This project was initiated in 2015, and successfully completed in 2017. Our responsibilities included:

- Design and installation of NAVAIDS, wind cones, Runway End Identifier Lights, and other runway lighting
- Writing specifications for the reconditioning of subgrade and subgrade rock excavation
- Generating plans and specifications for the installation of underdrains along taxiways and Runway 13/31, the construction of a haul road to provide access to the future terminal and layout of runway grooving and pavement marketings
- Construction oversight for electrical vault and electrical systems
- Developing plans and specifications for pavement maintenance to Runway 4/22
- Instrument approach procedure development and coordination

FOUR CORNERS REGIONAL AIRPORT

Farmington, NM

TAXIWAYS E, F AND G RECONSTRUCTION

The $3.6 million Taxiway E, F, and G project consisted of the design and full depth reconstruction of a group of parallel and connector taxiways. Existing pavements were experiencing severe distress due to poor subgrade conditions and aircraft weight on the taxiways. Working in collaboration with the Sponsor and the FAA, Armstrong designed a cost effective pavement section that supported the fleet mix weight. This allowed for aircraft of over 100,000 lbs., such as C-130s and large corporate jets, to utilize the taxiways. Several geometry issues were also addressed to increase operational safety and functionality.

Despite a late summer release of the FAA grant, Armstrong worked with airport management and the contractor to use an accelerated phasing plan for late season construction. This plan resulted in minimal disruptions to airport operations.

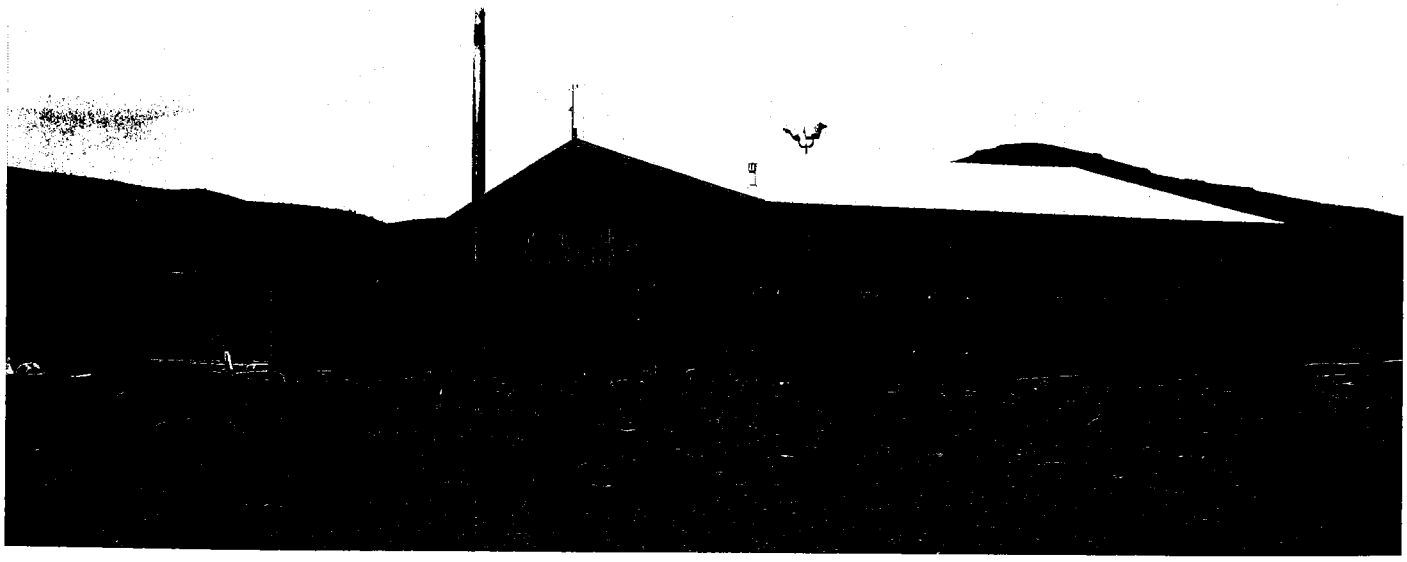
YOUR AIRPORT

OUR FAMILIARITY

After several visits to CXP for facility evaluations and meetings with airport staff, Armstrong has a solid understanding of what the airport is today, and more importantly, what the Airport Authority wants it to be. CXP is the "Capital City" airport, and as such, it provides a vital transportation link for conducting business in Nevada. The State Aviation Department is based at CXP and provides daily access to State aircraft for the conduct of business across the State. CXP also provides easy access for industry to reach State officials in support of Nevada's economic development efforts. The continued growth of the Tahoe-Reno Industrial Complex east of Carson City will continue to provide opportunities for CXP to support economic growth in northern Nevada. CXP can strategically position itself to support the economic development underway by understanding the needs of the businesses relocating to our region and planning to meet those needs.

Armstrong has reviewed the current Airport Capital Improvement Program (ACIP) and Airport Layout Plan (ALP) and is prepared to work closely with the Airport Authority to complete the current projects and make recommendations for adjusting priorities based on the Airport Authority's goals and objectives. Of particular interest is the property east of Taxiway B with deeded access to the airport. Airport staff has indicated this property restricts the Authority's ability to develop airport land on the east side of Taxiway B due to the "deeded access". Armstrong's in-house planning group will work closely with the Airport Authority and FAA ADO to identify options to procure this 46-acre parcel and eliminate any potential for additional "through the fence" airport access. Armstrong will also work to develop the appropriate access plan for the hangar area between Taxiways C and D. This is currently surrounded by aircraft movement areas and will require detailed planning to separate the vehicle and aircraft traffic to enhance the safety of ground operations. Armstrong has completed a preliminary plan for both the area between Taxiways C and D and the area east of Taxiway B to show the potential these areas have for hangar development. This preliminary plan is included in our Planning Services Statement of Qualifications.

With over 450 based aircraft and close to 300 operations a day, CXP is a busy General Aviation airport. With State, business and private aircraft operations, all airport projects impacting airport operations will need to be closely coordinated with airport users to mitigate operational impacts. The multiple Fixed Base Operators, flight school, and other tenants will be involved in every aspect of project planning and phasing. Armstrong has the experience to work with airport stakeholders to ensure operations are impacted in the least possible way while delivering quality projects on time and on budget.

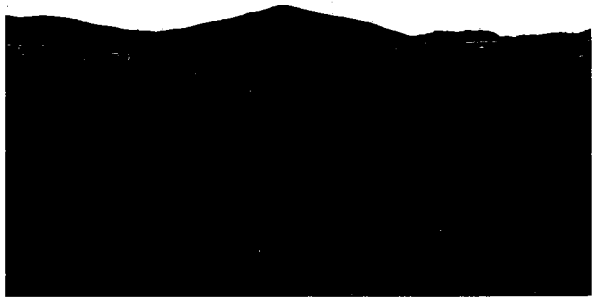


OUR UNDERSTANDING

Having visited CXP multiple times and discussed the specific projects listed on your ACIP with airport management, Armstrong has a good understanding of the scope and goals of the upcoming projects. Though we are fully prepared and have the experience to execute these projects, we are excited to offer a fresh perspective. Our goal is to further enhance benefits and better meet your goals and objectives.

REHABILITATE RUNWAY 9/27, MAIN APRON, AND NORTH APRON

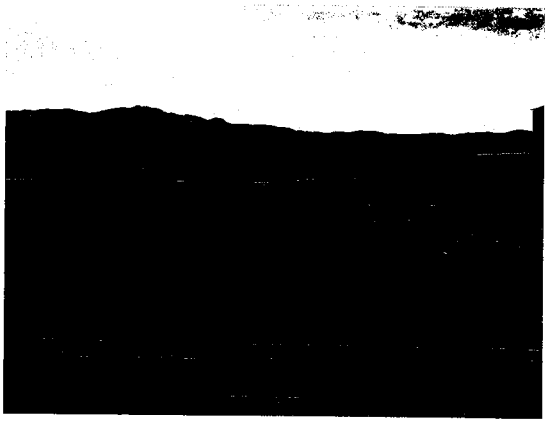
Airfield pavements are the lifeblood of any airport, and maintaining these pavements should be given the highest priority. As with many things, airfield pavement rehabilitation is not a one-size-fits-all proposition. There is a multitude of approaches that are available for pavement rehabilitation, with a large spectrum of costs and effectiveness. Armstrong has over 45 years of experience in maintaining airfield pavements and knows what works and what does not. Even though pavement rehabilitation projects are often shorter term projects than new construction, they still can have a significant impact on airport operations. Since Runway 9/27 is the only runway at CXP, closing it effectively shuts down the airport. So any work performed on the runway needs to be phased in a very detailed manner, and that phasing plan needs to be sufficiently communicated with the airport users. Armstrong has successfully performed pavement rehabilitation on asphalt runway pavements during nighttime closures, which allows the runway to reopen each morning. This approach requires a very tight control of the materials and methods used for the rehabilitation, but it drastically reduces the impact to airport operations.

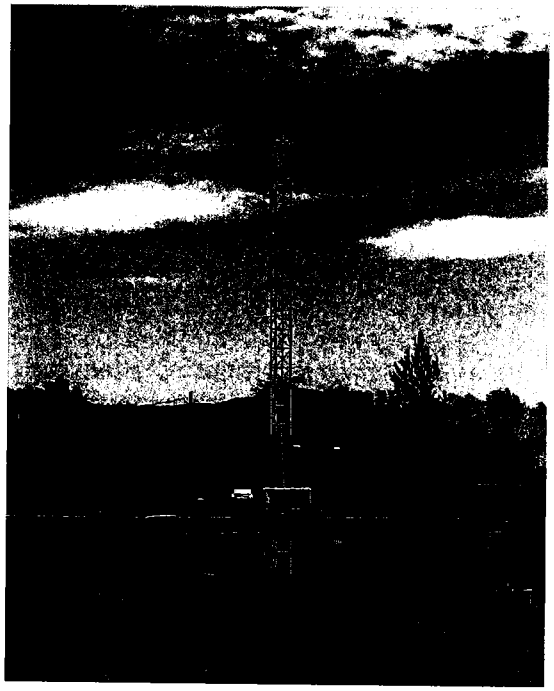


A very critical aspect to maintaining the pavements on the airfield at CXP is to ensure that the crack/joint sealing is done properly and with the appropriate materials. Because the asphalt at the airport has had control joints cut on fairly tight patterns, there is a high risk of failed and/or improperly sealed joints allowing moisture to infiltrate into the base course or underlying subgrade which can drastically reduce the pavement life. This condition is more critical on aircraft parking aprons as the pavements are more expansive, typically relatively flat, and surface drainage paths are quite long. Though Armstrong is not an advocate of sawcut joints in newly constructed asphalt, given the good performance of modern asphalt pavement, we have experience maintaining pavements like CXP's and have a very successful track record of completing economical and timely projects.

RECONSTRUCT PERIMETER ROAD

The existing perimeter road is exhibiting signs of age and deterioration; however, this road is not a critical airfield pavement and does not need to meet the typically high standards of airfield pavements to adequately function as a perimeter road. The current plan is to reconstruct the road, which is estimated to cost over $600K. Armstrong has visually inspected the road and has determined that limited portions of the road do require reconstruction, the majority of the road can be rehabilitated with less expensive methods that will extend the life of the existing pavement at least another 5-10 years. This approach could free-up funding to be used on higher priority projects. Our plan for this project would be to conduct a detailed assessment of the existing pavement, delineate areas based on pavement condition and composition, and develop a cost-effective plan to adequately rehabilitate each area in an effort to get the maximum extension to the pavement life while minimizing cost.





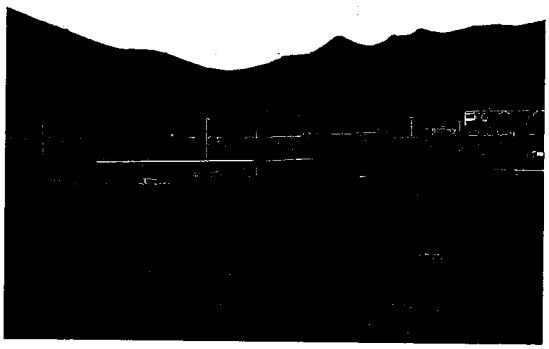
AWOS

We understand the project to upgrade equipment and radios associated with the existing Automated Weather Observation System (AWOS) is intended to update and improve system reliability. We concluded that the existing AWOS location is not ideal and the proximity of nearby structures could significantly impact the accuracy of the data reported by the system. It may not be appropriate, nor feasible, to relocate the AWOS sensors and tower as part of this project. However, this relocation should be considered for a future project at the airport. The preliminary development plan included in our Planning Services SOQ shows a potential future location for the AWOS.

In just the last 3 years, Armstrong has been involved in five AWOS related projects. These projects ranged in scope from replacing specific malfunctioning/obsolete sensors to completely new AWOS installations. We have experience working with the AWOS manufacturer, the FCC, and the FAA, which affords us the ability to provide seamless delivery of an upgraded AWOS.

PERIMETER FENCE AND REPLACE GATES AND OPERATORS

Armstrong and PK recently completed a large scale fencing and access gate project at Minden-Tahoe Airport. This project included nearly seven miles of chain-link fencing, installation of 11 automated gates with badged access control, dedicated fiber optic data loop, and a new central server for the new badging system. The project involved every single access point to the airport and directly tied into many airport facilities, and other existing infrastructure. Despite the massive scope of this project, there was not a single change order, and it was finished $25K under budget. The success of this project is a direct result of the thorough planning and investigation completed by Armstrong and PK, coupled with the on-site construction administration services carried out by Armstrong over the entire duration of the project.



EMERGENCY GENERATOR

With the variety of operators that regularly use CXP, including the State of Nevada, and the important role the airport serves as the Capital City airport, it is important for the airport to be prepared to operate during unfavorable conditions. One such condition would be that the airport lighting and electrical systems, including the AWOS, function during power outages. In recent years, Armstrong has been involved with the installation of new backup generators at two Nevada airports. For both of these projects, we teamed with PK, who we have also included on the Carson City team. Our team has the experience with an understanding of airfield lighting systems and can develop a design that meets the unique demands of an airport installation. Armstrong and PK will conduct a thorough site survey to identify the condition and configuration of the existing electrical infrastructure. Based on the findings of this survey, we will develop an accurate design that results in a reliable system that drastically increases the functionality of the airport during power outages.

SNOW REMOVAL EQUIPMENT

With Mr. Dikun's 25+ years of experience in airport management and operations, he has faced snow events on a regular basis. Throughout these years, Mr. Dikun has developed an extensive knowledge of airport snow removal operations and knows what it takes, both from an equipment standpoint and an operational standpoint, to keep an airport open during snow events. Additionally, Mr. Nocks was an active duty US Air Force Civil Engineer Officer and served as the acting Operations Flight Commander for the 28th Civil Engineer Squadron at Ellsworth AFB in South Dakota. In this role, he commanded the base's airfield maintenance and snow removal assets and personnel. During his tenure, the squadron received the coveted Air Combat Command Balchen/Post Award for best snow and ice removal unit. Leveraging this extensive knowledge and experience, Armstrong will work with airport management to develop specifications for equipment that will best meet the airport's demands and will greatly improve the airport's readiness to handle snow events. In addition to selecting proper equipment, Armstrong can provide recommendations on how to improve snow removal operations and decrease downtime during snow events. tions and decrease downtime during snow events.

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