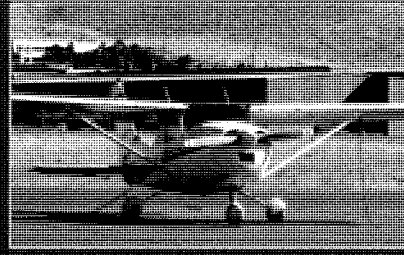


A Statement of Interest and Qualifications to
Provide Airport Planning Services to

CARSON CITY

AIRPORT



Submitted by:



June 13, 2018

Mr. Kenneth G. Moen, A.A.E.
Carson City Airport
2600 E. College Parkway #6
Carson City, NV 89706

Dear Mr. Moen:

In response to your recent Request for Statements of Interest and Qualifications for Professional Airport Planning Services, Coffman Associates, Inc. is pleased to submit our qualifications for your review and consideration.

Since our founding in 1979, Coffman Associates has been dedicated exclusively to aviation and airport development. During the past 39 years, we have completed over 1,000 airport planning assignments, including more than 500 airport master plans, 100 airport noise and land use compatibility studies, and 200 airport environmental studies. In fact, Coffman Associates has completed 550+ assignments for more than 140 airports in FAA's Western-Pacific Region. A significant amount of our firm's airport planning and environmental experience has been for airports similar in size to Carson City Airport.

We have also provided airport planning services at Carson City Airport, including the previous and currently ongoing Airport Master Plan. Our long-standing working relationship with Carson City Airport Authority provides us with not only a detailed understanding and knowledge of the airport, but also a comprehensive understanding of the development issues facing the airport during the next several years. This background and experience enables us to immediately begin addressing those specific airport planning and environmental issues most important to the airport, its users, and the regional community in general.

FAA Advisory Circular 150/5100-14E, Change 1, indicates **there can be a potential for a loss of objectivity and transparency when the same firm that does the planning will be doing the engineering design.** You likely will have the opportunity to consider several firms with airport engineering backgrounds; however, as the FAA recommends, do not choose your airport planner based upon their engineering capability. Instead, choose an experienced airport planning firm that can provide a truly independent and objective plan. Maintaining independence of your airport planning efforts separate from the design engineer benefits you in the public process during planning and environmental approvals.

We believe our specialization in airport planning and environmental services makes us a valuable extension to the Airport Authority's staff. Since our firm is involved exclusively in airport planning, you can be assured that we focus our efforts solely on what is in the best interest of the airport and the community. We strive to help the Airport Authority make the best decisions for the long-term viability in both fiscally and environmentally responsible manners.

Mr. Kenneth Moen, A.A.E.
June 13, 2018
Page 2

Jim Harris will serve as Principal-In-Charge for this assignment and will be the primary contact. Jim has been a key part of the Coffman Associates team for more than 37 years and is supported by 24 professional and technical staff members who exclusively work with airports and aviation planning and environmental issues daily. Jim has been involved with every project that Coffman Associates has worked on for Carson City Airport. He is intimately familiar with the Airport as well as the issues that need to be addressed in the future. Mike Dmyterko is currently managing the Airport Master Plan Study process and would serve as our Project Manager. His 24 years of planning experience includes the Nevada airports of Carson City, Fallon, Reno-Stead and Boulder City.

Coffman Associates places a great deal of emphasis on public participation/presentations during the planning and environmental process. We have earned a reputation for high quality graphics and visual aids which help explain technical concepts in layman's terms as well as expedite the approval process. Our emphasis on high quality, cost-effective, and innovative service to our clients has brought us national recognition in the airport consulting field as well as the airports we have served. We are eager and available to extend our airport consulting services to the Carson City Airport Authority, particularly because we sincerely believe that this assignment is ideally suited to our qualifications and competitive strengths. We are very proud of our past service to the Carson City Airport Authority and appreciate the opportunity to continue to serve the planning service needs of the airport. Thank you for your consideration.

Sincerely,



James M. Harris
President

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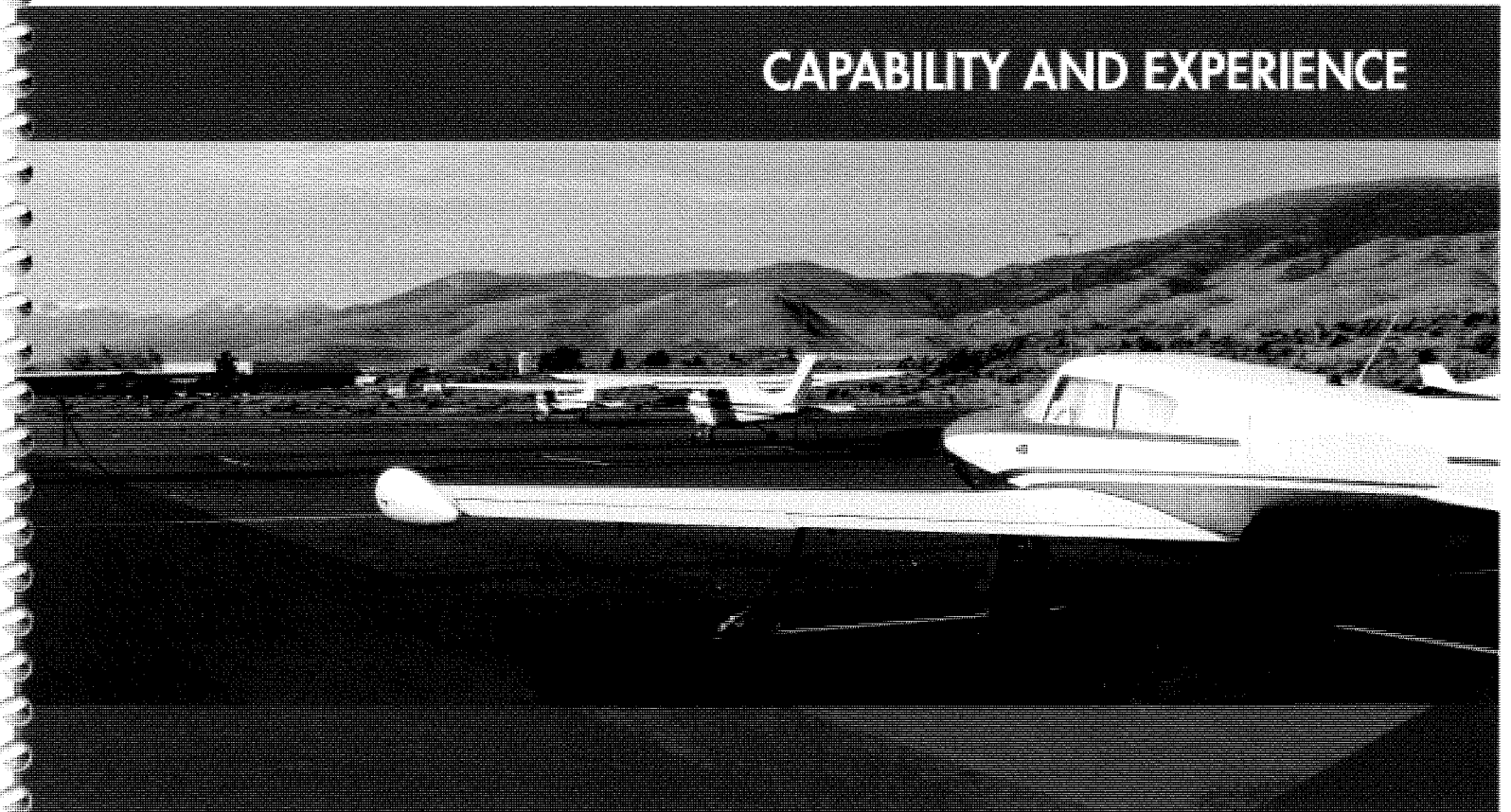
This Statement of Interest and Qualifications has been organized into several sections in order to fully respond to the items specifically identified in the Request for Qualifications. These sections are as follows:

Section 1 - Capability and Experience	1
Section 2 - Key Personnel's Professional Qualifications and Experience	6
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Section 1

CAPABILITY AND EXPERIENCE



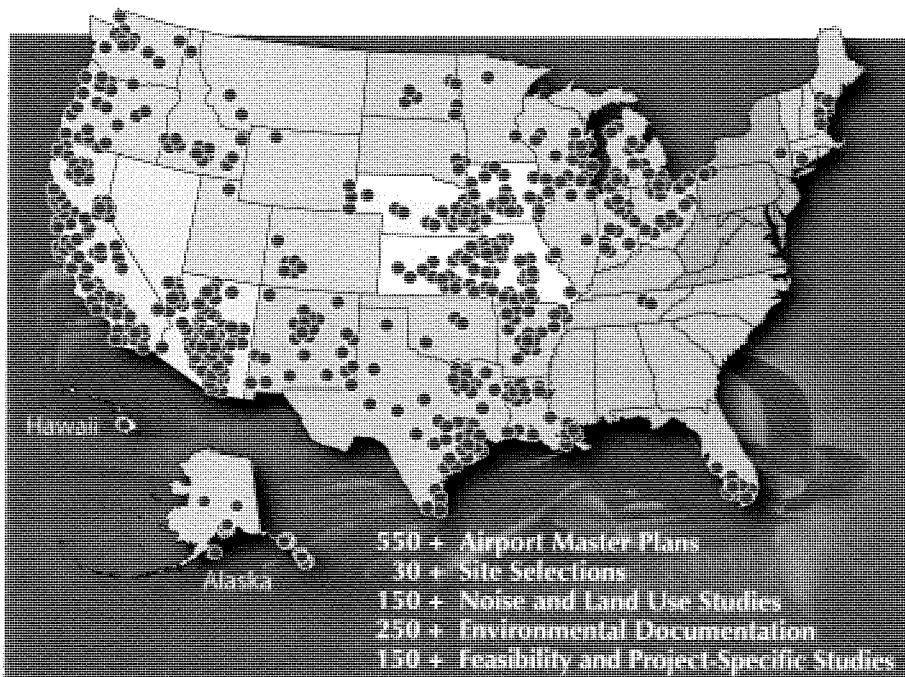
FIRM'S CAPABILITY AND EXPERIENCE

Coffman Associates is a specialized airport planning firm comprised of 25 professional and technical staff members whose work is focused exclusively on airport planning and associated airport environmental and noise/land use studies. The entire firm's capabilities and experience are qualified to produce the most valuable master plans, noise compatibility studies and environmental documentation obtainable in the industry. Coffman Associates has earned a reputation for excellence since its founding in 1979. Awards include the American Association of Airport Executives Corporate Cup of Excellence Award and the FAA Partnership Award.

During the past 39 years, Coffman Associates completed more than 1,000 planning assignments, including more than 550 airport master plans, 150 airport noise compatibility studies and 250+ airport environmental studies. **While this experience is nationwide, it includes 550+ planning assignments for more than 140 airports in the FAA Western-Pacific Region.**

As an extension of these three primary services, Coffman Associates prepared specific services focusing on sustainability planning, wildlife hazard issues, airport financial analysis, rates and fee assessments, minimum standards, airport rules and regulations, airport business and strategic planning, obstruction analysis, and airport zoning and land use planning. Coffman Associates has also been involved with the FAA Airports-GIS program since its inception, including the second eALP to ever be approved. The firm continues to incorporate Airports-GIS into our planning, as well as develop web-based applications to make GIS more useful to airports.

Summary of Planning Experience



Firm Established: 1979
State Incorporated: Missouri
www.coffmanassociates.com

Locations

Headquarters

237 NW Blue Parkway, Suite 100
Lee's Summit, MO 64063
816-524-3500

Arizona Office

4835 E. Cactus Road, Suite 235
Scottsdale, AZ 85254
602-993-6999

Personnel by Discipline

Airport Planners	9
Environmental Planners	4
GIS Technicians	2
Airport Planning Technicians	3
Graphic Artists	3
Printing/Production	1
Executive Assistants	2
Accountant	1
Total Employees	25

Recognition

2017 Corporate Member of
the Year Award (James M. Harris)
Arizona Airports Association

2016 Airport Business
"40 Under 40" Award
Awarded to Matt Quick -
Associate

2013 Corporate Award
AAAE South Central Chapter

2008 and 2009
FAA Partnership Awards
FAA Western-Pacific Region

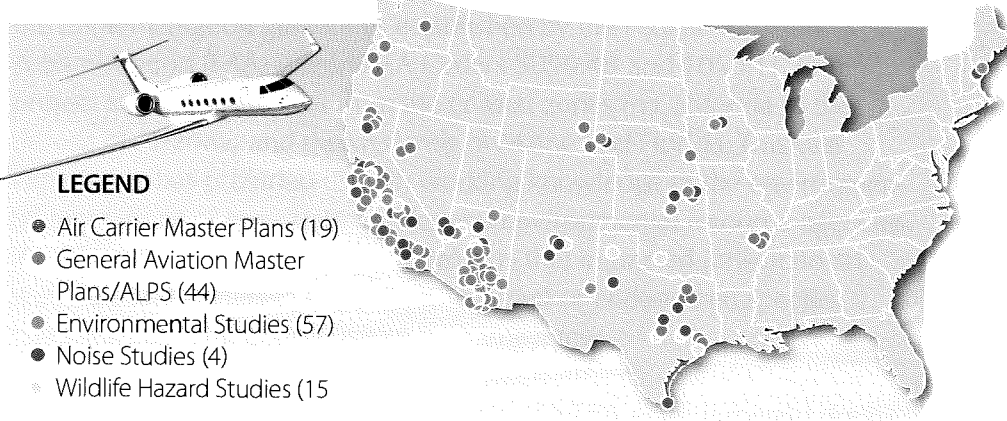
2008 Corporate Award
of Excellence
AAAE Southwest Chapter

2006 Consultant of the Year
Oregon Airport Managers Assoc.

2005 AAEE National Corporate
Cup of Excellence
American Association of
Airport Executives

FAA Grant Funded Projects in the Last Five Years

Ninety-five percent of the airport planning services completed by Coffman Associates, Inc. were funded through Federal and State grants. Our firm was responsible for the management/administration of the projects and ensuring compliance with all applicable Federal, State and local criteria.



LEGEND

- Air Carrier Master Plans (19)
- General Aviation Master Plans/ALPS (44)
- Environmental Studies (57)
- Noise Studies (4)
- Wildlife Hazard Studies (15)

MASTER PLANS (Air Carrier)

Albuquerque, NM
Bakersfield, CA
Boulder City, NV
Easterwood, TX
Flagstaff, AZ
Grand Canyon, AZ
Killeen, TX
Lubbock, TX
Mason City, IA
McAllen, TX
Monterey, CA
Portland, ME
Redding, CA
Salina, KS
Santa Barbara, CA
Santa Fe, NM
Scottsbluff, NE
Topeka Regional, KS
Waco, TX

MASTER PLANS/ALPS (GA)

Aransas County, TX
Arlington, TX
Blair, NE
Carson City, NV
Columbia, CA
Conroe, TX
Corvallis, OR
Dallas Executive, TX
Dunsmuir, CA
Fallon, NV
Georgetown, TX
Gila Bend, AZ
Glendale, AZ
Half Moon Bay, CA
Hawthorne, CA

Hillsboro, OR
Kern Valley, CA
Lebanon State, OR
Livermore, CA
Los Alamos, NM
Lusk, WY
Marina, CA
McKinney, TX
Mesa, AZ
Moses Lake, WA
Nogales, AZ
Oakdale, CA
Paragould, AR
Pearland, TX
Piggot, AR
Pine Bluffs, WY
Pocahontas, AR
Redding (Benton), CA
Salinas, CA
San Carlos, CA
Santa Maria, CA
Sedona, AZ
Scottsdale, AZ
Sierra Vista, AZ
Superior, AZ
Topeka (Philip Billard), KS
Turlock, CA
Twenty-Nine Palms, CA
Wickenburg, AZ

ENVIRONMENTAL STUDIES

Bakersfield, CA (2)
Benson, AZ
Benton, AZ
Buckeye, AZ
Bullhead City, AZ
Camarillo, CA (3)

Chino, CA
Coolidge, AZ (3)
Cottonwood, AZ
Eloy, AZ (2)
Fresno Chandler, CA
Fresno Yosemite, CA
Gila Bend, AZ
Glendale, AZ (2)
Greenlee County, AZ
Half Moon Bay, CA (2)
Hutchinson, KS
Imperial County, CA
Kingman, AZ (4)
Lee County (Hobbs), NM
Marina, CA
Mason City, IA
Mesa Falcon Field, AZ
Monterey, CA (3)
Nogales, AZ (3)
Oxnard, CA
Page, AZ
Portland, ME
Redding, CA
Riverside, CA
San Carlos, CA
Santa Barbara, CA (3)
Scottsbluff, NE
Scottsdale, AZ (4)
Sedona, AZ (6)
Sierra Vista, AZ (2)
Tehachapi, CA
Topeka, KS
Wickenburg, AZ

PART 150 NOISE STUDIES

Burbank, CA
Laughlin/Bullhead, AZ
Hawthorne, CA
San Carlos, CA

WILDLIFE HAZARD STUDIES

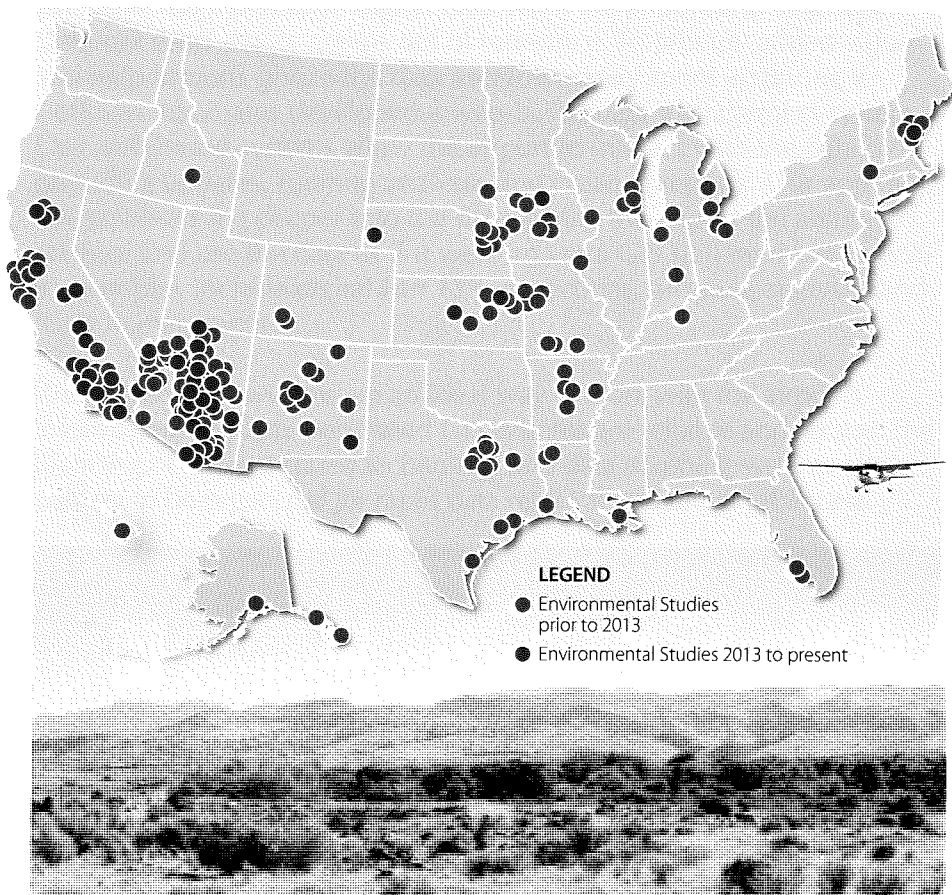
Amarillo, TX
Bakersfield, CA
Brazoria County, TX
Bullhead City, AZ
Easterwood, TX
Flagstaff, AZ
Hawthorne, CA
Kingman, AZ
Lawton, OK
Modesto, CA
Monterey, CA
San Marcos, TX
Santa Fe, NM
Santa Maria, CA
Sierra Vista, AZ

Recent NEPA Analysis

Coffman Associates' experience conducting environmental analyses for airport projects is unmatched. We have a solid working knowledge of the requirements of the *National Environmental Policy Act* (NEPA), as well as the implementation guidelines established by the Federal Aviation Administration (FAA) within FAA Orders 5050.4B and 1050.1F. Our project experience ranges from the coastal zones in California to the deserts of Arizona, and the wetlands of Maine and Florida. This vast experience has provided us with working knowledge of the environmental regulations of most state and federal environmental resource agencies. We have successfully completed projects that impacted jurisdictional wetlands and Waters of the U.S., threatened or endangered species, historical sites and coastal zones, to name a few.

We are proficient in preparing all levels of NEPA environmental documentation, such as documented categorical exclusions, "short form" Environmental Assessments (EAs), and more intensive and detailed EAs and Environmental Impact Statements (EISs).

Coffman Associates' Environmental Documentation Experience



NEPA Analysis Undertaken in the Past Five Years

- Bakersfield, CA
- Benson, AZ
- Benton, CA
- Buckeye, AZ (3)
- Bullhead City, AZ
- Camarillo, CA (3)
- Chino, CA
- Coolidge, AZ
- Cottonwood, AZ
- Eloy, AZ
- Fresno Chandler, CA
- Fresno Yosemite, CA
- Glendale, AZ (2)
- Greenlee County, AZ
- Half Moon Bay, CA (2)
- Hutchinson, KS
- Imperial County, CA
- Kingman, AZ (4)
- Lee County (Hobbs), NM
- Marina, CA
- Mason City, IA
- Mesa-Falcon Field, AZ
- Monterey, CA (3)
- Nogales, AZ (3)
- Oxnard, CA
- Page, AZ
- Portland, ME
- Redding, CA
- Riverside, CA
- San Carlos, CA (3)
- Santa Barbara, CA (2)
- Scottsbluff, NE
- Scottsdale, AZ (4)
- Sedona, AZ (6)
- Sierra Vista, AZ (2)
- Tehachapi, CA
- Topeka (Regional), KS
- Wickenburg, AZ

eALP/Airports-GIS Experience

As specialists in airport planning, Coffman Associates has been a forerunner in airport-based Geographic Information Systems (GIS) and the application of GIS technology to assist airport staff in managing day-to-day questions, such as airspace issues or leasing questions. We have been involved in airport-based GIS for more than a decade and were one of the few firms selected to participate in the FAA Phase I Airports-GIS (AGIS) Pilot program in 2008, including the second FAA-approved eALP/AGIS (Albuquerque International Sunport). We have continued to work with FAA Airports-GIS staff, providing valuable feedback as the Airports-GIS system matures.

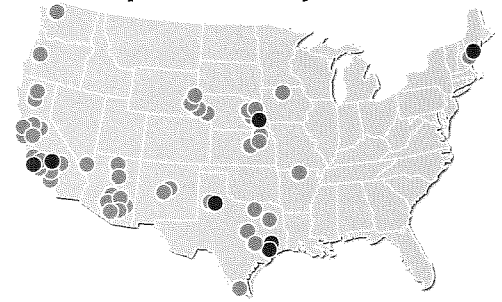
Since 2008, we have participated in every phase of the program and have been involved in more than 50 AGIS projects, most of which are the AGIS eALP collection from FAA Advisory Circular 150/5300-18B Table 2-1, which is the most extensive project type. The variable nature of working with the AGIS system at diverse airports and state systems across the country has enabled us to become experts at efficiently managing AGIS projects. We assist airport staff in learning the AGIS interface. Our data collection not only meets AGIS requirements, but also creates data that can be used by the airport long after the project is completed.

AGIS data collection projects produce high quality aerial photos and an extensive, high precision digital data set of the airport and its assets. Data not used slowly creeps out of relevance. To provide added-value and help airports utilize the data and the money spent acquiring it, Coffman Associates developed a web-based data management system. Our web-based systems allow the airport to interact with the data by providing updates, running analyses and creating reports. Our applied GIS solutions dig deeper into the data, giving the airport the ability to analyze and use the data as if it were an extra GIS staff member. Specific examples include digital Part 139 inspections, airspace analysis, and lease management.

Web-based data systems are an ideal way to work with the airport's information. Modern web-based GIS systems are reliable and secure. The blending of internet-based technology and data mapping systems allow content to be organized for rapid data retrieval and universal access.



Coffman Associates' Airports-GIS Experience



● Airports-GIS Experience

- Albuquerque International Airport, NM*
- Baxter County Airport, AR*
- Blair Municipal Airport, NE*
- Boulder City Municipal Airport, NV*
- Buchanan Field Airport, CA*
- Columbus Municipal Airport, NE
- Double Eagle II Airport, NM*
- Dunsmuir Municipal Airport, CA*
- Easterwood Field Airport, TX*
- East Texas Regional Airport, TX*
- Flagstaff Airport, AZ*
- Friday Harbor Airport, WA*
- Grand Canyon National Park Airport, AZ*
- Half Moon Bay Airport, CA
- Hawthorne Municipal Airport, CA*
- Hollister Municipal Airport, CA*
- Kern Valley Airport, CA*
- Lebanon State Airport, OR*
- Lusk Municipal Airport, WY*
- Mason City Municipal Airport, IA*
- Mesa-Falcon Field Airport, AZ*
- McAllen International Airport, TX*
- Monterey Regional Airport, CA*
- North Texas Regional Airport, TX
- Oxnard Airport, CA*
- Philip Billard Municipal Airport, KS*
- Phoenix Deer Valley Airport, AZ*
- Phoenix-Mesa Gateway Airport, AZ*
- Pine Bluffs Municipal Airport, WY
- Portland International Jetport, ME*
- Redding Municipal Airport, CA*
- Salina Regional Airport, KS*
- San Carlos Airport, CA*
- Santa Barbara Airport, CA
- Santa Maria Airport, CA*
- Scottsdale Airport, AZ*
- Sidney Municipal Airport, NE*
- Superior Airport, AZ*
- Topeka Regional Airport, KS*
- Torrington Municipal Airport, WY*
- Stockton Metropolitan Airport, CA
- Waco Regional Airport, TX*

* ALP Project Type

● Airport Management

Applications Experience

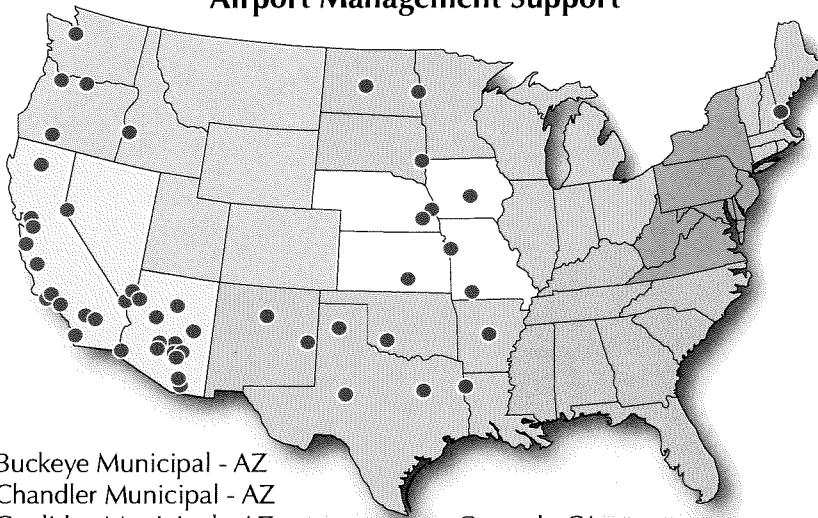
- Conroe-North Houston Airport, TX
- Lubbock Preston Smith International, TX
- Lincoln Airport, NE
- Meadows Field Airport – Bakersfield, CA
- Portland International Jetport, ME
- Santa Maria Airport, CA
- Texas Gulf Coast Regional Airport, TX

Airport Management Support Services

With airport operating budgets often being reduced and staff resources stretched to the limits, Coffman Associates believes that one of our firm's greatest assets is our ability to serve as an extension of an airport's staff. Through our Airport Management Support Services program, we provide numerous airports with assistance (see chart to the right).

The ability of airport managers to utilize our services on an "as needed" basis provides a cost effective means for airports to address complex issues and tasks, meet critical deadlines, and respond to political and community concerns. Airports benefiting from Coffman Associates' Airport Management Support Services are illustrated below.

Airports who have utilized Coffman Associates' Airport Management Support



Buckeye Municipal - AZ
 Chandler Municipal - AZ
 Coolidge Municipal - AZ
 Ernest A Love Field - AZ
 Flagstaff Pulliam - AZ
 Kingman - AZ
 Laughlin/Bullhead Int'l - AZ
 Lake Havasu City - AZ
 Marana Regional Airport - AZ
 Phoenix-Mesa Gateway - AZ
 Phoenix Sky Harbor - AZ
 Scottsdale - AZ
 Show Low Regional - AZ
 Sierra Vista Municipal - AZ
 Wickenburg - AZ
 Boeing Field - WA
 Columbia Gorge - OR
 Portland-Hillsboro - OR
 Rogue Valley Int'l - OR
 Boise Air Terminal - ID
 Camarillo - CA
 Castle - Atwater, CA
 McClellan Palomar - CA
 Modesto City-County - CA
 Monterey Regional - CA

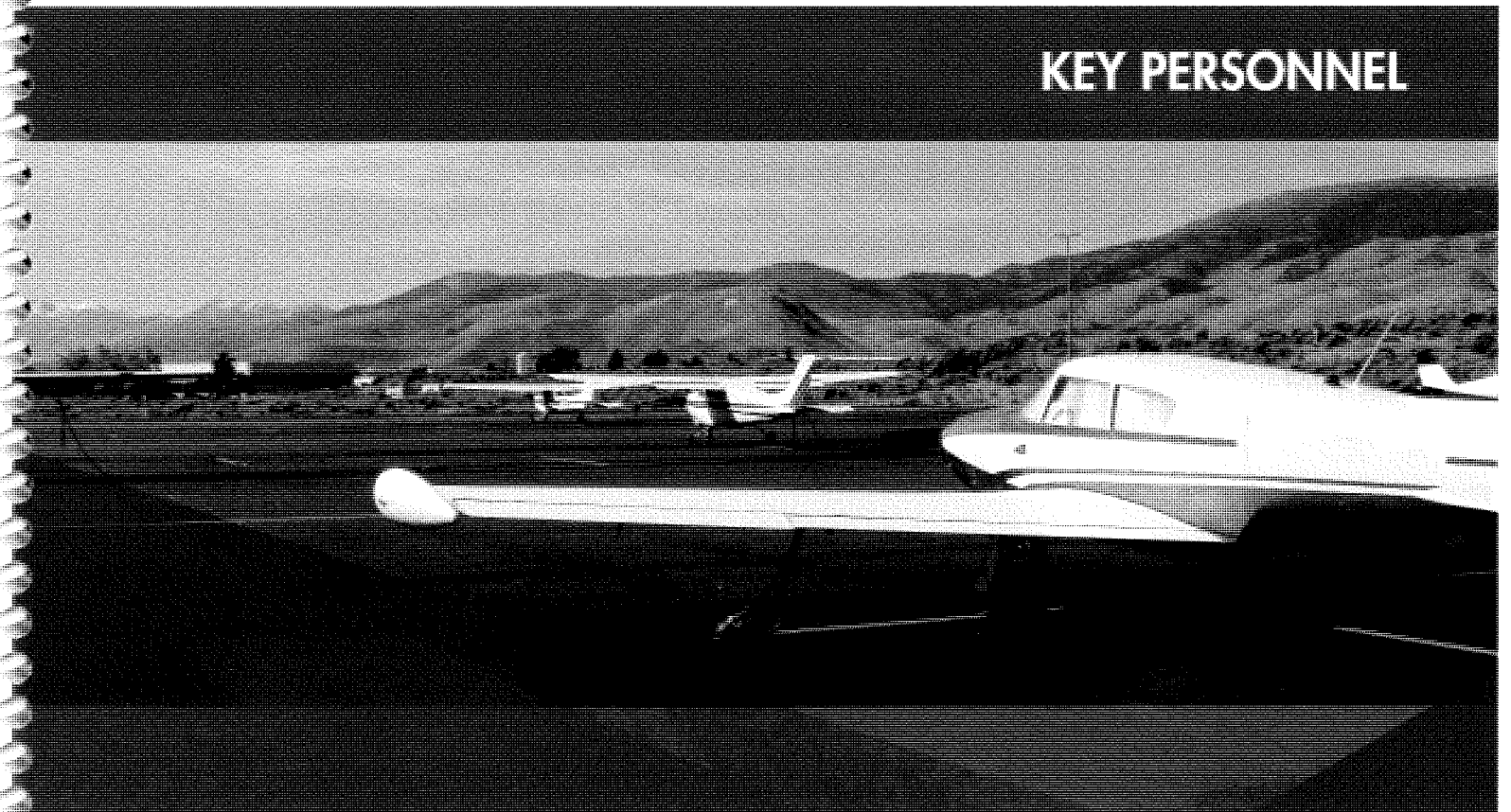
Oxnard - CA
 Palm Springs Int'l - CA
 Redding Municipal - CA
 Riverside - CA
 San Luis Obispo Co. - CA
 Santa Monica - CA
 Clovis Municipal - NM
 Santa Fe Regional - NM
 Amarillo Int'l - TX
 San Angelo Regional - TX
 Waco Regional - TX
 Shreveport Regional - LA
 Little Rock National - AR
 Branson Regional - MO
 Lee's Summit Municipal - MO
 Wichita National - KS
 Eppley Airfield - Omaha, NE
 Lincoln - NE
 Des Moines Int'l - IA
 Joe Foss Field - Sioux Falls, SD
 Bismarck Municipal - ND
 Hector Int'l - Fargo, ND
 Portland Int'l - ME

Airport Management Support Services

- Grant Applications
- FAA Airport Capital Improvement Programs (ACIP)
- Grant/Program Management
- Passenger Facility Charge (PFC) Applications
- 14 CFR Part 139 Certification Programs
- Runway Safety Area Determinations
- Property Acquisition Programs
- Preparation of Airport Property Map (Exhibit A)
- Grant Assurance Compliance
- Economic Benefit Analysis
- Benefit Cost Analysis
- Rates and Fees Analysis
- Air Cargo Analysis
- Business Park Planning
- Air Service Evaluations
- Lease Evaluations
- Development of Airport Minimum Standards/Rules and Regulations
- Airport Geographic Information Obstruction Analysis
- FAA Design Standards Evaluation
- Airport Layout Plan Updates/Revalidations
- "Through-The-Fence" Evaluations
- Pilot Guides
- Public Relations Programs
- Promotional/Marketing Material
- Graphic Design/Printing
- Wildlife Hazard Assessments and Management Plans
- Safety Management System (SMS) Programs

Section 2

KEY PERSONNEL



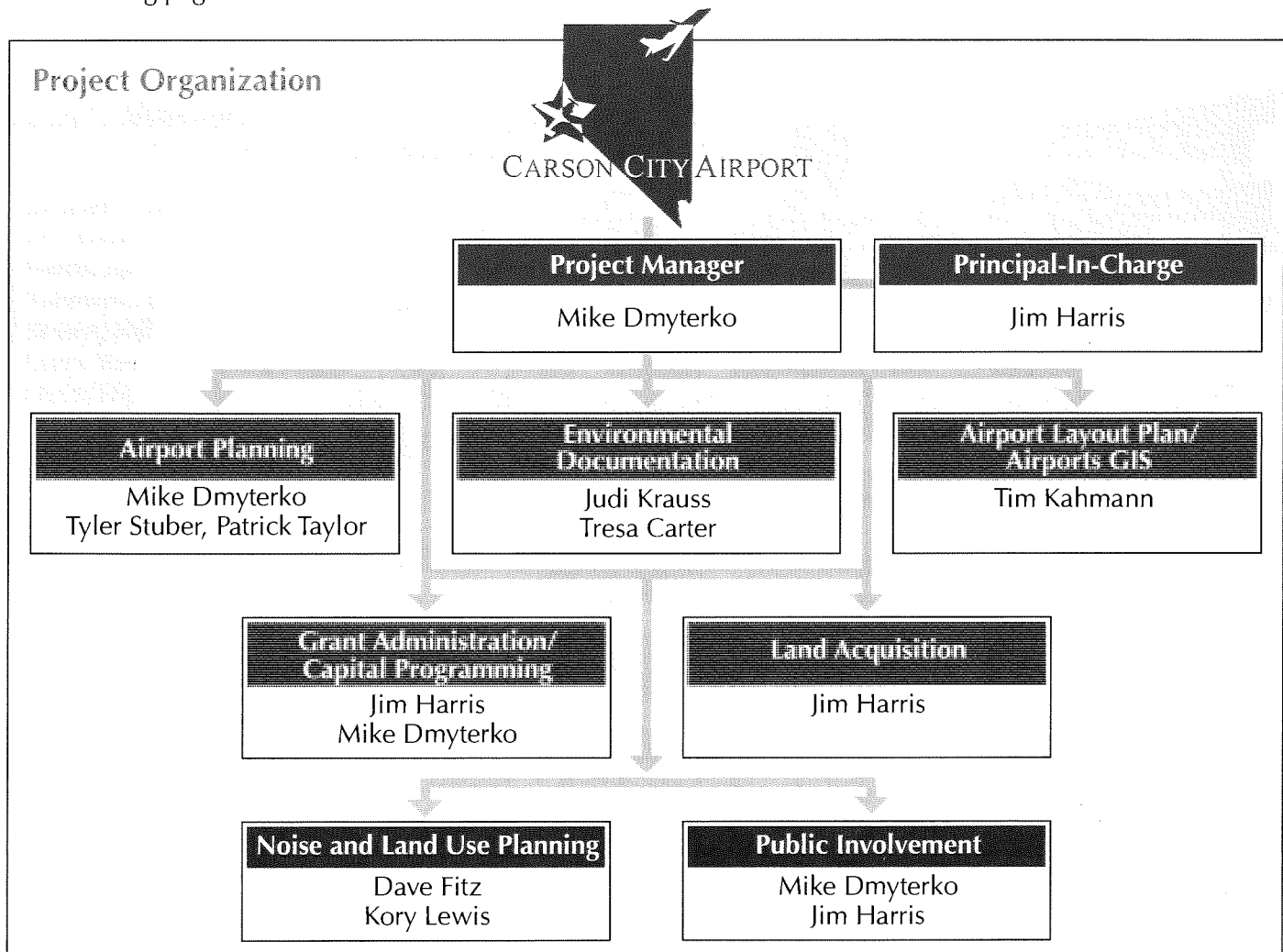
KEY PERSONNEL

Our specialization in airport planning enables us to integrate our staff's collective talents into the assignment. Key personnel not only assist our project manager with specific tasks as needed, but also have an assigned specialty discipline for which he or she is independently responsible. The primary benefit to our clients that results from this approach is that every major activity of the planning effort is initiated at the same time, resulting in better coordination and a more comprehensive level of service. Our project manager has more time to concentrate on providing responsive personal service and refining detailed elements of our product.

Jim Harris is the proposed Principal-In-Charge for our team. With 40 years of experience exclusively in airport planning, Jim serves as President and an owner of Coffman Associates. He has managed more than 250 planning projects, most of which are located in the FAA Western-Pacific Region.

Mike Dmyterko is the proposed Project Manager. As an owner of Coffman Associates, Mike has 23 years of experience exclusively in airport planning. He has managed 70+ airport planning projects including the current Airport Master Plan for Carson City Airport. Mike will be responsible for day-to-day project coordination with the Carson City Airport Authority, Airport staff and the planning team for the anticipated airport planning services.

The organizational chart below illustrates the specialty assignments of our key personnel. **All personnel listed were selected due to their expertise and experience with relative projects as well as their availability and commitment to the planning assignments for Carson City Airport.** Resumes of key personnel are included in the following pages.



Key Personnel's Professional Qualifications and Experience

Our staff has longevity and dedication. Of 25 employees, more than 30 percent have been with the company for 20 years or more. Not only is our staff collectively experienced in all disciplines of airport planning, but we also have a vast knowledge of the requirements in various Federal and State guidance documentation. This includes a thorough understanding of the FAA's 150/5300-13A, *Airport Design* and 150/5070-6B, *Airport Master Plans*. For NEPA documents, we also have a complete understanding of FAA Order 1050.1E, *Environmental Impacts: Policies and Procedures*, FAA Order 5050.4B, *NEPA Implementing Instructions for Airport Actions*, and the *FAA Office of Airport's Environmental Desk Reference for Airport Actions*. Coffman Associates are experts in these regulations as we work with these guidance documents and the FAA daily at airports across the United States. Below is a chart of our personnel and their experience as it relates to airport and environmental planning. Key personnel for the Carson City Airport Planning Services are denoted by **bold type**. The remaining staff will be available to the project manager in a support role.

LEGEND

- ☆ Primary Involvement
- Some Experience
- Extensive Experience

Coffman Experience	Years of Experience	Acoustics/Noise Modeling	Airport Industrial Facilities	Airport Management & Operations	Airspace/Air Traffic Control	Benefit Cost Analysis (BCA)	Business/Strategic Planning	Cargo Facilities	Computer Aided Drafting (CAD)	Engineering & Construction	Environmental Documentation	Facilities & Airport Function	Geographic Information Systems (GIS)	Financial Analysis	Forecasting Analysis	Heliport Facilities Planning	Land Use/Urban Planning	Air Quality/GHG Modeling	Military Facilities	Noise Abatement	Parking & Roadways	Pavement Management	Production Graphics & Support	Project Management/Production	Project Quality Control	Public Involvement	Systems Analysis	Terminal Development	Utilities & Support Facilities	Sustainability Planning	Wildlife Hazard Planning
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Planners

Benson, Steve	39	42	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	
Carter, Tresa	2	2	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	
Dmyterko, Mike	23	23	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	
Fitz, Dave	26	28	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	
Harris, Jim	37	40	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	
Kahmann, Tim	10	16	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
Krauss, Judi	7	21	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
Lewis, Kory	14	14	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆
Pfeifer, Eric	14	14	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
Quick, Matt	11	16	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
Stuber, Tyler	2	2	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
Taylor, Patrick	14	17	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆
Wagner, Steve	39	42	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆

Technicians

Beaver, Maggie	17	22	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
Burbank, Jean	12	12	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
Donnelly, Chris	5	11	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
Johnson, Larry	34	45	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆
Pittman, Jami	1	25	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
Przybycien, Diana	15	26	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆
Schmalz, Amanda	5	10	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
Riffle, Chris	30	30	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
Ryherd, Ryan	7	10	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■

Administrative

Burks, Chandra	14	14	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
Berry, Bridget	1	17	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
Irvin, Sherry	32	40	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆	☆



MICHAEL W. DMYTERKO, C.M.

Mike has been involved primarily in airport master planning and has also participated in several Part 150 Noise and Land Use Compatibility Studies and Environmental Assessments. He has also been involved in a variety of specialty planning projects, including Safety Management System (SMS) processes. Mike has focused on analysis of airport financial data and the development of feasible programming for planned development costs. Since joining Coffman Associates, he has served as the primary planner and project manager for more than 70 airport master plans for primary commercial service, reliever and general aviation airports. Utilizing the Integrated Noise Model, Mike has also conducted noise analysis included in the scope of several Master Plan studies.

Mike's recent relevant experience includes:

Carson City Airport, NV

Project: Airport Master Plan

Role: Project Manager

Description: Located in the state capital city and in close proximity to the Reno-Tahoe metropolitan area, the airport attracts a wide variety of aircraft operators including 22 based business jets. Due to the operational mix of airport users, the airport environment is presented with many challenges of both efficiency and safety. The first phase of the Airport Master Plan identified existing airport and operational characteristics, formulated a 20-year forecast, and identified the facility requirements needed to meet operational demands as well as Federal Aviation Administration standards. The master plan is currently evaluating multiple development scenarios for airside, landside, and support facilities.

Fallon Municipal Airport, NV

Project: Airport Master Plan

Role: Project Manager

Description: Fallon Municipal Airport has experienced increased general aviation interest. The large number of existing based aircraft at the airport has created a need for both air and landside facility enhancement. The report provides an analysis detailing the existing and future aviation demands as well as alternative measures taken in order to meet future forecast demands. Additionally, a major component of the Airport Master Plan includes an AGIS aeronautical survey.

Boulder City Municipal Airport, NV

Project: Airport Master Plan

Role: Project Manager

Description: A tremendous amount of growth at the airport can be attributed to its proximity to Las Vegas, Nevada, the Hoover Dam, Lake Mead, as well as the Grand Canyon which attracts air tour service providers to the airport. The operational mix of air tour service providers and general aviation airport users presents many challenges which are being addressed in the master plan. When complete, the plan will present a recommended development concept, an environmental review, a detailed financial and capital improvement plan, and an updated Airport Layout Plan.



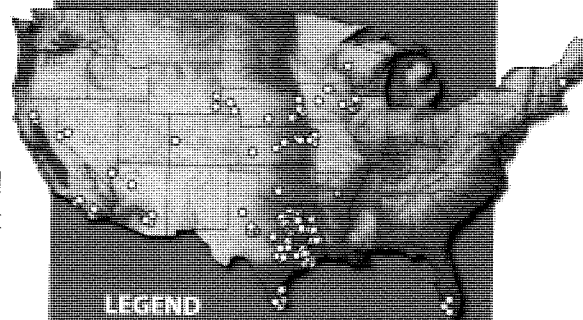
Personal Information

- Principal
- 23 Years of Experience
- B.S. Aviation Administration, University of Nebraska at Omaha (1994)
- Licensed Private Pilot

Member

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

Planning Experience at Coffman Associates



LEGEND

- Master Plan
- Environmental Study
- Special Study

Summary of Experience

Master Plans	83
Environmental Studies	34
Special Studies	18
Total Studies	135

JAMES M. HARRIS, PE

Jim, a Principal with Coffman Associates and President of the firm, has been with the firm for more than 37 years. A registered professional engineer, Jim has extensive airport planning and development experience, including preparation of airport master plans and layout plans, airport facilities design, navigational aid planning, site selection studies, environmental assessments, airspace evaluations and Part 150 Noise Compatibility Plans for both air carrier and general aviation airports. Jim has contributed to more than 250 airport planning assignments and has served as the project manager for more than 120 airport master plans.

Jim's recent relevant experience includes:

Carson City Airport, NV

Project: Airport Master Plan

Role: Principal-In-Charge

Description: Located in the state capital city and in close proximity to the Reno-Tahoe metropolitan area, the airport attracts a wide variety of aircraft operators including 22 based business jets. Due to the operational mix of airport users, the airport environment is presented with many challenges of both efficiency and safety. The first phase of the Airport Master Plan identified existing airport and operational characteristics, formulated a 20-year forecast, and identified the facility requirements needed to meet operational demands as well as Federal Aviation Administration standards. The master plan is currently evaluating multiple development scenarios for airside, landside, and support facilities.

San Carlos Airport, CA

Project: ALP Update and Narrative Report

Role: Principal-In-Charge

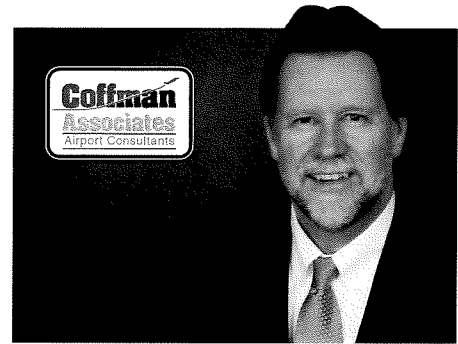
Description: The single runway is 2,600 feet long, can handle private and business aircraft less than 12,500 pounds, and has an area navigation (RNAV) instrument approach to the runway. With nearly 300 based aircraft, 150 hangar units, a public terminal and an airport traffic control tower on the field, the facility serves a wide range of fixed wing and helicopter traffic. Coffman Associates has been associated with planning services for the airport for 20+ years. Through active planning, the airport has been able to maximize their development opportunities on the airfield.

Scottsdale Airport, AZ

Project: Airport Master Plan

Role: Principal-In-Charge

Description: Coffman Associates recently completed its third Airport Master Plan for the airport, as well as an Environmental Assessment for proposed runway improvements. Over the last three decades, the airport has expanded from a 4,800-foot long runway serving small general aviation aircraft to its present 8,249-foot length, regularly serving large corporate aircraft with "through-the-fence" access to the adjacent 2,500-acre industrial airpark.



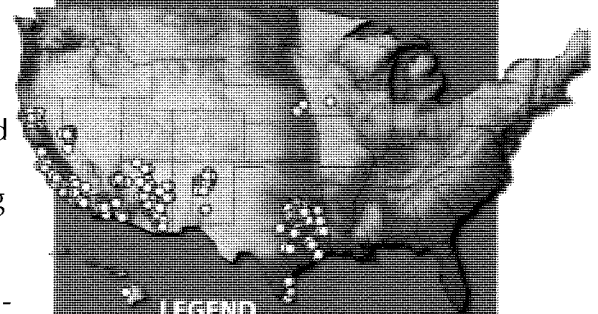
Personal Information

- President
- 40 Years of Experience
Exclusively in Airport Planning
- B.S. Civil Engineering
University of Nebraska (1978)
- Registered Professional Engineer
Arizona, New Mexico

Member

- American Association of Airport Executives
- S.W. Chapter A.A.A.E.
- Arizona Airports Association
- American Society of Civil Engineers
- Aircraft Owners & Pilots Assoc.
- Association of California Airports

Planning Experience at Coffman Associates



LEGEND

- Master Plan/Site Selection
- Environmental Study/Part 150
- Special Study

Summary of Experience

Master Plans/Site Selections	132
Environmental/Part 150s	31
Special Studies	78
Total Studies	263

PATRICK C. TAYLOR, C.M.

Since joining Coffman Associates, Patrick has been involved in all aspects of airport master planning, including aviation demand forecasting, airport financial analysis, alternative development evaluation and needs analysis. In addition, Patrick has worked on airport feasibility studies and site selection studies. Prior to joining the firm, Patrick spent 10 successful years in sales and marketing in the technology industry, including two years with a large international engineering firm.



Patrick's recent relevant experience includes:

Los Alamos Airport, NM

Project: Airport Master Plan

Role: Project Manager

Description: Los Alamos Airport has a unique one-way-in/one-way-out single runway system due to its location and elevation on the Pajarito Plateau within the Jemez Mountains. Five specific development strategies emerged during the master planning process: 1) Construct taxiway access to the threshold to eliminate the existing need for all aircraft to back-taxi on the runway prior to departure; 2) Remove/relocate a row of privately owned hangars which are currently too close to the runway; 3) Identify the most suitable location for a replacement terminal building; 4) Implement declared distances in order to provide adequate safety area surrounding the runway; and 5) Identify projects related to the introduction of commercial passenger air service.

Lebanon State Airport, OR

Project: Airport Master Plan

Role: Project Manager

Description: The primary focus of the Master Plan was to identify potential future projects that bring the airfield geometry up to new and current FAA design standards. This includes relocating taxiway exits, constructing threshold taxiway entrances to Runway 34, and eliminating a non-standard lead-in taxiway. In addition, west side parallel Taxiway B is planned to be extended to the Runway 16 threshold. A complete landside layout for future hangars and other aviation uses was also presented. The plan also includes a long-term project to extend the runway by 353 feet to the south, bringing the total runway length up to 3,100 feet, to meet the needs of future airport users.

Salinas Municipal Airport, CA

Project: ALP Update and Narrative Report

Role: Project Manager

Description: New forecasts were developed and a complete alternatives analysis was completed. It was determined that there were methods that could be employed to plan for airport growth in a realistic manner. The resulting plan called for maintaining the primary runway length, but improving the safety areas to meet the standards for larger business jet aircraft. The crosswind runway was planned for a modest extension and improvements to the safety areas. A significant element of the plan was to identify a hangar expansion area on the undeveloped side of the airport. This included the relocation of a VOR to accommodate a variety of hangar types.

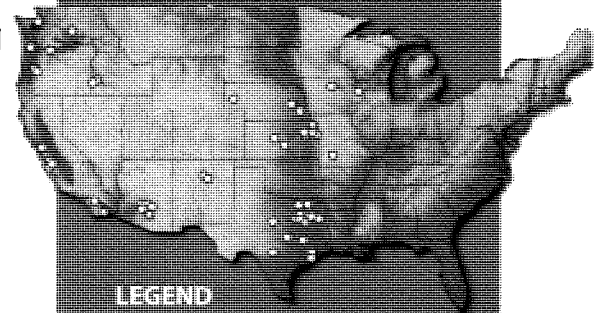
Personal Information

- Associate
- 17 Years of Experience
- M.A. Geography/GIS, University of Kansas (2004)
- B.A. Political Science, Miami University (1992)

Member

- Certified Member (C.M.) of American Association of Airport Executives
- Kansas Association of Airports
- Northwest Chapter A.A.A.E.
- Oregon Airport Management Association

Planning Experience at Coffman Associates



LEGEND

- Master Plan
- Feasibility/Site Selection

Summary of Experience

Master Plans	45
Feasibility/Site Selection Studies	4
Total Studies	49

TYLER STUBER

Tyler, an airport planner and the third generation of his family to work in aviation, has been with Coffman Associates since 2015. Prior to joining the firm, his aviation experience includes eight years working part-time at a privately owned, public use general aviation airport. During this period of time, he was involved with airport maintenance, capital improvement projects, fixed base operations, as well as aircraft maintenance. This experience, coupled with two aviation-related degrees from the University of Central Missouri and recent experience with Coffman Associates, gives Tyler a firm aviation background and strong working knowledge of airport operations and development.

Tyler's recent relevant experience includes:

Carson City Airport, NV

Project: Airport Master Plan

Role: Airport Planner

Description: Located in the state capital city and in close proximity to the Reno-Tahoe metropolitan area, the airport attracts a wide variety of aircraft operators including 22 based business jets. Due to the operational mix of airport users, the airport environment is presented with many challenges of both efficiency and safety. The first phase of the Airport Master Plan identified existing airport and operational characteristics, formulated a 20-year forecast, and identified the facility requirements needed to meet operational demands as well as Federal Aviation Administration standards. The master plan is currently evaluating multiple development scenarios for airside, landside, and support facilities.

Fallon Municipal Airport, NV

Project: Airport Master Plan

Role: Airport Planner

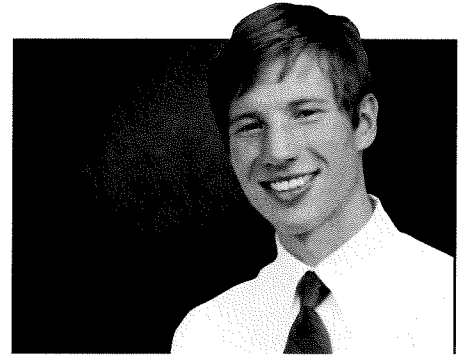
Description: Fallon Municipal Airport has experienced increased general aviation interest. The large number of existing based aircraft at the airport has created a need for both air and landside facility enhancement. The report provides an analysis detailing the existing and future aviation demands as well as alternative measures taken in order to meet future forecast demands. Additionally, a major component of the Airport Master Plan includes an AGIS aeronautical survey.

Blair Municipal Airport, NE

Project: Airport Layout Plan (ALP) and Narrative Report

Role: Airport Planner

Description: The ALP and Narrative Update will primarily focus on ways the airport could most efficiently meet future aviation demands, while providing a safe and efficient airfield system. With its close proximity to the greater Omaha area, Blair Municipal Airport experienced increased general aviation and corporate aviation interest. The draw of business jets to the airport created a need for both air and landside facility enhancement. Additionally, a major component of the ALP and Narrative Update includes an AGIS aeronautical survey.



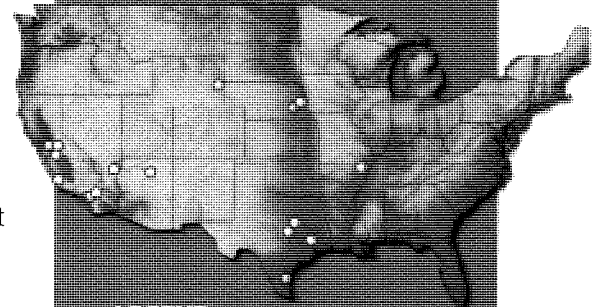
Personal Information

- Airport Planner
- 2 Years of Experience
- M.S. Aviation Safety, University of Central Missouri (2015)
- B.S. Airport Management, Business Administration Minor, University of Central Missouri (2013)
- Licensed Pilot

Member

- Aircraft Owners and Pilots Association

Planning Experience at Coffman Associates



LEGEND

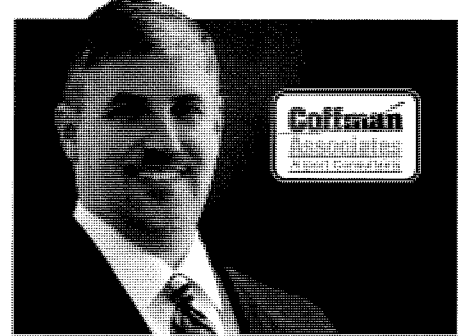
- Master Plan/ALP Update
- Airport Land Use Compatibility Plan
- Special Studies

Summary of Experience

Master Plans	12
Airport Land Use Compatibility Plans	2
Special Studies	2
Total Studies	16

DAVID W. FITZ, AICP, LEED Green Associate

Dave is the firm's noise and airport land use compatibility planning specialist. In this role, he supervises the development of airport noise exposure contours, noise abatement strategies, land use management strategies, public participation and outreach, and FAA coordination processes. Dave has prepared more than 100 airport noise and land use compatibility plans, NEPA/CEQA environmental documents, and Wildlife Hazard Assessment/Management studies at both air carrier and general aviation airports across the country.



Dave's recent relevant experience includes:

Bob Hope Airport - Burbank, CA

Project: Part 150 Study

Role: Project Manager

Description: Coffman Associates previously prepared the Bob Hope Airport's Part 150 Study in 2000, and since that time, substantial changes in the aviation industry have occurred. Increased use of quieter aircraft, reduced operation levels, and scheduled airlines observing the Bob Hope Airport's 10 p.m. to 7 a.m. voluntary curfew, have all played a major role in the reduction of nighttime aviation-related noise since the last Part 150 study was prepared. Additionally, the Burbank Bob Hope Airport has conducted an extensive sound insulation program for residences near the airport.

Hawthorne Municipal Airport, CA

Project: Part 150 Study

Role: Project Manager

Description: The 2007 Airport Master Plan for Hawthorne Municipal Airport recommended the City of Hawthorne update the 1990 Noise Compatibility Study to address ongoing concerns about aircraft noise. The Noise Compatibility Plan explores the full range of options available, including overlay zoning, property acquisition, and home sound-insulation so that local officials can meet the increasing aviation demand, while continuing to be a good neighbor.

San Carlos Airport, CA

Project: Part 150 Study

Role: Project Manager

Description: Next Generation Airspace implementation have created aircraft noise concerns in the surrounding communities. The study evaluated recent changes to operations and the implementation of the existing quiet flying program. An extensive public process designed to educate the area residents on the process and recommendations was conducted throughout the study. Recommendations include updating the quiet flying program brochure, Community General Plan amendments, updating the County Airport Land Use Compatibility Plan, and continued coordination with FAA on the Bayside Approach implementation.

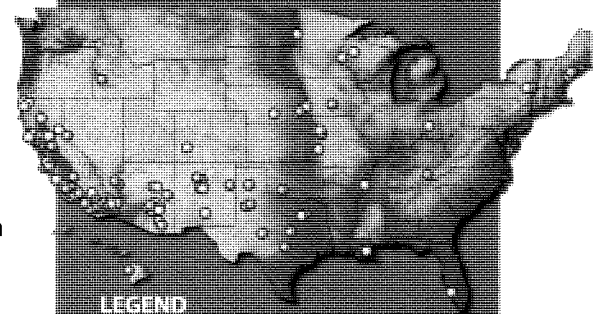
Personal Information

- Principal
- 28 Years of Experience
- M.S. Community and Regional Planning, Iowa State University (1992)
- B.A. Landscape Architecture, Iowa State University (1989)

Member

- American Institute of Certified Planners (AICP)
- American Planning Association
- Institute of Noise Control Engineering
- Airport Consultants Council
- Airports Council International - North America

Planning Experience at Coffman Associates



LEGEND

- Part 150 Study
- Airport Land Use Compatibility Plan
- Environmental/Special Study/Master Plan
- Wildlife Hazard Assessments

Summary of Experience

Part 150 Studies	18
Airport Land Use Compatibility Plans	18
Environmental/Special Studies/Master Plans	42
Total Studies	118

KORY A. LEWIS

Upon completion of his Master's Degree in Urban Planning, Kory joined Coffman Associates as an airport planner. For more than 13 years, Kory has prepared the environmental documentation for a wide range of airport development and air service projects. Kory has served as project manager for environmental projects at general aviation and commercial service airports. With expertise in land use planning, he performs aircraft noise analyses, land use compatibility analyses, and noise measurement and analysis. Kory also conducts air quality modeling and greenhouse gas inventories. Prior to joining Coffman Associates, Kory worked in the engineering industry performing field reconnaissance and GIS support for public infrastructure projects.

Kory's relevant experience includes:

San Carlos Airport, CA

Project: Part 150 Study

Role: Airport Planner

Description: Next Generation Airspace implementation have created aircraft noise concerns in communities surrounding San Carlos. The study evaluated recent changes to operations and the implementation of the existing quiet flying program. An extensive public process designed to educate the area residents on the process and recommendations was conducted throughout the study. Recommendations include updating the quiet flying program brochure, Community General Plan amendments, updating the County Airport Land Use Compatibility Plan, and continued coordination with FAA on the Bayside Approach implementation.

Del Norte County, CA

Project: Airport Land Use Compatibility Plan

Role: Land Use Planner

Description: Coffman Associates was retained to prepare an Airport Land Use Compatibility Plan for the three public use airports in the county. This included preparation of Part 77 airspace exhibits, noise contours, and safety zones for the airports. Additionally, Coffman Associates was responsible for preparation of airport diagrams for two of the airports which did not have FAA-approved airport layout plans. Upon approval of the ALUCP, Coffman Associates prepared CEQA documentation for the plan approval.

Wickenburg Municipal Airport, AZ

Project: Environmental Assessment

Role: Environmental Planner

Description: The Wickenburg Municipal Airport Environmental Assessment considered the potential environmental impacts related to the construction of a 30,000 square-foot mid-field parking apron and access road. The apron includes 26 aircraft parking spaces for use by based and transient aircraft. The project requires relocation of an existing ephemeral wash regulated by the U.S. Army Corps of Engineers. Nationwide permit preservation is conditional upon in-lieu mitigation fee payment for the preservation of a similar area at the nearby Hassayampa River Preserve.



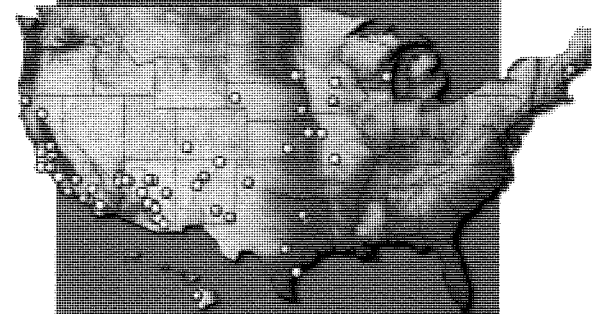
Personal Information

- Associate
- 14 Years of Experience
- Master of Urban Planning, University of Kansas (2004)
- B.A. Geography, University of Kansas (2000)

Member

- American Planning Association

Planning Experience at Coffman Associates



LEGEND

- Land Use Compatibility Plan
- Environmental Study
- Airport Land Use Plan
- Wildlife Hazard Assessment

Summary of Experience

Environmental Studies	25
Land Use Compatibility Plans	16
Airport Land Use Plans	8
Wildlife Hazard Assessments	4
Total Studies	53

JUDI KRAUSS, AICP

Since joining Coffman Associates, Judi has contributed to numerous Environmental Evaluations and Assessments associated with airport development and planning projects, and participated in several Part 150 studies and Airport Master Plans. Prior to joining Coffman Associates, Judi worked for the Arizona Department of Transportation's Environmental Planning Section as a project manager and an environmental planner for a large multi-discipline environmental consulting firm. Her expertise lies in socioeconomic studies, as well as environmental projects under both the *National Environmental Policy Act* and the *California Environmental Quality Act*.

Judi's relevant experience includes:

Monterey Regional Airport, CA

Project: Initial Study for the Airport Master Plan

Role: Project Manager

Description: This study concluded that an Environmental Impact Report (EIR) was necessary to fully evaluate the proposed Master Plan impacts under the *California Environmental Quality Act*. A Notice of Preparation for an EIR was circulated and the EIR scoping period was just concluded. In conjunction with the EIR scoping period, Coffman Associates helped the District prepare an EIR scoping packet and conducted a public and agency EIR Scoping workshop.

Laughlin/Bullhead International Airport, AZ

Project: Environmental Assessment/CatEx

Role: Project Manager

Description: The EA was initiated for the Airport to acquire approximately 300 acres of land from the Arizona State Land Department (ASLD) for future use as a commercial terminal and apron, a cargo terminal and apron, and support facilities such as rental cars and fuel service. The contract included negotiation assistance with ASLD. Ultimately, after receiving the results of several natural resources surveys (biological, cultural, preliminary wetlands delineation, and a Phase 1 Environmental Due Diligence Audit), FAA determined that the land acquisition was eligible for a Categorical Exclusion.

Buckeye Municipal Airport, AZ

Project: Environmental Assessment

Role: Project Manager

Description: Buckeye Municipal Airport hired Coffman Associates to prepare an environmental assessment for property acquisition immediately north of the airport. The proposed acquisition would involve land directly to the north (approx. 74 acres) of Runway 17-35. The purchase of this land in the near term will provide approach protection for Runway 17. In the intermediate to long term, this land could contain the runway safety and object free areas of the extended Runway 17-35. A Finding of No Significant Impact (FONSI) was issued for this project.



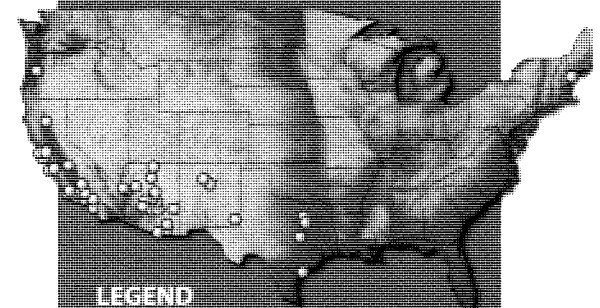
Personal Information

- Environmental Planner
- 21 Years of Experience in the Public and Private sectors
- M.A. Economics w/emphasis in Natural Resource Economics, University of California, Santa Barbara (1989)
- B.A. Environmental Studies w/minor in Biology, California State University, Sacramento (1984)

Member

- American Institute of Certified Planners (AICP)
- Arizona Airports Association
- National Association of Environmental Professionals
- S.W. Chapter A.A.A.E.

Planning Experience at Coffman Associates



LEGEND

- Environmental Study
- Part 150 Study
- Airport Land Use Compatibility Plan

Summary of Experience

Environmental Studies	43
Part 150 Studies	2
Airport Land Use Compatibility Plans	1
Total Studies	46

TRESA CARTER, AICP, LEED Green Associate

Tresa joined Coffman Associates in 2016 as an environmental and sustainability planner. Tresa's passion for the environment and sustainability as well as her previous experience in the public sector on projects related to energy efficiency, recycling, and sustainability, has made her a valued resource for the firm.

While at Coffman Associates, Tresa has worked on a variety of projects, including sustainability master plans, NEPA documentation, airport master plans, airport compatibility land use plans and zoning ordinances.

Tresa's relevant experience includes:

Columbia Airport, CA

Project: Environmental Assessment

Role: Planner

Description: Part of the Airport Master Plan process requires accompanying environmental documentation. This documentation is a precursor to any development projects that may require compliance with the *National Environmental Policy Act* (NEPA). The environmental inventory analyzes 14 resource categories potentially impacted by airport development and/or operation.

Marina Municipal Airport, CA

Project: Airport Land Use Compatibility Plan

Role: Planner

Description: The ALUCP for Marina Municipal Airport was created alongside the Airport Master Plan update. The contents of the ALUCP included an analysis of the airport's surrounding land uses, noise exposure, facilities and operations, future improvements, and recommended compatibility policies and criteria.

Del Norte County, CA

Project: Airport Land Use Compatibility Plan

Role: Planner

Description: The ALUCP for Del Norte County examined three public use airports in the County. The study involved research related to the County's three airports' environs, facilities, and operations, as well as recommended land use policies for the County to adopt.

Grand Canyon National Park Airport, AZ

Project: Sustainability Plan

Role: Planner

Description: The Sustainability Plan for Grand Canyon National Park Airport was a part of the Airport Master Plan. The Sustainability Plan included two parts: a sustainability baseline assessment and a sustainability management plan. The sustainability baseline assessment identified existing conditions at the Airport in categories including water conservation, energy efficiency, solid waste practices, and more. The sustainability management plan used the information from the assessment to establish goals, objectives, and policies that the Airport could pursue to make operations more sustainable.



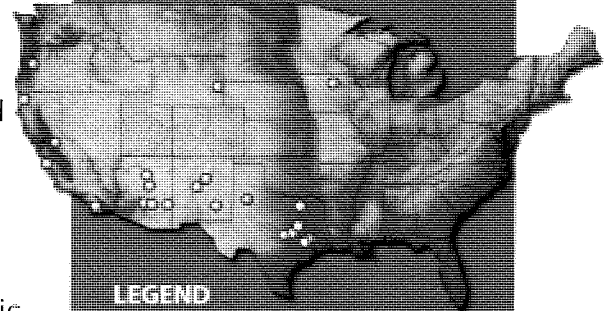
Personal Information

- Planner
- 2 Year of Experience
- M.S. Urban Planning, University of Kansas (2017)
- B.S. Environmental Studies, University of Kansas (2013)
- LEED Green Associate

Member

- American Institute of Certified Planners (AICP)
- American Planning Association
- United States Green Building Council (USGBC)
- Women in Transportation

Planning Experience at Coffman Associates



LEGEND

- Environmental Studies
- Sustainability Master Plans
- Recycling Plans
- Airport Land Use Compatibility Plans
- Master Plan
- Special Study

Summary of Experience

Environmental Studies	12
Sustainability Master Plans	2
Recycling Plans	3
Airport Land Use Compatibility Plans	3
Master Plan	1
Special Study	1
Total Studies	22

Section 3

**CAPABILITY TO MEET SCHEDULES OR DEADLINES,
CAPABILITY OF BRANCH OFFICE TO WORK
INDEPENDENTLY OF HOME OFFICE**



CAPABILITY TO MEET SCHEDULES OR DEADLINES

During the past 39 years, Coffman Associates has developed an efficient internal project work flow that allows us to maintain project timeliness. We have separate teams dedicated to specific elements within the project. Our supporting teams include graphics, CAD technicians, GIS professionals, and content editors, along with our in-house printing capabilities. These internal processes were established specifically to assure on-time, on-budget delivery of a high-quality product. Since maintaining the project schedule is critical to our revenue base and cash flow, we have established weekly status checks for every project. Our service is designed to work within the timeframe most comfortable or desirable to our clients. We try to anticipate the placement, timeframe, and resulting requirements of review periods in the planning process so that they do not affect our continued production or schedule.

Unless there is a change of scope that significantly increases our work effort, we do not request additional fees. This is accomplished through project management methods established at the beginning of the project. The Principal-in-Charge and the Project Manager will meet with key airport stakeholders and develop a detailed and comprehensive scope of work that meets the needs for the airport.

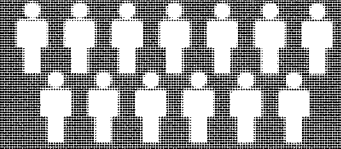
CAPABILITY OF BRANCH OFFICE TO WORK INDEPENDENTLY OF HOME OFFICE

Since our inception, Coffman Associates has provided planning services for airports nationwide from California to Maine, as well as Alaska and Hawaii. If selected for the proposed project, Jim Harris, who is based out of our West Coast (Phoenix) office, will serve as the Principal-In-Charge. Jim has participated in over 250 planning projects and managed over 120 master plans, most of which were located in the FAA Western-Pacific Region. Key personnel for the planning efforts will be located in both our Kansas City and Phoenix offices. While the Phoenix office operates independently of our Kansas City office and has personnel available to perform most airport planning tasks, both offices work on a common network allowing access to shared project information. Coffman Associates routinely teams personnel from both offices to collaborate on individual planning projects. In fact, personnel from both our offices are currently working on the Carson City Airport Master Plan being prepared by Coffman Associates.

We anticipate a travel schedule to accommodate the meetings required for the proposed projects. While these meetings provide invaluable on-site communication, we are also able to supplement this interaction with the availability of technology such as our web page, email, internet hosted meetings and teleconferencing. This enables us to be a part of the daily functions of your airport with no additional cost.

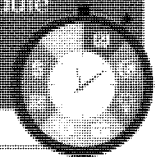
Workload

- We don't take on more work than we can handle.
- We have a large enough staff of airport planners to have major flexibility and capacity to expedite projects.



Timely Performance

- Our chances of being profitable are enhanced by early project completion.
- We work on a schedule most comfortable for our clients.



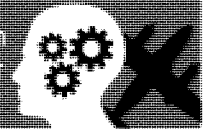
Budget

- We keep the scope of work within FAA AIP or State grant funding limitations.
- Unmatched record by anyone - we don't request additional fees.



Experience

- We have a great deal of experience that has proven valuable to our clients.



Service

- Our clients know many of our staff members because we are personally involved at every level.
- We are an extension of the staff and proud to be a part of the future of the airport.



Section 4

**QUALITY OF PROJECTS PREVIOUSLY UNDERTAKEN
AND CAPABILITY TO COMPLETE PROJECTS WITHOUT
MAJOR COST ESCALATIONS OR OVERRUNS**



QUALITY OF PROJECTS PREVIOUSLY UNDERTAKEN AND CAPABILITY TO COMPLETE PROJECTS WITHOUT MAJOR COST ESCALATIONS OR OVERRUNS

Airport Master Planning and Airport Layout Plans

Coffman Associates is known for its extensive experience in airport master planning studies. Airport Master Plans vary with the size, complexity, and role of each airport and may include a variety of supporting studies. The plans provide a comprehensive study of the airport that describes the short-, intermediate-, and long-term plans for airport development. Coffman Associates utilizes Advisory Circular 150/5070-6B, Airport Master Plans, as a guide for the preparation of Master Plans for airports that range in size and function from small general aviation to large commercial service facilities. The firm customizes the scope of each Master Plan to the individual airport under evaluation.

RELEVANT PROJECT EXAMPLES

Carson City Airport

Coffman Associates was retained by the Carson City Airport Authority to conduct an Airport Master Plan for the Carson City Airport. Although updates to the Airport Layout Plan Drawings have been carried out as recent as 2016, the airport has been experiencing continued growth as a result of its location in the state capital city and its proximity to the Reno-Tahoe metropolitan area. The convenient location of the airport attracts a wide variety of aircraft operators including 22 based business jets. Due to the operational mix of airport users, the airport environment is presented with many challenges of both efficiency and safety. The first phase of the Airport Master Plan identified existing airport and operational characteristics, formulated a 20-year forecast, and identified the facility requirements needed to meet operational demands as well as Federal Aviation Administration standards. The second phase will present multiple airport alternatives, evaluating development scenarios for airside, landside, and support facilities required. The final phase of the project will present a recommended development concept and environmental review, a detailed financial and capital improvement plan, and updated airport layout plans and land use compatibility.

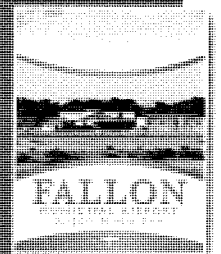
Carson City Airport, NV
Project: Airport Master Plan
Completion: Winter 2018 (est.)
On Budget: Yes
Reference:
Kenneth G. Moen,
Airport Manager
(775) 841-2255



Fallon Municipal Airport

The Airport Master Plan is primarily focused on how the airport could most efficiently meet future aviation demands while providing a safe and efficient airfield system. With its close proximity to the greater Reno-Tahoe metropolitan area, Fallon Municipal Airport has experienced increased general aviation interest. The large amount of existing based aircraft at the airport has created a need for both air and landside facility enhancement. The report provides an analysis detailing the existing and future aviation demands as well as alternative measures that could be taken in order to meet future forecast demands. Ultimately, an airport development concept will be selected and finalized. The finalized plans will be reflected on an updated ALP drawing set, which consists of a computer-generated drawing that depicts the current and future airport conditions. Additionally, a major component of the Airport Master Plan includes an AGIS aeronautical survey.

Fallon Municipal Airport, NV
Project: Airport Master Plan
Completion: Winter 2018 (est.)
On Budget: Yes
Reference:
Robert Erquilaga,
Legal and Administrative Director for
the City of Fallon
(775) 423-8016



Boulder City Municipal Airport

Coffman Associates is currently preparing an Airport Master Plan for the Boulder City Municipal Airport. Although updates to the Airport Layout Plan Drawings have been carried out as recently as 2013, the airport has been experiencing a tremendous amount of growth. Much of the growth can be attributed to its proximity to Las Vegas, Nevada, the Hoover Dam, Lake Mead, as well as the Grand Canyon which attracts air tour service providers to the airport. The operational mix of air tour service providers and general aviation airport users presents many challenges of both efficiency and safety. When complete, the plan will present a recommended development concept, an environmental review, a detailed financial and capital improvement plan, an updated Airport Layout Plan (ALP) and on and off airport land use plans.

Boulder City Municipal Airport, NV

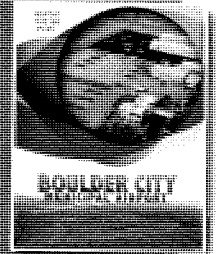
Project: Master Plan

Completion: Winter 2017 (est.)

On Budget: Yes

Reference:

Jennifer Lopez,
Airport Manager
(702) 293-9405



Benton Airpark

Benton Airpark, one of two public-use airports owned and operated by the City of Redding, California, serves as a general aviation (GA) airport in the FAA's National Plan of Integrated Airport Systems (NPIAS). Primarily catering to small GA aircraft, the Airpark offers full-service fixed-base operator (FBO) amenities, including 100LL and Jet A fuel. The ALP Update and Narrative Report examined the Airpark's existing airfield and landside facilities to identify needed improvements during a 20-year period. Recommended improvements included the relocation of the Airpark's wash rack, which has limited accessibility to larger multi-engine aircraft, to a more accessible site; the implementation of GPS instrument approach capabilities to increase the Airpark's usefulness and to attract flight training and itinerant aircraft operators; and the installation of an Automated Weather Observation System (AWOS) to improve on-site weather reporting for pilots. Flexibility was the focus for future landside developments to allow for expanded hangar capacity in appropriate areas as demand dictates. A capital improvement program (CIP) was also prepared to identify potential funding sources for individual projects and to allow Airpark officials to budget accordingly for future projects.

Benton Airpark - Redding, CA

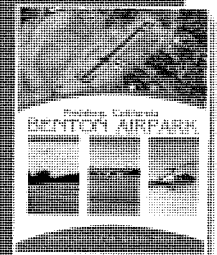
Project: ALP Update and Narrative Report

Completion: December 2014

On Budget: Yes

Reference:

Bryant Garrett,
AAE, Airports
Manager
(530) 224-4321



Glendale Municipal Airport

Glendale Municipal Airport is located in the greater Phoenix metropolitan area, only six miles from the City of Glendale's central business district. The airport is less than three miles from the University of Phoenix (Arizona Cardinals) Stadium and Gila River (Arizona Coyotes) Hockey Arena. Several years ago, the City of Glendale developed Camelback Ranch on property southeast of the airport - the spring training home of the Los Angeles Dodgers and Chicago White Sox. The single runway is 7,150 feet long, can handle all business jets less than 60,000 pounds (dual wheel gear), and has area navigation instrument approaches to each runway end. With more than 400 individual hangar units, a 22,000-square foot public terminal and an airport traffic control tower on the field, the facility serves a wide range of fixed wing and helicopter traffic. Coffman Associates has been associated with planning for the airport since participating in the original airport feasibility and site selection study in 1982. Through active planning, the airport has been able to maximize their hangar development areas on the west side of the runway. Future hangar development will take advantage of open area on the east side of the airfield.

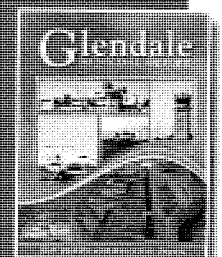
Glendale Municipal Airport, AZ

Project: ALP Update and Narrative Report

Completed: May 2018

On Budget: Yes

Reference:



Hollister Municipal Airport

Hollister Municipal Airport (CVH) is a general aviation airport in San Benito County, California. Home to a California Department of Forestry and Fire Protection (CalFire) Air Attack base, the project's focus is to identify and plan for the relocation of the CalFire base facilities to another area of the airport and the development of new taxiway infrastructure to accommodate its expanding operation. The plan also provides a solution to reactivate previously abandoned runway pavement, making the airport more accessible to larger/heavier aircraft. Other issues addressed include plans for the acquisition of additional property for the expansion of landside facilities including hangars and apron areas to accommodate future demand.

Hollister Municipal Airport, CA

Project: ALP Update and Narrative Report

Completion: October 2017

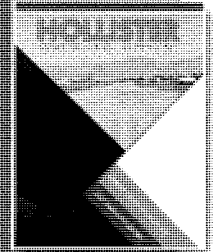
On Budget: Yes

Reference:

Mike Chambliss,

Airport Director

(831) 636-4365



Lebanon State Airport

Lebanon State Airport is one of 28 airports owned by the State of Oregon and managed by the Oregon Department of Aviation. The airport is planned to remain a small general aviation airport that serves the Lebanon region. The primary focus of the Master Plan was to identify potential future projects that bring the airfield geometry up to new and current FAA design standards. This includes relocating taxiway exits, constructing threshold taxiway entrances to Runway 34, and eliminating a non-standard lead-in taxiway. In addition, the west side parallel Taxiway B is planned to be extended to the Runway 16 threshold. A complete landside layout for future hangars and other aviation uses was also presented. The plan also includes a long term project to extend the runway by 353 feet to the south, bringing the total runway length up to 3,100 feet, in order to meet the needs of users anticipated to be using the airport in the future. The draft final master plan was completed in nine months, which was ahead of schedule and on budget.

Lebanon State Airport, OR

Project: Master Plan

Completion: August 2016

On Budget: Yes

Reference: Matthew Maass,

State Airport Manager

(503) 378-2523



Marina Municipal Airport

Coffman Associates is currently in the process of developing a Master Plan for the Marina Municipal Airport. While the plan is not complete, several issues have emerged that are being addressed in the Master Plan. This airport is home to the U.S. Navy's Center for Interdisciplinary Remotely-Piloted Aircraft Studies (CIRPAS). The CIRPAS mission includes weather research capability utilizing unmanned aerial systems (UAS). In addition, the Airport rural and a former military airfield, which presents its own unique set of challenges. For example, the Airport has large expansive apron areas which are costly to maintain. The Master Plan established a priority system for rehabilitating and financing pavement maintenance. Like many former military airfields, the total property is large, exceeding that needed to support the airport. As a result, an airport land use plan that will be acceptable to the FAA has been developed, thereby assuring airport compliance with FAA grant assurances. The airport land use plan identifies potential excess property that could be used to generate much-needed airport revenue through non-aviation uses.

Marina Municipal Airport, CA

Project: Master Plan

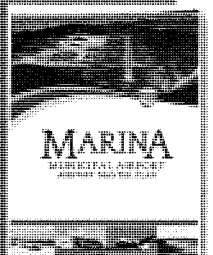
Completion: May 2018

On Budget: Yes

Reference: Jeff Crechriou,

Airport Services Manager

(831) 384-2901



Salinas Municipal Airport

Salinas Municipal Airport is an active general aviation facility serving the City of Salinas, California, which is located approximately 20 miles east of Monterey. The new airport manager and the City were seeking to update the airport layout plan (ALP) which they believed was not realistic given the physical constraints to airport expansion. Coffman Associates completed new forecasts and a complete alternatives analysis. New methods were identified for realistically planning airport growth. The resulting plan called for maintaining the primary runway length, but improving the safety areas to meet the standards for larger business jet aircraft. The crosswind runway was planned for a modest extension and improvements to the safety areas. A significant element of the plan was to identify a hangar expansion area on the undeveloped side of the airport. This included the relocation of a VOR to accommodate a variety of hangar types. Coffman Associates recently updated the previous ALP and Narrative Report.

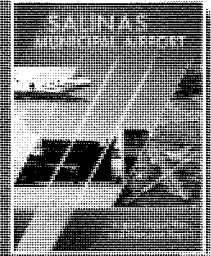
Santa Maria Airport

Santa Maria Public Airport (SMX) is one of two commercial service airports in Santa Barbara County, California. In a highly competitive regional market, SMX has diversified its activities, benefiting from an 8,000-foot long runway allowing it to serve large/heavy aircraft on long hauls. In addition to airline service provided by Allegiant Air and Moku-le Airlines, SMX serves as a base for the United States Forest Service (USFS) aerial firefighting operation, which utilizes a variety of air tankers including the DC-10. Due to increased usage by these large/heavy aircraft, the Master Plan has addresses failing taxiway infrastructure and non-standard taxiway design to improve operational safety and efficiency as well as a permanent and dedicated USFS tanker base apron and facilities. Additional issues addressed include solutions for expanded vehicle parking capacity in the terminal area and plans for the development of a large-scale maintenance/repair/overhaul (MRO) operator and a business park on the airport's south side to expand and diversify its revenue base.

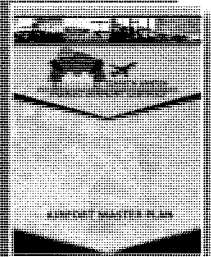
Scottsdale Airport

The airport, which has approximately 385 based aircraft and recorded over 168,000 annual operations in 2017, is also home to 130 based business jets. The rapid growth of the Phoenix/Scottsdale area has resulted in several updates of the Airport Master Plan and the Part 150 Study as the City has continuously needed to address increased corporate jet and helicopter activity, as well as land use compatibility issues. Coffman Associates recently completed its third Airport Master Plan for the airport, as well as an Environmental Assessment for proposed runway improvements. Over the last three decades, the airport has expanded from a 4,800-foot long runway serving small general aviation aircraft to its present 8,249-foot length, regularly serving large corporate aircraft with "through-the-fence" access to the adjacent 2,500-acre industrial airpark. As a result of the rapid changes in the airport's facilities, Coffman Associates has regularly conducted FAA design standard and capacity studies. In response to FAA's Runway Safety Area Program, a detailed review of the airport's runway safety areas was conducted, resulting in several recommended changes and improvements.

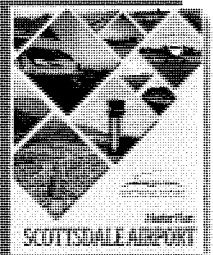
Salinas Municipal Airport, CA
Project: ALP Narrative Report
Completion: January 2016
On Budget: Yes
Reference: Brett Godown,
Airport Manager
(831) 758-7214



Santa Maria Airport, CA
Project: Master Plan
Completion: June 2018
On Budget: Yes
Reference: Chris Hastert,
General Manager
(805) 922-1726



Scottsdale Airport, AZ
Project: Airport Master Plan
and FAA ACIS Survey
Completed: June 2015
On Budget: Yes
Reference:
Gary Mascaro,
Aviation Director
(480) 312-2321



Environmental Documentation

Coffman Associates has extensive, recent experience in preparing and coordinating environmental documentation for airport development projects. We have conducted more than 50 environmental studies over the last five years. While a few of these studies have been simple and non-controversial projects, many have been very unique, complex, and highly controversial; yet we have never failed to build adequate mitigation and justification to obtain FAA and local approval of the proposed projects.

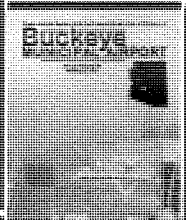
Our knowledge of the *National Environmental Policy Act* (NEPA), combined with our airport master planning experience, makes us uniquely qualified to move our airport sponsors through the environmental documentation processes. Each of our project team members has worked closely with the FAA and local approval bodies. This ensures a seamless transition from project environmental clearances, to design, to implementation. Through our EA experience in the Western-Pacific Regional Office, we have developed a relationship with the FAA Environmental Protection Specialists that allow us tremendous insight into their project requirements.

RELEVANT PROJECT EXAMPLES

Buckeye Municipal Airport

Coffman Associates was hired to prepare an environmental assessment for Buckeye Municipal Airport regarding property acquisition immediately north of the airport. The proposed acquisition would involve land directly to the north (approx. 74 acres) of Runway 17-35. The purchase of this land in the near term will provide approach protection for Runway 17. In the intermediate to long term, this land could contain the runway safety and object free areas of the extended Runway 17-35. A Finding of No Significant Impact (FONSI) was issued for this project.

Buckeye Municipal Airport, AZ
 Project: Environmental Assessment
 Completed: June 2015
 On Budget: Yes
 Reference:
 Scott Lowe
 Director of Public Works
 (623) 349-6815



Camarillo Airport

Coffman Associates recently completed an Environmental Assessment on the Camarillo Airport's proposed Northeast Hangar Development Project. The proposed project includes the development of approximately 20 acres of open land on the northeast quadrant of the airport. The purpose of the proposed project is to provide additional County-owned hangars at the airport. The airport currently has a wait list of 130 people, which usually involves an approximate five- to six-year wait.

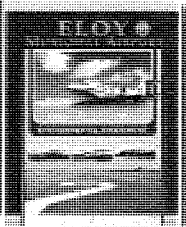
Camarillo Airport, CA
 Project: Environmental Assessment
 Completed: June 2017
 On Budget: Yes
 Reference:
 Todd McNamee
 Director of Airports
 (805) 388-4200



Eloy Municipal Airport

The Proposed Action involves three separate, but related, actions: relocation of Taxiway A and its taxiway system to provide a 300-foot runway/taxiway centerline separation to meet FAA design standards; construction of certain improvements identified in the Airport's Master Drainage Plan to protect the Airport and airfield infrastructure from flooding; and land acquisition required (12.4 acres to be acquired fee simple) to accomplish the first two action components. Upon completion of the taxiway system relocation, taxiway edge lighting will be installed and the new pavement marked.

Eloy Municipal Airport, AZ
 Project: Environmental Assessment
 Completed: June 2017
 On Budget: Yes
 Reference:
 Harvey Krauss
 City Manager
 (520) 466-9201



Laughlin/Bullhead International Airport

This EA was started for the Airport to acquire approximately 300 acres of land from the Arizona State Land Department (ASLD) for future use as a commercial terminal and apron, a cargo terminal and apron, and support facilities such as rental cars and fuel service. The contract included assistance with negotiations with ASLD. Ultimately, after receiving the results of several natural resources surveys (biological, cultural, preliminary wetlands delineation, and a Phase 1 Environmental Due Diligence Audit), FAA determined that the land acquisition was eligible for a Categorical Exclusion.

Laughlin/Bullhead International Airport, AZ

Project: Environmental Assessment/CatEx
Completed: July 2015
On Budget: Yes
Reference:
Jeremy Keating
Airport Director
(928) 754-2134

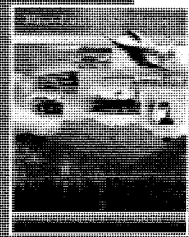


Mesa-Falcon Field Airport

Coffman Associates is currently preparing an EA for the proposed Mesa Falcon Tech Center project, which consists of a non-aviation development proposal for approximately 70 acres of airport-owned land currently occupied by orange trees. The project includes tree removal and development of the site with a "tech center" that caters to the medical technology industry under long-term (40+ year) leases. The proposed project includes related street, drainage, and other utility infrastructure. The project site is currently shown on the ALP as "Future Non-Aviation Development." The federal action for the project is to update the ALP with an appropriate site development plan.

Mesa-Falcon Field Airport, AZ

Project: Environmental Assessment
Completion: February 2018
On Budget: Yes
Reference:
Corinne Nystrom,
Airport Director
(480) 644-4045

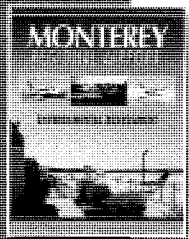


Monterey Regional Airport

Coffman Associates completed an Initial Study on the Monterey Regional Airport's draft Final Airport Master Plan. This study concluded that an Environmental Impact Report (EIR) is necessary to fully evaluate the proposed Master Plan impacts under the CEQA. A Notice of Preparation for an EIR was circulated and the EIR scoping period was concluded. In conjunction with the EIR scoping period, Coffman Associates helped the District to prepare an EIR Scoping packet and conducted a public and agency EIR scoping workshop. Coffman Associates is now in the process of preparing the EIR.

Monterey Regional Airport, CA

Project: Initial Study for the Master Plan
Completed: December 2015
On Budget: Yes
Reference:
Chris Morello,
Planning Manager - Grants and Planning
(831) 648-7000



Wickenburg Municipal Airport

In 2011, the Town of Wickenburg proposed construction of a new aircraft parking apron to accommodate 27 aircraft. An EA (also prepared by Coffman) was completed and a Finding of No Significant Impact (FONSI) was issued for the project by FAA. Subsequently, an area was identified on the Airport that would be suitable as a source of borrow material for the project that was not included in the original analysis. Coffman, with biological and cultural resources support from SWCA Environmental, completed a Supplement EA on the new borrow site and haul route. As a result, a FONSI for the new borrow site and haul road was also approved for the project.

Wickenburg Municipal Airport, AZ

Project: Environmental Assessment
Completed: Feb. 2015
On Budget: Yes
Reference:
Steve Boyle,
Director-Community Development
(928) 684-5451



Section 5

**UNDERSTANDING THE PROJECT'S POTENTIAL
CHALLENGES AND THE SPONSOR'S SPECIAL CONCERNS**



UNDERSTANDING THE PROJECT'S POTENTIAL CHALLENGES AND THE SPONSOR'S SPECIAL CONCERNS

Coffman Associates' has two decades of experience and understanding of the Carson City Airport. This long-standing partnership provides our staff with a comprehensive understanding of the goals and objectives of the Carson City Airport Authority. We are currently updating our previously completed Airport Master Plan. The previous planning effort was instrumental in the reorientation of the runway to better serve the airport's aviation demand and meet requisite FAA design and safety standards. The aim of Coffman Associates' current master planning process is to provide the Airport Authority with the tools to invigorate its revenue position. This includes maximizing revenue production opportunities from current airport properties, as well as targeted acquisitions to bolster revenue and promote and ensure long-term compatibility with the surrounding community.

Carson City Airport Authority has requested statements of interest and qualifications for both future engineering projects and planning projects. As a firm which was purposefully founded to operate exclusively as an airport planning consultancy, Coffman Associates will not pursue the engineering and design RFQ. We firmly believe in the principle that airport engineering and airport planning should be conducted separately. This separation ensures complete objectivity in planning and environmental review and eliminates all potential or perception for conflict of interest that arises when the same firm that plans the project benefits from the design.



Our approach is:

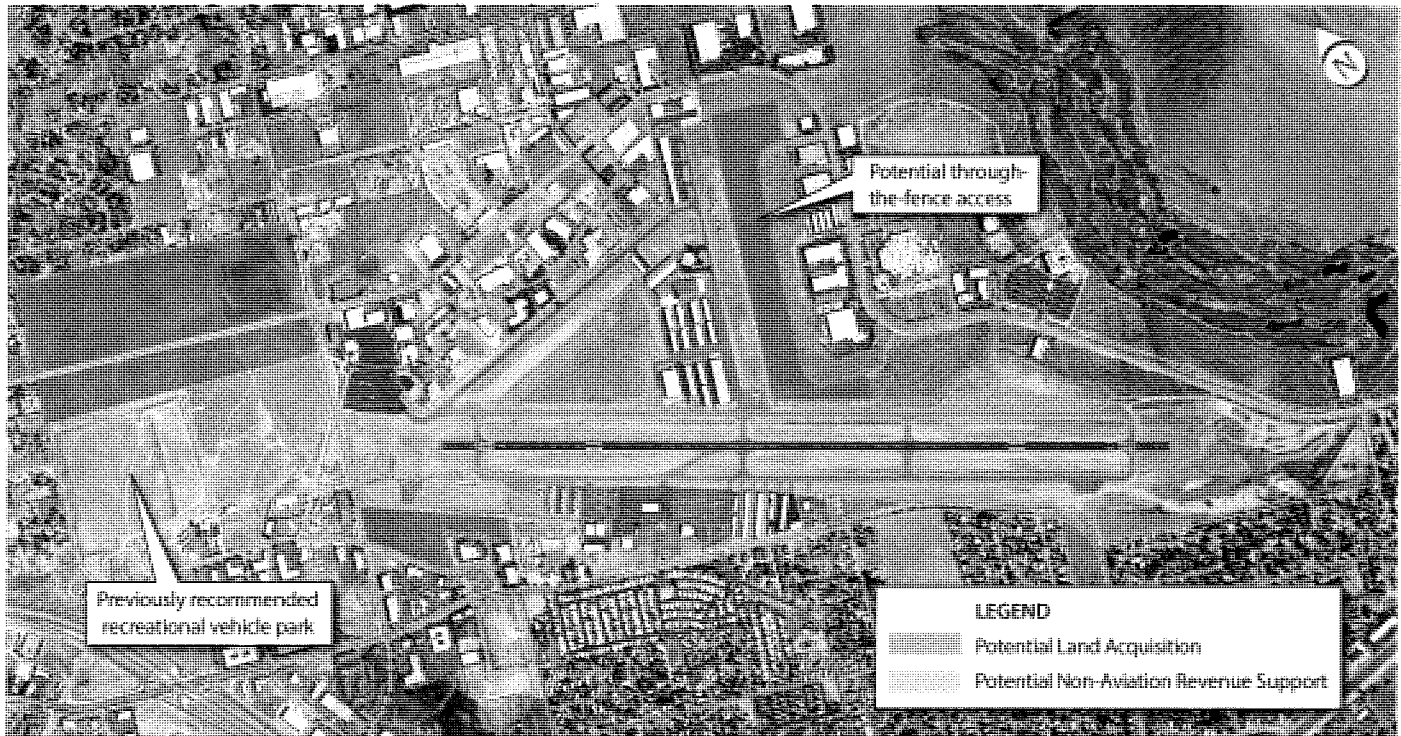
- Focused on **reasonable airport development projects** necessary to accomplish the sponsor's goals and objectives.
- Designed to **shape the airport's future airport operations**, revenue growth, and local land use compatibility, ensuring long-term viability.

Future Planning Projects

Anticipated planning projects during the next five years will likely fall within one of two primary categories. First, we will provide follow-up planning support for implementing the master plan. Although the final recommendations from the master plan process are not yet complete, we anticipate them to include property acquisition as well as the conversion of surplus airport property into non-aviation revenue enhancement opportunities. We have national experience assisting airports in these efforts. We have assisted several airport sponsors in the Western-Pacific Region with requesting land use releases from the FAA so that airport property can be utilized for non-aviation purposes. Additionally, the recommended plan may include some level of "through-the-fence" (TTF) users. We have significant experience with TTF practices, policies, and revenue maximization at airports across the country. These issues will be part of future challenges surrounding two particular pieces of property. The first is the area east of Taxiway Bravo, which currently cannot be utilized due to TTF allowances in original airport property transferenc- es. The current owner of the land holds the right to access the airport, which complicates on-airport development along Taxiway B. Additionally, land to the west of Runway 9 was nearly used for a recreational vehicle park. Future property swapping and acquisition opportunities could provide compatible land use as well as enhanced revenue opportunities.

Our through-the-fence airport planning experience includes:

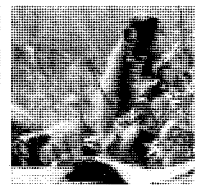
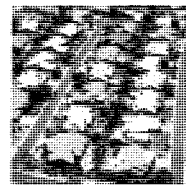
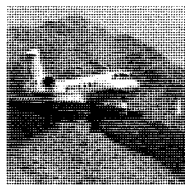
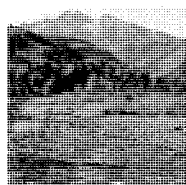
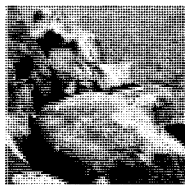
- Addison Airport, TX
- Millard Airport, NE
- Payson Airport, AZ
- Pearland Regional Airport, TX
- Pine Mountain Lake Airport, CA
- Scottsdale Airport, AZ
- Stellar Airpark, AZ



The second primary planning project category is environmental planning. Environmental documentation will need to follow FAA's *National Environmental Policy Act* (NEPA) requirements. These processes could range from minimal categorical exclusion (CATEX) documentation up to full environmental assessment (EA) reports. We believe, as does the FAA, environmental documentation can best be prepared by a firm independent from the airport's engineer to ensure full transparency and avoid any potential appearance of impropriety. Coffman Associates has provided environmental services for FAA airport projects from coast-to-coast and regularly coordinates with the airport's engineer as necessary while maintaining independent, objective environmental services.

Environmental issues typically associated with airport expansion include:

- Cultural/Historic/Biological
- Water Resources
- Airport Noise
- Compatible Land Use
- Wildlife Habitat
- Wetlands



Coffman Associates has a unique understanding and capability to accommodate Carson City Airport's future planning needs as we have been involved in its planning over the past two decades. This has provided us with a detailed knowledge of the airport, and also a comprehensive understanding of the development issues to be faced over the next several years. We also have significant experience with FAA's "planning-based" approach to the Airport Capital Improvement Program (ACIP). Our ability to ensure that planning and environmental approvals are obtained early will enable the airport to seamlessly design and construct projects on-time and on-budget.

Section 6

**FAMILIARITY WITH AND PROXIMITY TO THE
GEOGRAPHIC LOCATION OF THE PROJECT AND DEGREE
OF INTEREST SHOWN IN UNDERTAKING THE PROJECT**



FAMILIARITY WITH AND PROXIMITY TO THE GEOGRAPHIC LOCATION OF THE PROJECT

Coffman Associates has served airports in the FAA Western-Pacific Region since 1982. Routine travel to the project site is expected and necessary, and benefits the airport. Because some lead time is necessary for travel, we establish a detailed project schedule, outlining meeting times and milestones. This approach has proven successful to maintain project timelines and remain within budget.

As illustrated on the adjoining map, Coffman Associates has extensive experience in this large FAA Western-Pacific Region. Our office in Phoenix, Arizona, is conveniently located to serve airports in the region with short travel time. We are currently preparing a master plan for Carson City Airport, and from on-site visits, we are familiar with both the airport facilities and it's surrounding environs. A successful master plan analyzes not only the airport, but also the region the airport serves. Therefore, we are familiar with regional municipalities, climate and terrain, local zoning and land uses, as well as governing agencies including the Nevada Department of Transportation - Aviation Planning Section, City of Carson City, and the Carson City Airport Authority. Our knowledge of the airport and its surrounding region from preparing the current master plan enables us to be both efficient and effective in future planning efforts for Carson City Airport.

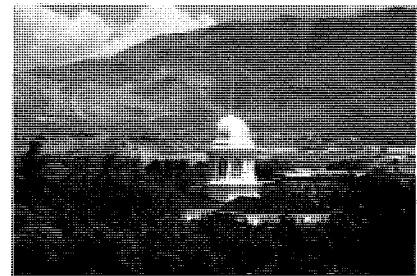
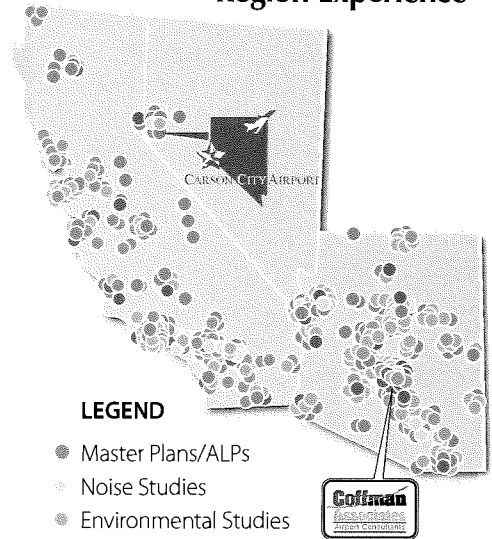
DEGREE OF INTEREST SHOWN IN UNDERTAKING THE PROJECT

Coffman Associates is very excited for this opportunity to continue planning for the success of Carson City Airport. We believe we are an excellent fit for your airport for many reasons. Airport planning is what we do; it's our passion and the reason for our professional existence. We view every prospect as a unique opportunity to showcase our talents by producing an objective plan that will not only enhance the facility, but also establish a means to meet the existing and future demands of the airport in a sustainable, fiscally responsible manner.

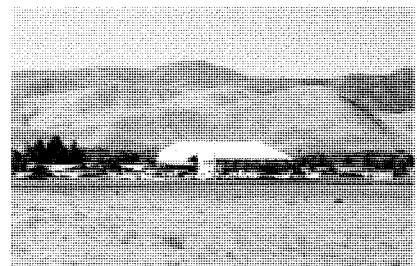
In a broader realm, it is in our firm's best interest to further strengthen our presence in the region. Aviation planning is a highly specialized and competitive industry. A large percentage of our work comes from repeat business with existing clients and from recommendations by previous clients. Our goal is to be selected for your project, satisfy all of your project needs, and earn your loyalty and recommendation.

We want to plan for your success!

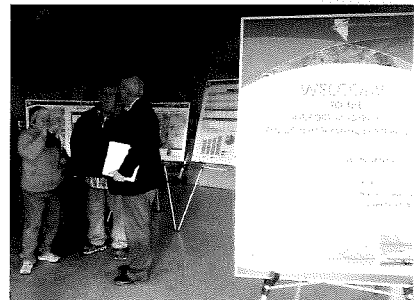
FAA Western-Pacific Region Experience



Carson City - Nevada State Capitol



Airport Master Plan On-Site Inventory Trip



Airport Master Plan Public Workshop

Section 7

DISADVANTAGED BUSINESS ENTERPRISE PARTICIPATION



DISADVANTAGED BUSINESS ENTERPRISE

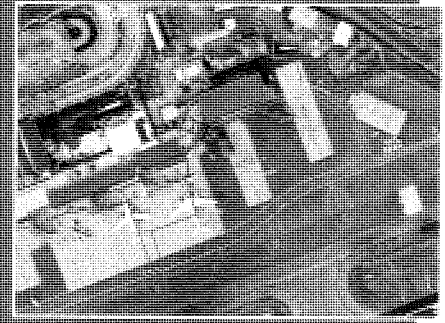
Coffman Associates' philosophy is to assist as much as possible in providing opportunities for disabled veterans, disadvantaged business enterprises (DBE), and minority and woman-owned firms. We have established numerous working relationships with DBE firms whose quality of service is outstanding and fully satisfied the requirements set by our clients. These firms provide a variety of services which include travel, urban planning, financial analysis, public relations, engineering, drafting, aerial photography and mapping. We incorporate their services and maximize their expertise as we develop each work scope. In the past, Coffman Associates has utilized DBE firms for 9 to 35 percent of the work effort on major projects.

Affirmative Action Program

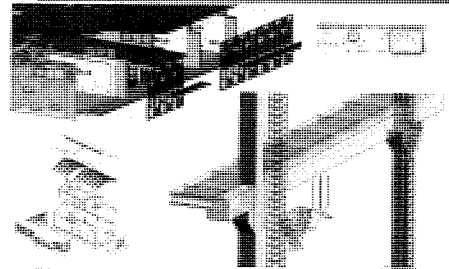
Our Equal Employment Opportunity Program is a commitment by our firm that not only encourages the hiring of minorities, but has set forth specific methods that are vigorously adhered to in our advertising, solicitation, evaluation and selection of new employees in our firm. We also support additional training at local colleges, along with on-the-job training that allows employees to advance to better jobs within the company.

Veteran Friendly Employment Policy

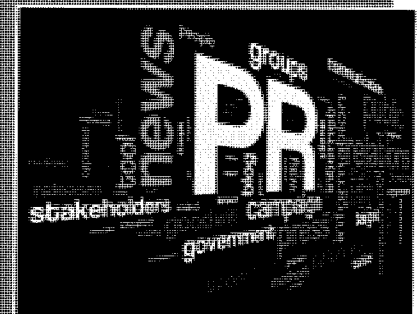
While Coffman Associates does not have a formal veteran friendly employment policy, we do have a history of hiring U.S. military veterans, including two of our current employees. In addition, we have always retained the positions for employees called to active duty.



Aerial Photography & Mapping



Engineering



Public Relations

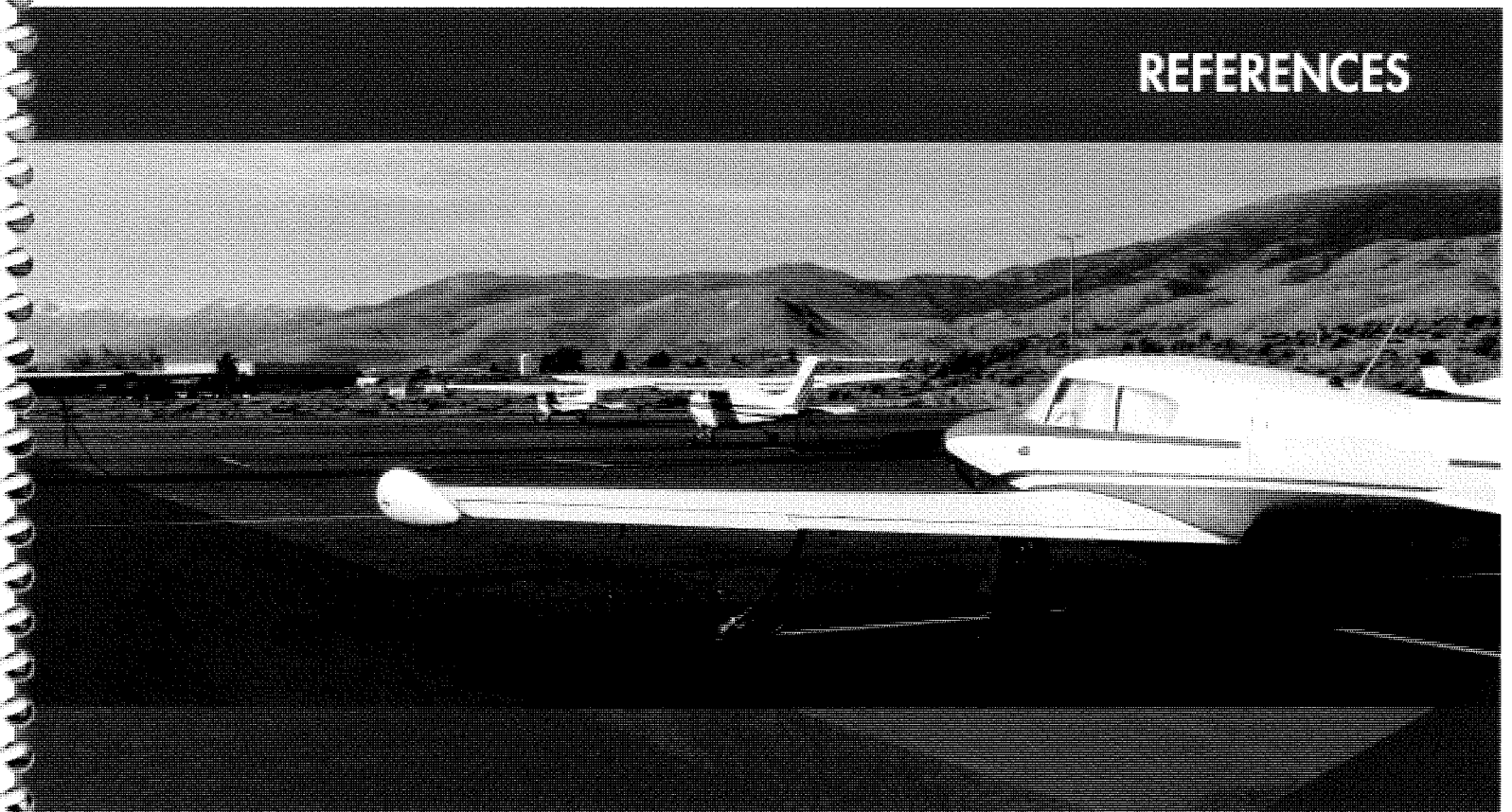


Financial Analysis



Section 8

REFERENCES



REFERENCES

Coffman Associates' 39 years in airport planning is a testament to the high-quality projects we provide our clients. A strong testament to the quality of our work is the high percentage of repeat business from airports. The relationships we have built with airport staff and stakeholders illustrate our commitment to serving as an extension of each airport's team. Coffman Associates was also recognized with numerous awards from past clients and industry organizations as a result of our quality work. Many of these are listed on page 1.

We encourage you to contact the following references, as well as those included in Section Four of this SOQ, to discuss our qualifications and past performance.

Boulder City

Municipal Airport, NV

Project: Airport Master Plan

Reference: Jennifer Lopez,
 Airport Manager

Address: 1201 Airport Rd.,
 Suite 200

Boulder City, NV 89005

Phone: (702) 293-9405



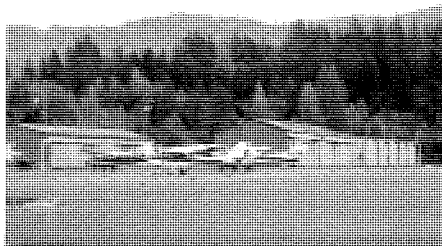
Columbia Airport, CA

Project: Airport Master Plan

Reference: Benedict Stuth,
 Airport Manager

Address: 10723 Airport Road
 Columbia, CA 95310

Phone: (209) 533-6684



City of Redding Airports Division

Projects: Redding Municipal
 Airport (Master Plans [2], PFC
 Applications, AGIS, Environmental
 Documentation)

Benton Airpark (Master Plan,
 ALP Updates, Safety Area Study,
 Environmental Documentation)

Reference: Bryant Garrett, AAE,
 Airports Manager

Address: 6751 Woodrum Circle,
 Suite 200, Redding, CA 96002

Phone: (530) 224-4322



Metropolitan Topeka Airport Authority, KS

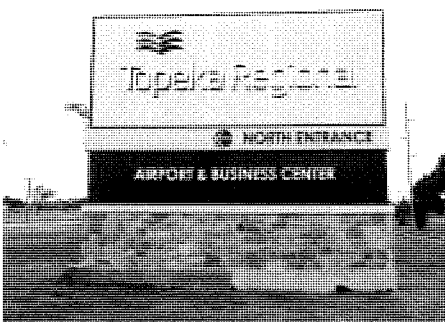
Projects: Topeka Regional Airport
 (Airport Master Plans [2])

Philip Billard Municipal Airport
 (Airport Master Plans [2])

Reference: Eric Johnson,
 President MTA

Address: 6510 SE Forbes, Ave., #1
 Topeka, KS 66619

Phone: (785) 862-2362



Mesa-Falcon Field Airport, AZ

Projects: Airport Master Plan (4),
 Environmental Assessment (2)

Reference: Corinne Nystrom,
 Airport Director

Address: 4800 E. Falcon Dr.
 Mesa, AZ 85215

Phone: (480) 644-2450



Scottsdale Airport, AZ

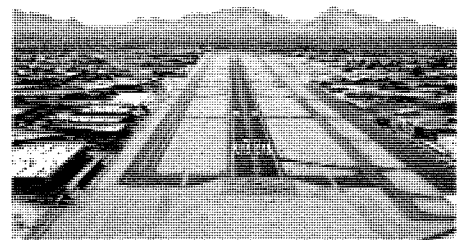
Projects: Airport Master Plan
 and AGIS Survey,
 Environmental Assessment

Reference: Gary Mascaro,
 Aviation Director

Address:

15000 Airport Drive, Suite 200
 Scottsdale, AZ 85260

Phone: (480) 312-2321





Oregon

Kate Brown, Governor

Oregon Department of Aviation

3040 25th Street SE

Salem, OR 97302-1125

Office: 503-378-4880

Fax: 503-373-1688

January 19, 2018

Patrick Taylor
Steve Wagner
Coffman Associates
237 NW Blue Parkway
Lee's Summit, MO 64063



Dear Patrick and Steve,

I wanted to thank you for a job well done on the Lebanon State Airport Master Plan. Often the work consultants do is only highlighted when something doesn't go as planned. The Coffman team provided a seamless and timely process and successfully obtained all ODA and FAA approvals for the Master Plan and ALP. We now have a Master Plan with projects that are implementable and a long-term vision for the airport.

I thought I'd highlight some of these things that stand out for me and why I would recommend Coffman to any other airport sponsor looking for airport planning services:

- Professional: The Coffman team is very professional, and you represented the airport and ODA well in all interactions with the planning advisory committee and the public.
- Knowledgeable: It is clear that the many years of experience Coffman brings benefited us. I particularly appreciate having airport planning experts lead the planning effort.
- Timely: We were at a draft final document in about nine months. That was a little ahead of schedule and we appreciate that.

I'd also like to let you know how impressed I was with the manner in which you navigated a series of FAA comments that arrived late in the process. The approval process could have slowed significantly, but Coffman maintained communication and ultimately found a compromise solution.

Finally, your efforts on this project made my job easier because I didn't have to spend a lot of time managing the project. What I find particularly satisfying is knowing that I can call you with any questions I have, even if it has been years since the project has closed.

I look forward to our next opportunity to work with you and the Coffman Associates team.

Sincerely,

Matthew Maass, C.M.
Deputy Director / State Airports Manager

*Oregon Department of Aviation aims to provide infrastructure, financial resources,
and expertise to ensure a safe and efficient air transport system*



May 23, 2017

Mr. Patrick Taylor
Mr. Mike Dmyterko
Coffman Associates
237 N.W. Blue PRKWAY, Suite 100
Lee's Summit, MO 64063

Re: Letter of Recommendation - Coffman Associates

Messieurs: Patrick Taylor and Mike Dmyterko:


I have recently had the opportunity and pleasure to work with both of you and Adam Wilhelm, Foth Infrastructure and Environment, LLC in the development of our Airport Master Plan and Airport Layout Plan update over the last twelve months.

Based on Coffman Associates & Foth experience during this extensive update project I would without hesitation recommend your team for future projects at our airport or any other airports seeking an excellent finished product.

The respectfulness, professionalism and dedication to providing quality service without measure have been a breath of fresh air in today's workforce environment.

If you would like, I would be more than happy to discuss project specifics and their accomplishments in more detail and I can be reached @ 641-421-3397.

Sincerely,


Pamela Osgood
Airport Manager



MTAA

METROPOLITAN TOPEKA AIRPORT AUTHORITY
TOPEKA REGIONAL AIRPORT & BUSINESS CENTER | BILLARD AIRPORT

Administrative Office

December 21, 2016

Patrick Taylor
Mike Dmyterko
Coffman Associates
237 NW Blue Parkway
Lee's Summit, MO 64063

Dear Patrick and Mike,

I wanted to take a moment to thank you and the Coffman Associates team for the many years that you have provided airport planning services to the Metropolitan Topeka Airport Authority (MTAA). We have been extremely pleased with your level of professionalism and would highly recommend that any airport needing planning services retain Coffman Associates. I am a strong believer that airport planning should be undertaken separately from project engineering and the process of working with Coffman Associates has reaffirmed that belief. We receive independent analysis that our consulting engineers can immediately implement.

During my current tenure as President of MTAA and Director of Airports, we selected Coffman Associates for the following planning projects:

- Master Plan - Philip Billard Municipal Airport (TOP)
- Master Plan - Topeka Regional Airport (FOE)
- Environmental Assessment - Scheduled Commercial Passenger Jet Service

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

I look forward to our next opportunity to work with you and the Coffman Associates team.

Sincerely,

Eric Johnson
President/Director of Airports



Aviation Department

15000 N. Airport Drive, Suite 200
Scottsdale, AZ 85260

Phone: 480-312-2321
Fax: 480-312-8480
Web: www.scottsdaleairport.com

June 1, 2015

James M. Harris, P.E.
Coffman Associates
4835 E Cactus Rd Ste 235,
Scottsdale, AZ 85254

Dear Mr. Harris:

I would like to take this opportunity to thank you for being an outstanding business consultant through the years. Coffman Associates has completed several projects with the Scottsdale Airport, most recently the airport's master plan update. For many years, you have worked with our airport as our consultant. Your knowledge and expertise of aviation planning, state and federal processes, and the unique characteristics of Scottsdale Airport have helped us secure approval for many projects.

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

As a testament to the caliber of your work, Scottsdale Airport's Master Plan recently received unanimous support and approval from the Airport Advisory Commission and City Council. I am very pleased with your airport planning services on our airport master plan.

Sincerely,

A handwritten signature in black ink that reads "Gary P. Mascaro".

Gary P. Mascaro, C.M., C.A.E.
Aviation Director
480-312-7735
gmascaro@scottsdaleaz.gov



Coffman
Associates
Airport Consultants

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