

Statement of Qualifications

Professional Planning Services
Alpena County Regional Airport

July 3, 2024





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Cover Letter

July 3, 2024

Mr. Steven Smigelski - Airport Manager
Alpena County Regional Airport
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Alpena, MI 49707

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Flint, Michigan 48507
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RE: Request for Qualifications for Professional Planning Services

Dear Mr. Smigelski and Selection Committee Members:

So much has been accomplished at Alpena County Regional Airport (APN) in the last two decades and RS&H is proud to have supported the County of Alpena (County) throughout that time. At RS&H, providing planning/consulting, environmental, engineering, and architectural services for all types of complex airports, including shared-use facilities, is precisely what we do, and we take pride in our role supporting the development of APN. Over the last 18 years, RS&H and Alpena County have collaborated on 29 studies, designs, and construction projects, including the new airport terminal design and construction in 2020, and the Runway 1-19 Program nearing completion. We have proven that our project support is well-informed, data-driven, strategically coordinated, and carefully executed. RS&H is eager to reaffirm our strong commitment to our ongoing partnership with the County.

Our commitment to supporting you in sustaining, enhancing, and growing your Airport remains our priority. The following points demonstrate the benefits to APN by selecting RS&H.

Unrivaled Airport Familiarity / Maintaining our Momentum.

RS&H has been a trusted partner of APN for 18 years. We value the relationships we've built with APN leadership and the experience gained while working on your projects. RS&H's experience with APN is unmatched. Selecting RS&H to continue our collaboration ensures consistency and maintains the momentum we have built together to chart your future course. Our in-depth understanding of your operations, objectives, and the nuances of your upcoming projects, means no downtime, ramp-up, or lost ground—only accelerated progress and efficiency. With RS&H as a committed partner, APN can avoid the learning curve setbacks that would inevitably be experienced by a new team.

RS&H Team Benefits

Committed

18 years of APN experience

29 projects successfully completed

Responsive

50+

Michigan-based associates including northern Michigan

Experienced

151 Airport on-call contracts nationwide

260 Aviation experts

Our proven airport problem-solving abilities are demonstrated by clients reselecting RS&H and testimonies they provide.

Innovative

Our planning approach embraces new ideas through the lens of fiscal responsibility.

Broad, Comprehensive Aviation Expertise. RS&H is an industry leader in aviation planning, environmental services, engineering, and architecture. With a legacy of excellence that spans more than 83 years, RS&H has solidified its reputation through our commitment to innovative, forward-thinking solutions that meet the evolving demands of the aviation sector. Among that expertise is a niche understanding of the unique shared-use airport operating environments which is further strengthened by our internal team of military master planning and facility design teams. By selecting RS&H, you are entrusting your projects to a team that understands your operating environment and delivers tailored solutions on-time and on-budget.

Trusted Partner and Value Added Services. RS&H is more than a typical consulting firm. We consider ourselves an extension of your staff and a trusted partner to develop realistic and financially feasible solutions to address the challenges you face. Our primary goal is to always do what is in the best interest of APN. Our track record of successful work at your airport, and similar airports, speaks to our ability to deliver to APN's standards. Our commitment to your success is unwavering and we offer comprehensive consulting services by collaborating and problem-solving with planners, environmental specialists, financial planners, engineers, and architects – all within one organization! This ensures we are leveraging the knowledge of the professionals who have been serving you for nearly two decades as well as those with specialized knowledge in airport facility planning, finances, design, and construction.

Innovative Solutions. We pledge that every aspect of our planning will be both pragmatic and seek to innovate as appropriate. We bring you an approach that embraces technology in planning for a 21st century airport system and an understanding of leadership's desire to make cost-effective investments. Our approach will be rooted in guiding principles that foster a working culture of innovative and analytical thinking. Our team of planners, designers, and financial analysts will listen to, and collaborate with APN leadership, County staff, FAA, and key stakeholders to create plans that are both visionary and affordable to implement.

Global Expertise and Local Commitment. The RS&H team combines nationally recognized planning expertise with strong resources and experience in Michigan and the Great Lakes region. We have assembled an exceptional team of talented and experienced professionals, led by **Project Manager, Kelsey Reeves, AICP, CM (Traverse City)**, and supported by **Project Director, Dave Joye, PE (Flint)**, who are well qualified to perform the requested services for the County and Airport Staff. This team can handle all the services required, ensuring that the process is smooth and comprehensive. Furthermore, RS&H has the resources, tools, and experience needed to meet your schedule by delivering services within your 12 month schedule. We will use continuous monitoring, early identification of issues, and agreed upon course corrections to ensure we keep your project on track.

We have enjoyed a great working relationship with APN over the years, and continuing our successful partnership is very important to us. We greatly appreciate the opportunity to submit our qualifications and are fully prepared to proceed with any requested services immediately. Please contact me at 810-513-8849 or pat.frame@rsandh.com to discuss our qualifications further.

Sincerely,
RS&H Michigan, Inc



Patrick Frame, PE, ENV SP
President

1. Familiarity and Understanding of Airport Needs

Airport Familiarity

RS&H is proud to have provided professional airport consulting and engineering services for the County and APN since 2007. Many of the key personnel identified in Section 4 have been directly involved in the planning, design, and construction of past and ongoing projects at the Airport and will carry forward their extensive knowledge of APN facilities and systems. Additionally, these team members have developed excellent working relationships with Airport staff. The working arrangement between APN and RS&H has yielded superior results for the Airport and will enable exceptional performance on future projects without interruption.

RS&H is not only familiar with the past and current projects at APN, but also has vast expertise in the types of projects planned for the next five years. The existing Capital Improvements Program (CIP) will be integrated into all planning assignments as to not disrupt allocated funding from outside sources. Due to our history of working with APN, we understand the different agencies that should be coordinated with during planning assignments. RS&H understands when to engage the County, City, Alpena Township, Wilson Township, Presque Isle Electric & Gas, Combat Readiness Training Center, and DTE Energy for projects requiring their input and involvement. This is important knowledge to have when coordinating facility plans during the proposed Airport Layout Plan (ALP) and/or Airport Master Plan updates. Because RS&H has assisted with so many APN projects which serve as the existing conditions for planning assignments, we are able to provide the Airport with a continuity of service no other firm can provide. There is no learning curve which means that planning work can start fast, move swiftly, and meet your requested one-year completion schedule for master planning and ALP work. RS&H understands your needs and your vision because we have actively been a part of helping you shape your airport and community for 18 years.

RS&H's History at APN

| | | | | | | |
|---|---|--|--|---|--|---|
|  <p>2007 On-Call Consultant</p> |  <p>2009 Airfield & Drainage improvements; Pavement Marking; Obstruction Analysis</p> |  <p>2011 CRTCA Apron Rehab</p> |  <p>2012 T-Hangar A Design</p> |  <p>2014 On-Call Consultant</p> |  <p>2014 Rehabilitation of Taxiways A, C, F, and G</p> | |
|  <p>2015 Gate Improvements</p> |  <p>2016 Airfield Pavement Markings</p> |  <p>2018 SRE Procurement</p> |  <p>2020 New Terminal</p> |  <p>2022 Runway 1-19 Program</p> |  <p>2023 Runway 1-19 Program Cont'd; ATCT Life Safety Improvements</p> |  <p>2024 Runway 1-19 Program Cont'd</p> |

RS&H is excited to continue our relationship with Alpena County Regional Airport well into the future.

As a shared-use airport serving commercial passengers and military operations, along with a strong community of general aviation users, planning facilities and operations at APN requires a tailored approach. Maintaining commercial air carrier service and positioning for investment and growth is important to the community, the County’s long-term goals, and the regional economy. This necessitates an approach to facility planning that focuses on strategic investment to improve the “bottom line” by encouraging regional investment, commitments from air carriers, and businesses supporting airport development. We know how important passenger service is to the community, and RS&H will ensure that our work strengthens the Airport’s position to maintain this valued partnership in every engagement.

APN is also home to the expansive Michigan Air National Guard (ANG or Guard) Combat Readiness Training Center (CRTC) campus, making the Guard a key stakeholder in airport facilities development and a funding participant in certain upcoming projects such as airfield improvements. Timely communication and collaboration with the ANG from the onset of a Airport Master Plan and/or ALP update can win support for shared investment in Airport infrastructure, leveraging multiple funding sources to the benefit of all airport users and the community. RS&H has proven successful in identifying these opportunities and helping facilitate these collaborative investments, as evidenced by the current Runway 1-19 Program which was split into multiple phases and shared FAA and CRTC/ National Guard Bureau funding (under the MCCA Appendix 31 process). Since the ANG will soon be updating its own campus plans, it’s especially important to coordinate with ANG leadership, like Colonel James Rossi and his staff, to ensure coordinated investments at APN.



RS&H understands that, to successfully support APN, we must:

- Provide consistent, proven, and experienced project leadership with extensive local knowledge and the capability to meet schedules
- Tailor all planning services to achieve APN goals and development vision
- Structure project teams with expertise to meet defined County/APN goals
- Leverage our deep bench of aviation expertise to produce high quality, innovative results
- Apply our comprehensive quality review process to ensure only the highest quality deliverables
- Continue and build upon APN project success through communication, responsiveness, and accountability
- Integrate existing 5-year plans into all planning to maintain programmed funding and development continuity

Recent RS&H Projects at APN



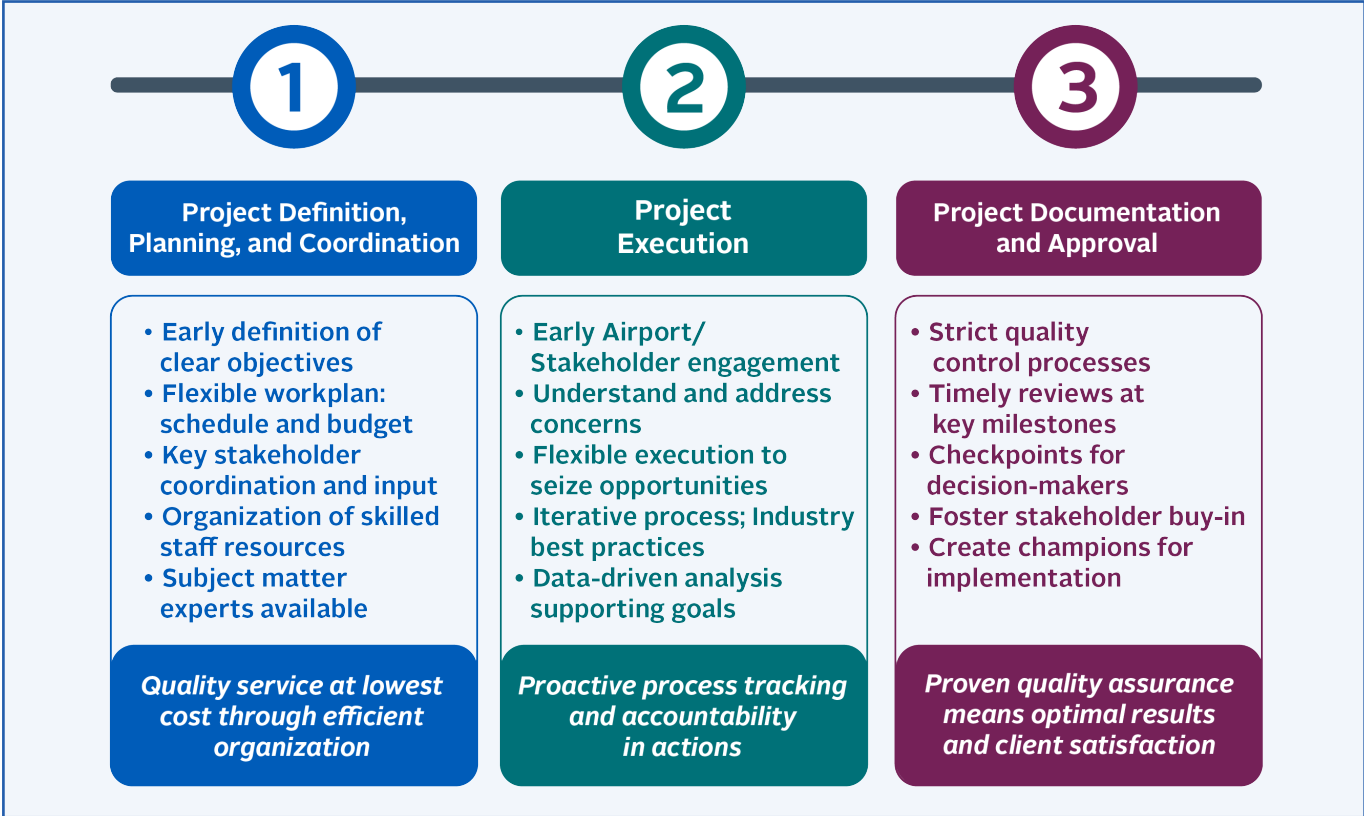
Understanding of Airport Needs

RS&H understands the needs of APN and our planners will demonstrate value through:

- › Our competency in performing the required analyses
- › The degree to which the final product meets your defined goals and objectives
- › Completing each assignment on schedule and within the established budget

Each planning assignment will be led by our **Project Manager, Kelsey Reeves, AICP, CM**, who will engage subject matter experts having specific knowledge and experience in the topics with which you want assistance. He will personally guide and review the work of all staff assigned to your projects. His project leadership is complemented by **Project Director, Dave Joye, PE's** technical expertise and his knowledge and insights from a long history of successful endeavors at APN, which will ensure planning and administrative support solutions meet the County's goals. Based on the anticipated projects outlined in your RFQ, we understand the unique expertise and the analytical approaches required to produce your desired results.

To succeed, assignments must follow a well-defined, methodical process to ensure work products are technically sound, meets your goals, and are accepted by regulators. Our systematic process is divided into three distinct phases. **Phase 1:** Project Definition, Planning, and Coordination, **Phase 2:** Project Execution, and **Phase 3:** Project Documentation and Approval, RS&Hs disciplined approach to managing on-call assignments has a proven track record of achieving high-quality, on-time deliverables with proper stakeholder buy-in.



AIRPORT MASTER PLANNING

The RS&H team is proud to have authored FAA Advisory Circular 150/5070-6B, *Airport Master Plans*, which serves as the primary guidance for developing/updating Airport Master Plans industry-wide. Furthermore, we have the in-house capability to prepare a customized Airport Master Plan and ALP that meets FAA requirements while serving the individual needs of APN.

Master planning (long-term planning) encompasses a range of critical tasks, including facility and site planning, strategic planning, feasibility studies, financial analysis, technical analysis, demand modeling, cost estimating, and implementation/phasing considerations. These tasks are achieved through analysis of aviation activity forecasts, demand capacity models, airspace assessments, land use programming, administrative and operational compliance review, site investigations, and alternative development evaluations. Some tasks may also require preliminary feasibility analysis or specialized analysis through modeling to support desired outcomes. RS&H has a long history of performing comprehensive analyses to successfully defend and secure federal Airport Improvement Program (AIP) funding for both existing and future airfield improvements.

Project Manager, Kelsey Reeves, AICP, CM and Project Director, Dave Joye, PE commit to supporting Alpena County in the development of a stakeholder supported plan that progresses

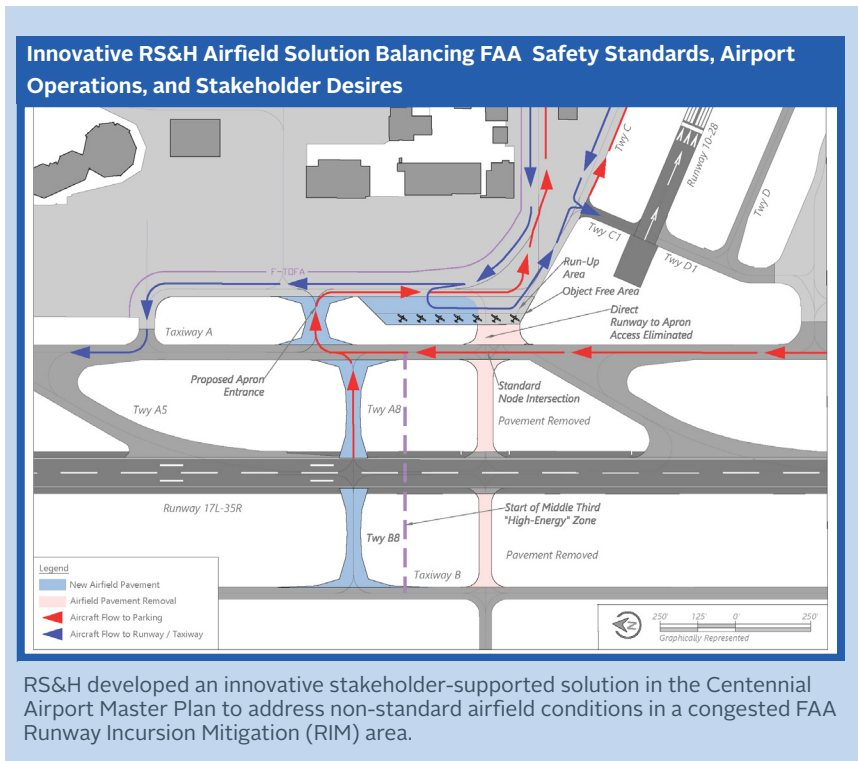
APN strategic goals. Furthermore, we commit to helping APN ensure planning flexibility to provide facilities, infrastructure, and services that realize long-term goals within shifting financial realities. We embrace the idea that ***“planning and finance are one”***, meaning all proposed planning concepts are vetted for financial feasibility and practical implementation.

RS&H also recognizes the importance of public perception and stakeholder awareness in planning activities. We have the experience and capability to foresee, consider, and address stakeholder concerns, including those from the County, Airport staff, tenants, and the community. APN plans will be more successful when they gain the support needed for implementation and include the County’s network of local leaders to help champion desirable outcomes. RS&H is prepared to support APN in messaging and disseminating the proper information through various channels, including the Airport website and social media, to demonstrate transparency and effective communication throughout the planning process.

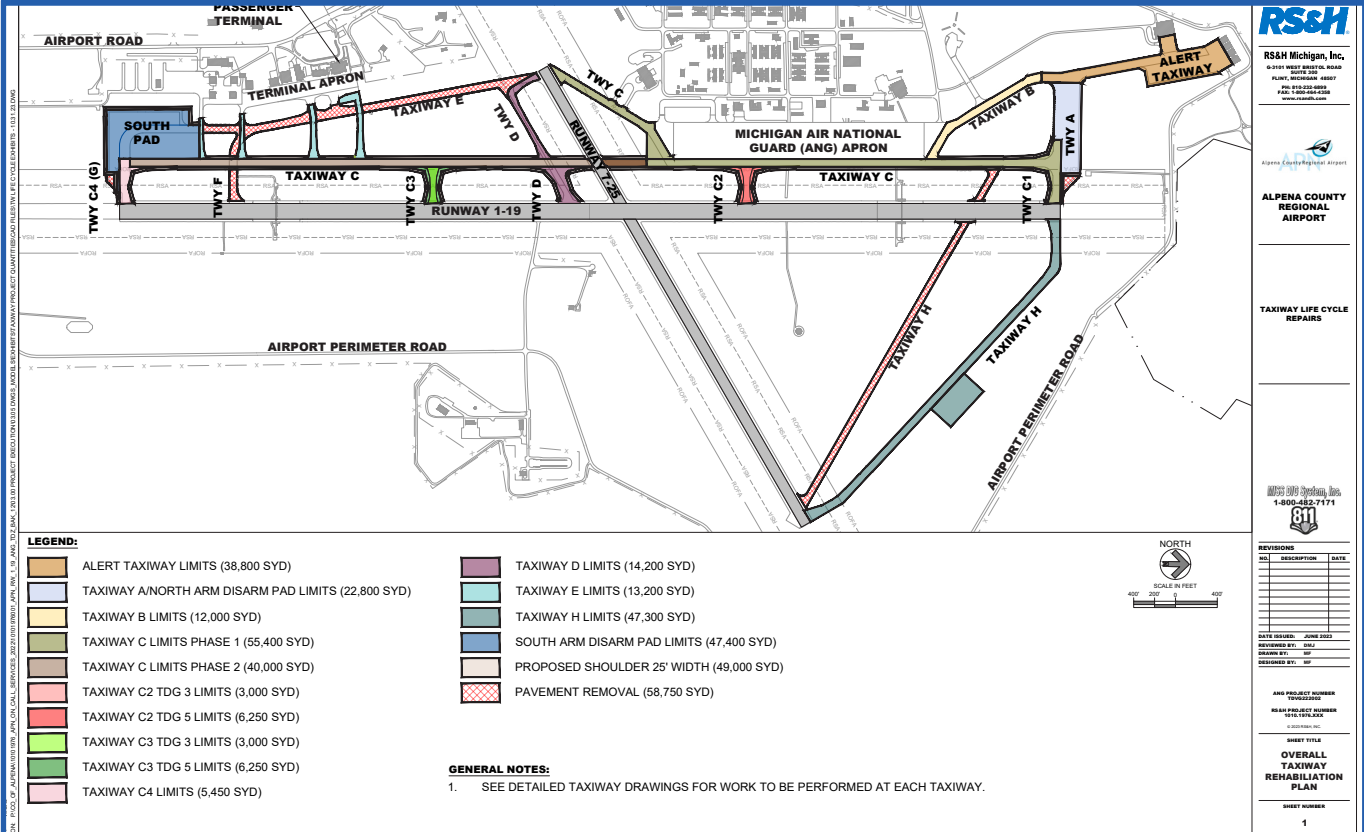
Key Study Focus Area
Enhancing Airfield Safety

APN master plan and ALP updates need to focus on eliminating non-standard airfield conditions with improvements that meet FAA AC 150/5300-13B, *Airfield Design*, guidance. Outcomes will prioritize high-scoring, federally supported projects that improve operational safety and efficiency, and receive stakeholder support. Preliminary work in this area has already taken place between RS&H, APN, and the Guard, providing an advantage toward any additional planning work under the RFQ projects listed. An effective plan for APN must:

- Meet FAA airfield design standards, maximize airfield funding opportunities, and phase development to ensure operational continuity for air carrier service and ANG training exercises.
- Identify and program federal AIP-eligible projects and leverage existing infrastructure to enhance overall airfield safety.
- Evaluate taxiway alignments to optimize available land for efficient aeronautical development.
- Consider alternative implementation plans to optimize/advance existing airfield facility development such as an extension to Runway 7-25 or a full parallel taxiway for the primary and crosswind runways.
- Examine the airport fleet mix and performance requirements, typical airfield movements, and operational flows to identify potential areas to improve operational efficiency, add capacity, and enhance overall airfield safety.
- Airfield upgrades can improve pilot situational awareness/operational safety, decreasing maintenance costs and expediting snow removal operations during winter weather.



Preliminary APN Analysis of Design Standard Deficiencies



RS&H performed preliminary analysis of APN design standard deficiencies and examined alternatives to address FAA concerns.

ADDITIONAL STUDY AREAS



Increasing Fuel Storage Capacity - Consider scale, timing, location, and make-up of replacement fuel facilities based on forecast demand and comprehensive facility planning.



Maintenance and Equipment Storage - Many airport maintenance and snow removal equipment storage facilities are not ideally designed to serve new, larger multi-function equipment. Airports using multi-function equipment often find multiple pull-through style bays offer more flexibility for performing maintenance functions and safely maneuvering large equipment. Consideration should be given to design, location, and timing of facilities that support future maintenance and SRE servicing/storage needs.



Environmental Inventory - Review of all applicable environmental categories under federal regulations to identify key environmentally sensitive areas that could affect future airport development alternatives.



Land Use and Economic Development - APN has large areas of available land that can be leveraged to provide diverse revenue streams. Collaborating to define highest and best uses for aeronautical and non-aeronautical uses can support economic development opportunities and the financial health of the airport and the region.



Tenant Hangars and Cargo Facilities - Consider uses for the land occupied by the old airline terminal building. The high-value site is prime for aeronautical revenue-producing uses such as a large tenant hangar(s), a cargo terminal, and/or apron expansion.



Emerging Trends Analysis - Aviation is a dynamic industry and innovation has long been at its core. With recent technological advances in automation, vertical take-off/landing aircraft, electrification of aircraft and vehicles, sustainable energy, and others, review and consideration of these impacts on APN facilitates and airspace could benefit the County and better position it for investment and growth.

AIRPORT LAYOUT PLANS (ALPs) AND EXHIBIT 'A' PROPERTY MAPS

RS&H has the technical knowledge and process expertise to craft an FAA-approved APN ALP. Over the last five years, we have completed 71 FAA-approved ALPs, with 27 completed in Michigan working with the Detroit ADO. One key to obtaining quick review and approval is coordination and regular communication with FAA and MDOT throughout the planning process, and RS&H has fostered excellent working relationships with both entities.

RS&H proposes to obtain all essential attributes needed to develop an eALP in accordance with AC 150/5300-18B, *General Guidance and Specifications for Submission of Aeronautical Surveys to NGS: Field Data Collection and Geographic Information System (GIS) Standards*. To expedite FAA and MDOT approval of your ALP update, RS&H will prepare the ALP set in compliance with the new FAA guidance FAA SOP 2.00, *Standard Operating Procedure for FAA Review and Approval of Airport Layout Plans*, and FAA SOP 3.00, *Standard Operating Procedure (SOP) for FAA Review of Exhibit 'A' Airport Property Inventory Maps*. RS&H uses these checklists and coordinates closely with the FAA during production of documents so reviews are completed quickly without requiring significant changes. All data in the existing Exhibit 'A' (property map) is verified for accuracy through a title record search, with all applicable Airport property information recorded to meet FAA requirements.

MAXIMIZING LAND USE AND DIVERSIFYING REVENUE

RS&H is unique in having the ability to offer comprehensive experience in evaluating airport management policies and practices (land leases, minimum standards, administrative procedures, rates and charges, development guidelines, etc.) to ensure our plans optimize the effective use of your most valuable asset – your land! Many of our aviation planning staff are former airport leaders/board members and bring airport management and operations experience. Our understanding of FAA’s regulations associated with the use of non-aeronautical properties is extensive and will support the development of plans that maximize revenue potential at APN.

The standard FAA master planning process is designed to result in a CIP for AIP eligible projects which are illustrated on the FAA-approved ALP. However, this does not account for the aspects of planning which are often most critical to smaller airports like APN, those of strategic business analysis to support Airport leadership decision making and nonaeronautical income diversification.

Recent Example of Completed ALP for Range Regional Airport

Recently completed HIB ALP shows phasing of future and ultimate development to address non-standard conditions and facilitate coordinated development.

For this reason, RS&H recommends a tailored planning approach that includes a focused land use enhancement and revenue diversification plan into the overall master planning.



Highest and Best Land Use - Evaluate existing property for highest and best aeronautical and non-aeronautical uses. Consider properties for acquisition or release to meet Airport's vision.



Financially Integrated Planning - Evaluate existing management policies and practices to define financially feasible and implementable development plans.

STAKEHOLDER COLLABORATION AND PUBLIC ENGAGEMENT

In master planning, there are often competing stakeholder interests. RS&H develops plans that ensure sensible, accurate, and defensible outcomes. Development of a public involvement program provides a structure for stakeholder collaboration and dissemination of factual, timely information in a manner that sets realistic expectations for the community. RS&H's extensive experience in master planning has taught us that some master plan topics can raise the ire of certain stakeholders if not cautiously approached. We approach public participation in the planning process intentionally with premeditation to minimize any discontent that can derail the process thereby requiring additional analysis, causing schedule delays, and jeopardizing other crucial stakeholder support.

AIR NATIONAL GUARD PLANNING COORDINATION

The ANG has had a long and distinguished history at APN and continues to be a valuable stakeholder for the County. Continuous, effective communication is crucial for managing a shared civilian/military use airport. RS&H has successfully collaborated with the County on the Air Traffic Control Tower, Runway 1-19 Program, and New Terminal projects. Collaboration with the ANG during APN planning is especially critical as the APN ANG CRTC is anticipated to conduct a campus planning exercise soon, during which time APN planning has an opportunity to understand and collaborate on future facility needs, evaluate the impact of proposed changes, and integrate preferred solutions into APN planning documents.

Airports Served

120

Non Hub/
Small Hub

20+ 

Civil/Military
Shared-Use

RS&H has extensive planning and consulting experience at airports similar to APN throughout the country, including many with significant military-use facilities. Within the last year, RS&H completed the Strategic Infrastructure Master Plan for the 185th Air Refueling Wing of the Iowa ANG, the Installation Development Plan (IDP) for the Alpena Combat Readiness Training Center ANG, and the 97th Aviation Troop Command East Side Proposal at South Valley Regional Airport in Utah. RS&H is currently designing a comprehensive \$165M+ runway and airfield upgrade program at Sioux City, IA in support of the SUX airport and 185th Air Refueling Wing.

Understanding the nuances of working with military tenants is an important element of conducting successful planning at APN. With experience at over 20 different facilities across the country, RS&H understands the unique requirements and needs of shared-use civil/military airports and can address them early in the project development process. RS&H has a strong knowledge of unified procedures, as well as an understanding of the unique requirements and considerations associated with accommodating both military and civilian aviation operations. This knowledge will be valuable to APN by ensuring continued communications and preserving long-standing cooperative relationships, as well as saving time and money in the process of developing plans.

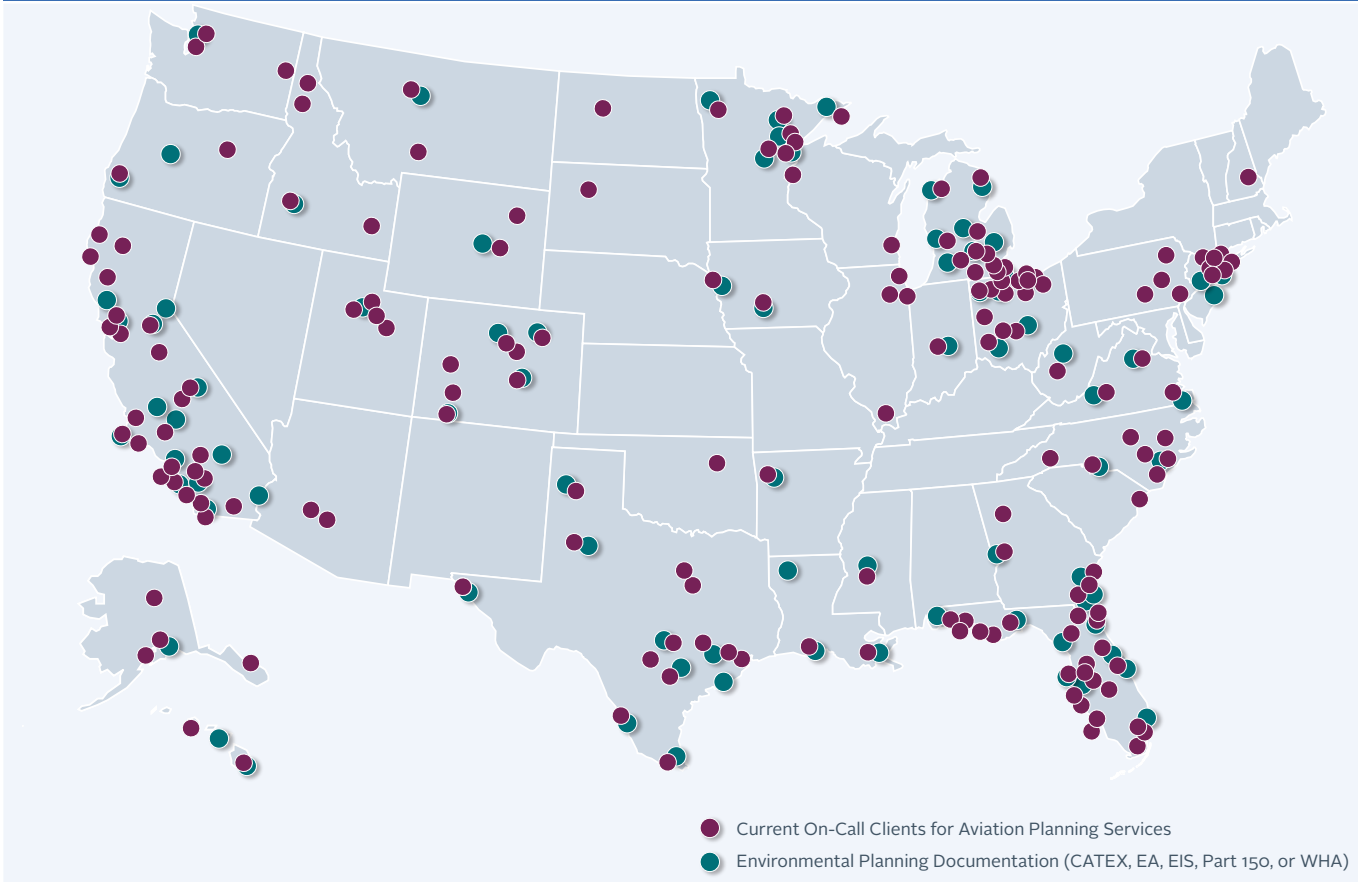
2. Corporate History and Background in Aviation Consulting

Since 1941, RS&H has set the standard for evolving to meet the ever-changing needs of clients. We broke away from the status quo of the time and developed a reputation for building teams uniquely suited to solving the challenges of launching the national space program, expanding the U.S. highway infrastructure network, designing landmark facilities, and developing global airports that connected the world like never before. Our firm started with two engineers and one architect and has now expanded to 1,500+ professionals nationwide.

At RS&H we pride ourselves on longstanding client relationships stemming from a commitment to provide quality work on every project and fulfilling the airport’s facility development needs easily, quickly, and in a coordinated fashion. We are proud of the fact that many of these long-standing relationships are measured in decades, not years, and we have a full understanding of the importance APN places on loyalty and trust. RS&H remains focused and committed to building upon our 83-year history, including 1960+ successful projects in the past five years, and continuing to provide reliable quality services that achieve the high standard set by Alpena County and APN.

| | |
|--|--|
| 250+ Planning Projects | |
| 300+ Environmental Projects | |
| 1960+ Projects | |
| 70+ Offices Nationwide | |
| 4 Offices in Michigan | |
| 1,500+ Associates | |
| 151 On-Call Airports | |
| 60+ Aviation Planning and Environmental Experts In-House | |

RS&H Airport Planning & Environmental Experience



Aviation Practice

RS&H has more than 260 full-time associates that specialize in Aviation. RS&H offers the following services to meet the consulting needs of our aviation clients:

Planning – Master Plans, Airport Layout Plans, Exhibit ‘A’ updates, financial analysis, project cost estimating, land use and zoning, terminal area and landside, cargo, Airport Geographic Information Systems (AGIS), safety management systems, airport management/compliance policy, security/wildlife protection, site selection and layout, airspace analysis, economic development plans, land release studies, grant procurement, and equipment procurement.

Environmental Planning – Environmental studies, National Environmental Policy Act (NEPA) documentation, noise and land use studies, and Section 163 support.

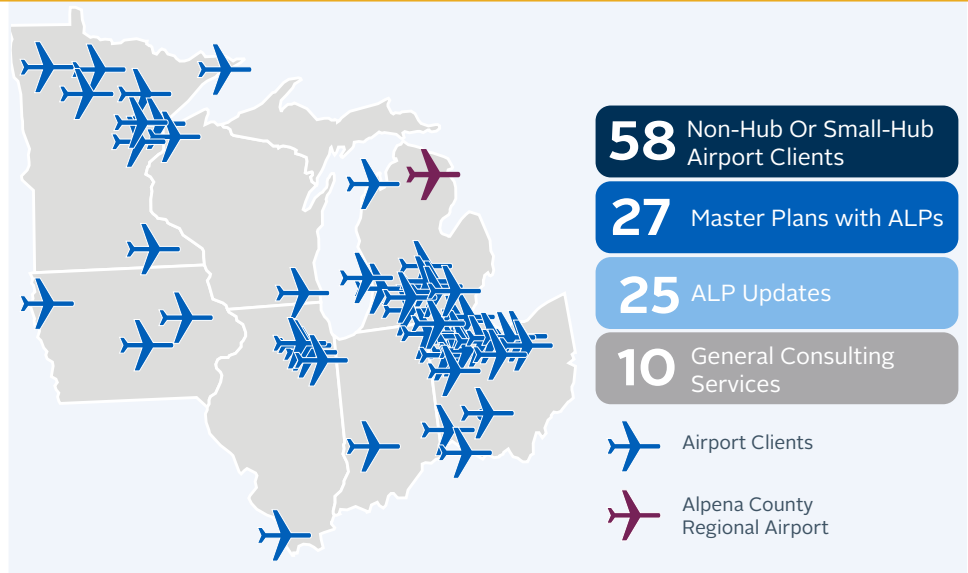
Airfield – Runways, taxiways, aprons, aircraft deicing facilities, airfield electrical and lighting, navigational aids, pavement management plans, access roads and parking, signage, construction services, and security systems.

Buildings – Terminals, hangars, maintenance facilities, snow removal equipment (SRE) buildings, cargo facilities, administration buildings, access controls, construction phasing, and energy audit services.

Environmental Sustainability and Resilience – Environmental regulatory compliance and permitting, stormwater and drainage, sustainability and resilience plans, climate adaptation, Net-Zero plans, decarbonization, renewable energy, and airport microgrids.

RS&H Michigan and Great Lakes Presence

RS&H has maintained an airport consulting practice in Michigan for more than 30 years and currently has four offices in the State, as well as staff living and working in Northern Michigan year-round. RS&H staff in these offices, supported by other associates across the country, are ready to continue providing exceptional service to APN.



RS&H has provided services for 58 non- or small-hub airport clients in the Great Lakes region, including 27 master plans, 25 ALP Updates, and 10 general consulting services. We understand the challenges and opportunities often encountered by airports of similar size and organization as APN.

Unique Aspects of RS&H Planning and Value-Added Services

RS&H is especially well known across the industry for having realistic and effective airport planning capabilities. Many on the RS&H team are former airport staff, including management, operations, and planning, so the planning solutions proposed are practical, financially feasible, and reflect full consideration of the impact to the County's bottom line.

RS&H's dedicated Aviation staff means the firm can provide a wide range of special services not found at most other consulting firms. Most of these services are provided in-house by national experts in their fields. When necessary, RS&H can also call on a large array of specialty subcontractor relationships developed during the firm's 83 years in business. RS&H consists of staff who are not just familiar with the regulations but are leaders in the field who help define the industry standards on which the regulations are based.

The following are some examples of RS&H participating in advancing the aviation industry:

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| RS&H Associate, Jorge Gonzalez , working group leader and contributing author to <i>AAAE/ACT Capital Improvement Program (CIP) Planning and Management: Assessing Approaches and Considering Tools for Airport Finance Leaders</i> (June 2024). |
| RS&H authored the original FAA Advisory Circular 150/5070-6, <i>Airport Master Plans</i> , and RS&H associates participated on a Task Force to review and provide comments on the draft FAA Advisory Circular 150/5300-13B, <i>Airport Design</i> . |
| RS&H Associate, James Borsari , former FAA staff, co-authored the September 2014 update, FAA Order 5100.38D, <i>Airport Improvement Program Handbook</i> . |
| RS&H Associate, Julie Barrow , the former FAA staff member involved in launching the Airport Sustainability Planning Pilot Program. |
| RS&H Associate, Edward Melisky , former FAA staff, was involved in preparing FAA Order 1050.1E, <i>Environmental Impacts: Policies and Procedures</i> , and reviewed/submitted comments for the draft version of the new order, FAA Order 1050.1F, from RS&H to the FAA. |
| RS&H Associates have been contributing authors to version four of the ACI-NA Air Cargo Compendium. |
| RS&H was contracted by the US Department of Transportation (USDOT) to prepare a handbook to administer the Small Community Air Service Development Program. |
| RS&H associates also served on panels for various TRB projects, including: <ul style="list-style-type: none"> – Chairman of ACRP Panel O3-16: <i>Guidebook for Estimating the Economic Impact of Air Cargo at Airports</i> (2014) – ACRP Panel O3-39: <i>Generating Revenue From Commercial Development On Or Adjacent To Airports</i> (2017) – ACRP Panel O2-66: <i>Commercial Spaceport Noise and Sonic Boom</i> (2020) |
| RS&H staff participated on the TSA's Airport Security Design Guidelines Working Group that updated the FAA's airport Security Planning, Design, and Construction Guidelines document |

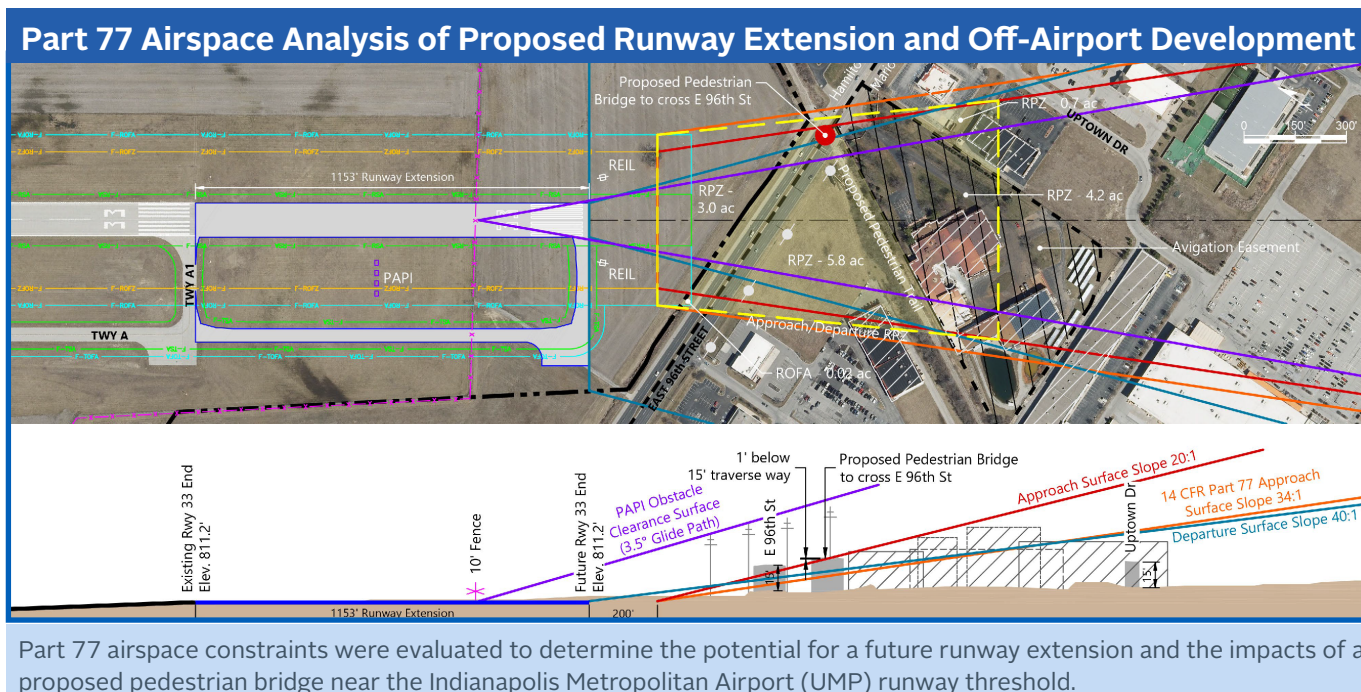
It is this commitment to active participation during the development of regulations and standards that gives RS&H more than just a familiarity with the applicable requirements.

AIRSPACE ANALYSIS AND RUNWAY JUSTIFICATION

There are many additional specialty areas of expertise which are often necessary to develop comprehensive airport master plans. Detailed airspace analysis supporting runway justifications and airfield enhancements is one such area. RS&H is one of the limited select firms with FAA-certified use of the TARGETS software developed and used by FAA specifically for approach procedure development. This is used to evaluate the feasibility for potential instrument approach procedures and lay the groundwork for a future procedures tailored for your specific airport conditions. RS&H recently successfully developed flight procedures with FAA for the Runway 9R extension project at Chicago O'Hare International Airport (ORD).

With the support of our expert airspace subconsultant, **Lean Technology Corporation**, we can design and evaluate airspace impacts for runway extensions/changes based on specific aircraft performance criteria and airport conditions. This informs not only facility preferred alternative selection but justification, AIP eligibility, and funding opportunities for implemented solutions. Our team is experienced in coordinating these elements with FAA and DoD, and no other subconsultant can demonstrate the abilities possessed by this teaming combination.

RS&H has also developed obstruction mitigation plans to balance the airport's investment in tree removal with the flexibility necessary to provide enhanced instrument approaches. Having these technical resources available to clients ensures RS&H can provide workable solutions that can help expedite the review and publication process for new and amended flight procedures.



LAND USE, ECONOMIC DEVELOPMENT, AND ADMINISTRATIVE/FINANCIAL PLANNING

RS&H regularly supports financial and economic development strategies as part of our master plans. RS&H has developed a process based on research and real estate analysis, with implementation and tangible results in mind. Our in-house expertise has built a long history of successfully implementing these technical analyses to help airports make the best financial and compatible land-use decisions, supporting a diversified revenue stream while balancing the needs of aviation users.

The following are examples of specialty analyses RS&H can provide as part of the master planning process:

- › Financial feasibility assessments for Capital Improvement Programs
- › Economic development studies
- › Airport staffing impact analysis for facility layouts/concepts
- › Airport management policies and guiding documentation (such as lease standards, minimum standards, development guidelines, business and land use strategy, etc.)
- › Key Performance Indicators based on benchmarking comparable and competitive airports
- › Sector-based market analysis for opportunity sites
- › Conceptual programming of supportable development projects for opportunity sites
- › Parking program and revenue analysis

Subconsultants

RS&H has created a custom, tailored team including subconsultant experts below:



Location: Alpena, MI

Number of Employees: 10

Number of Years in Business: 11

Areas of Specialty: Civil Engineering, Land Survey, Environmental Services, Construction Engineering

Role: Ground Survey

Huron Engineering and Surveying, Inc. (Huron) | Surveying

Huron is a registered small business owned locally in Alpena, Michigan. The Huron staff have many years of experience with multi discipline projects large and small serving clients in both the public and private sectors. Huron has professional engineers and surveyors licensed to practice in Michigan. Other staff members include a geologist (hydrologist)/ environmental scientist and several inspectors/technicians certified in a variety of specialties.



Location: Eagan, MN

Number of Employees: 27

Number of Years in Business: 49

Areas of Specialty: GIS mapping, aerial imagery survey, obstruction analysis services

Role: Survey, Geospatial, GIS

Martinez Geospatial (MTZ) | Survey, Geospatial, GIS | DBE

MTZ is a full service geospatial firm; performing GIS mapping, aerial imagery survey, and obstruction analysis services. The firm has over 49 years experience in the transportation industry and is recognized nationally as a leading provider of exceptional geospatial services to the aviation industry. MTZ has consistently demonstrated the ability to produce high-quality and robust datasets at airports of all sizes, from the nation's largest Part 139 airports to smaller GA airports.



Location: Salt Lake City, UT

Number of Employees: 20

Number of Years in Business: 20

Areas of Specialty: Airfield lighting, NAVAIDs, communications, flight operations engineering, and all aspects of airspace approach and departure procedures

Role: Airspace and Runway Analysis

Lean Technology Corporation (LEAN) | Airspace and Runway Analysis

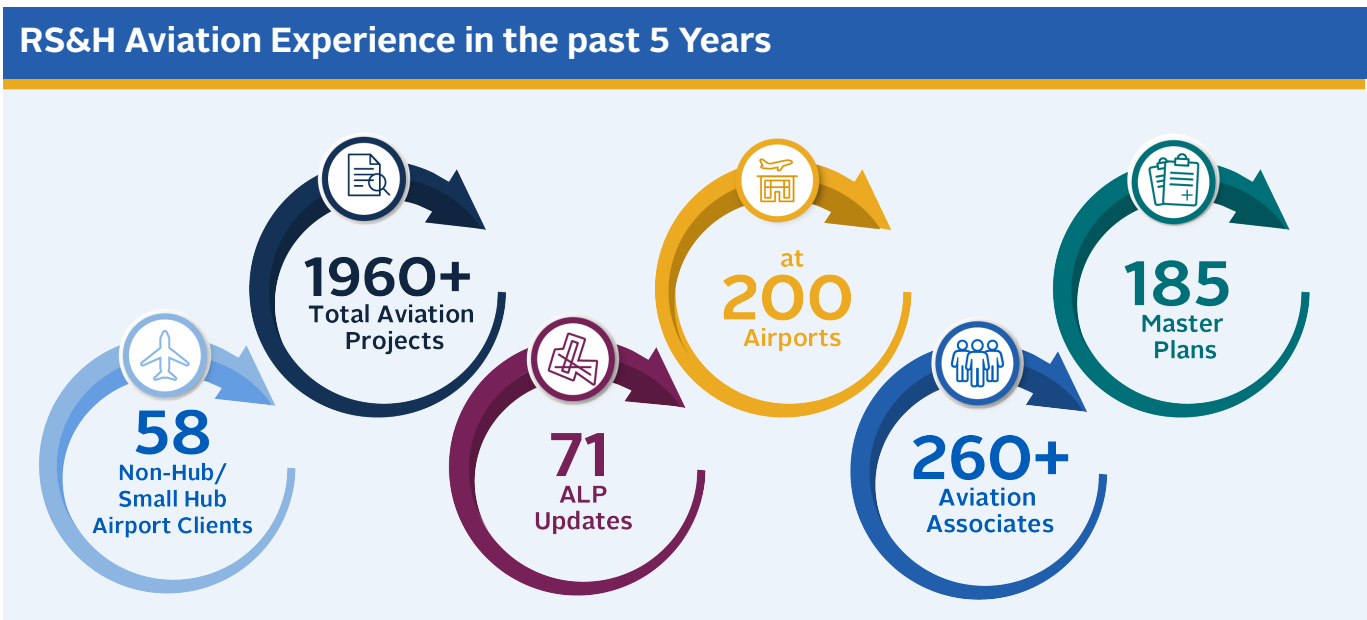
LEAN offers a full range of planning, programming, design and construction management services for electrical engineering, airspace, instrument procedure, runway length, obstruction evaluation and aeronautical data management at airports throughout the country. Since 2004, LEAN has performed more than 300 airspace and electrical projects at 150 major hub, regional and GA airports. LEAN has also performed runway extension feasibility studies at airports throughout the NAS.

3. Demonstrated Experience with Similar Projects

Full-Service Experience

RS&H is currently serving as an on-call professional aviation consultant for 151 airports throughout the U.S., making us a leader in these types of assignments while offering many added value services. **This extensive experience has provided RS&H with a thorough understanding of what airports value in a professional aviation consultant – the ability to serve as a trusted advisor and extension of your staff.**

This section presents RS&H's demonstrated qualifications and experience with similar projects including airport planning and environmental services relative to APN's on-call needs. In the past five years, RS&H has completed **1,960+ aviation projects** at more than 200 airports ranging in size and project scope. As a full-service planning, engineering, architectural, and environmental consulting firm, RS&H has the capability to assist APN on any assignment presented throughout the duration of this contract.



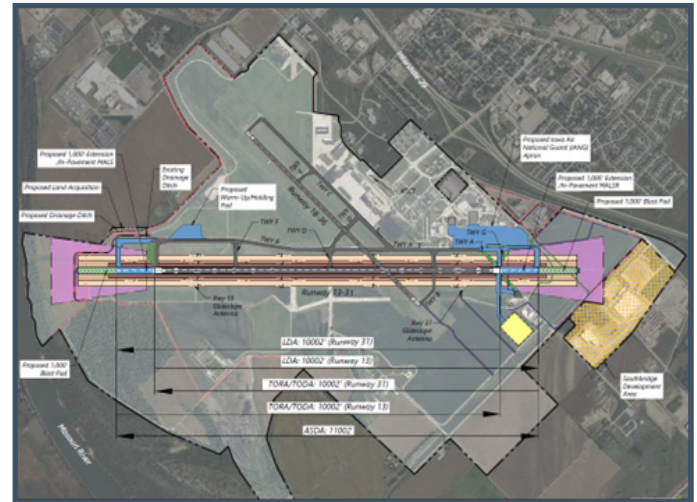
At RS&H we pride ourselves on long-standing client relationships stemming from a commitment to provide quality work on every project, and being able to fulfill all of an airport's facility development needs easily, quickly, and in a coordinated fashion.

The following pages demonstrate several recent examples of RS&H work which are especially relevant to the Professional Airport Planning and Administrative Services contract with APN. Each of the assignments involved in-depth coordination with the FAA, state aviation agencies, and the stakeholders at the airports.

Master Plan

Sioux Gateway Airport/Brigadier General Bud Day Field | Sioux City, Iowa

Sioux Gateway Airport/Brigadier General Bud Day Field (SUX) serves as the gateway for both business and leisure travel for Sioux City, Iowa and the larger Siouxland region. The airport offers regularly scheduled commercial service via SkyWest Airlines and is also home to the 185th Air Refueling Wing (ARW) of the Iowa Air National Guard (IANG). The City of Sioux City, Owner and Operator of SUX, hired RS&H to update both the Airport Master Plan and Airport Layout Plan (ALP). The scope of services focuses on airfield development alternatives including addressing non-standard airfield geometry, optimizing on and off-airport development/redevelopment, devising a plan for the passenger terminal area, and incorporating the IANG's own Installation Development Plan (IDP) into the ALP.



The Master Plan began with visioning that identified perceived needs for both civilian and military aviation activity. During the scoping of the master plan, the IANG was also programming the Siouxland NEXUS program that would require multiple upgrades to the primary runway system at SUX and IANG support facilities to achieve full mission capability of the ARW. Alternatives analysis performed under the master plan analyzed ways to achieve the targeted 10,000 foot runway length required by the IANG for Runway 13-31 under highly constrained conditions. The preferred alternative was developed as a collaboration between the Airport, the IANG, FAA, and various other stakeholders. With that support, the runway extension solution was the incorporated into the ALP as the preferred future development plan.

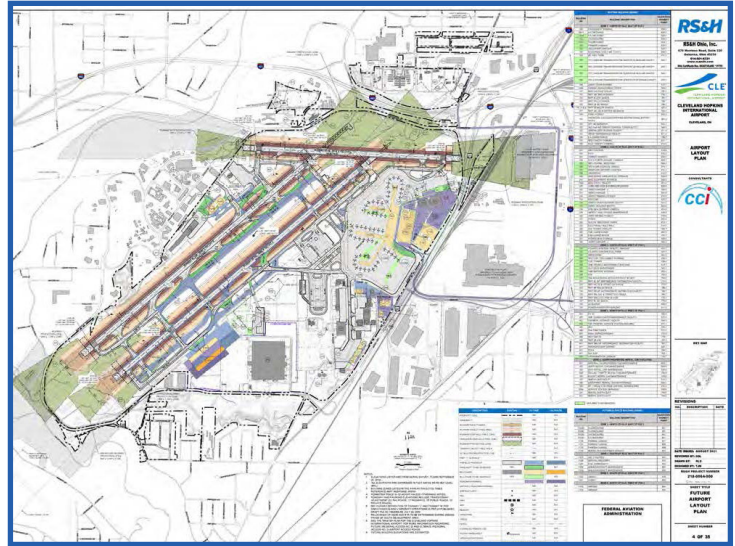
The direct and indirect benefits of RS&H's long-standing service for SUX has enabled solutions that go beyond convention and balance all stakeholder needs. Serving the airport with more than a decade of successful projects to support growth, RS&H leveraged a deeply rooted understanding of the airport's intricacies and long-term vision. As displayed during the SUX Master Plan Update process, this collaborative approach streamlines the master plan's development, aligning client visions seamlessly with future development strategies. *Key staff involved: Kelsey Reeves, Darren Christopher, Russell Boroski, Pat Frame, Jorge Gonzalez, Esteban Alfonso, Julie Barrow.*

Why Relevant

- ▶ Shared-Use Civil/Military Airport Planning
- ▶ Airport Master Plan
- ▶ Similar Size Non-Hub Airport Planning
- ▶ Aviation Activity Forecasting
- ▶ Airport Layout Plan and Exhibit 'A' Property Map
- ▶ Airfield Safety and Design Standards
- ▶ Airside/Airspace/Operations Planning
- ▶ Financially Integrated Implementation/CIP Planning
- ▶ Project Cost Estimating
- ▶ Federal/State/Local Coordination
- ▶ Environmental/NEPA Review
- ▶ Extensive Stakeholder Collaboration

Master Plan Cleveland Hopkins International Airport | Cleveland, Ohio

The CLE Master Plan vision included development of ultimate terminal and landside configurations, as well as a realistic capital improvement and development programs from expanding the front of terminal processors and parking, to reducing congestion at the curb frontage and the surrounding access roadway intersections. In addition, development plans for CLE's facilities such as air cargo, general aviation, airline support, and airport support included a range of options from on-site reconstruction and infill to a full redevelopment to obtain more efficient layouts.



CLE has limited financing capacity to fund needed improvements in the short-term. As a result, the planning and implementation was tied to a financial capacity model that kept CLE at 2019 levels. This enabled the short-term plan to provide necessary capacity, maintain customer level of service, and be financed. Early and continuous coordination with the airlines enabled CLE to develop an implementable plan. Not only did the master plan have to be flexible in implementation, but also flexible during the process. After the COVID-19 pandemic, RS&H quickly developed a new baseline forecast with an airline recovery period integrated.

The CLE public outreach program included two committees and a series of public meetings held throughout the Master Plan. Responding to COVID-19 restrictions being put in place during the project, RS&H was able to quickly move the public involvement program from in-person to a virtual environment. RS&H was one of the first firms to host a virtual public meeting during that time, demonstrating adaptability and innovation in the planning process. RS&H planners were able to meet the challenges of CLE changing from an airline hub operation to an airport serving almost exclusively origin and destination passengers. *Key staff involved: Kelsey Reeves, Bart Gover, Pat Frame, Nick Patterson, Tammy Merrill, Jorge Gonzalez, Dan Carroll, and Dave Alberts.*

Why Relevant

- › Airport Master Plan
- › Significant FAA Funding Opportunity Analysis
- › Complex Airport Layout Plan and Exhibit 'A' Property Map
- › Environmental Strategy and NEPA Review
- › Aviation Activity Forecasting
- › Financial/Implementation/CIP Planning
- › Airfield Safety and Design Standards
- › Project Cost Estimating
- › Airport Facilities Development Alternatives
- › Federal/State/Local Coordination
- › Airside/Airspace/Operations Planning
- › Extensive Stakeholder Collaboration

Master Plan Range Regional Airport | Hibbing, Minnesota

RS&H was selected by the Chisholm/Hibbing Airport Authority (CHAA) in 2018 as their on-call planning consultant. The Range Regional Airport (HIB) serves as a critical transportation hub and economic driver for northern Minnesota. The first project was to update their Airport Master Plan. Master Plan goals included defining facility needs, programming the highest and best land uses, documenting necessary environmental actions, and incorporating financial and economic development objectives to set strategic actions necessary to implement a comprehensive long-term solution.



The master plan scope was developed directly with airport leadership, FAA, the state, and airport tenants/operators to address the expansion of the terminal area, a primary runway extension, land use and zoning, airfield non-standard geometry, future general aviation growth, and commercial development. The study included a sophisticated monte carlo simulation of aircraft performance using varying datasets (fleet mix, demand forecasts, weather, airline policies, regulations) to support the ultimate need for a lengthened primary runway. Additionally, terminal area planning and a runway safety area analysis were conducted to support future expansion and general aviation facility planning.

RS&H's community involvement efforts helped the CHAA maintain a strong rapport with airport tenants while educating community members on the importance of the airport, airspace protection, grant assurance compliance, and the future potential of their airport. Additionally, a virtual public interface with supporting multimedia content was created to publicly share information and collect stakeholder feedback throughout the process. This was important since the Master Plan was conducted during COVID-19, a time when Minnesota was restricting public gatherings.

The outcome was a clear development path for the future to meet community, tenant, and airport user needs. The Master Plan provided a guide for future development that was immediately implementable. One unique element of the planning was the integration of visual web-based tools into the planning process. To aid CHAA in implementing its Capital Improvement Program, an airport-specific operator dashboard GIS tool was developed. This tool allows for a visual, real-time analysis of project timing, phasing, and budgeting. *Key staff involved: Kelsey Reeves, Pat Frame, Darren Christopher, Tammy Merrill, Julie Barrow, Rob Grotefend, Brandon Jensen, and Rosario Souto.*

Why Relevant

- › Airport Master Plan
- › Airport Layout Plan and Exhibit 'A' Property Map
- › Similar Size Non-Hub Airport Planning
- › Administrative/Operations Integrated Plans
- › Comprehensive Land Use Strategy
- › Airfield Safety and Design Standards
- › Financial/Implementation/CIP Planning
- › Project Cost Estimating
- › General Aviation Development Alternatives
- › Snow Removal Equipment/Maintenance Facilities and Deicing Study
- › Environmental/NEPA Review
- › Federal/State/Local Coordination

Master Plan

Eugene F. Kranz Toledo Express Airport | Swanton, Ohio

RS&H recently completed the Master Plan Update and Airport Layout Plan (ALP) Update for the shared-use Eugene F. Kranz Toledo Express Airport (TOL). Changes in TOL leadership and the airline industry drove the Airport to ask RS&H for assistance in reevaluating the long-term vision and goals as part of an updated master plan.

The terminal facility at TOL was constructed in the 1950s, with numerous expansions and renovations completed since. Analyzing alternatives to address the aging facility was a key focus area of the Master Plan Update. Following a thorough assessment of the facility's deficiencies (functional spaces, layout, modern amenities, ADA, utilities, and equipment), RS&H worked with the Airport to develop a full-scale renovation plan to bring sustainable and functional terminal facilities to TOL that support future growth and a source of pride for the community. The study also programmed development that maximized FAA funding eligibility to achieve the highest degree of financial support.

The study identified a surplus of land at TOL, so RS&H worked with Airport leaders to revise its Future Land Use Plan to maximize revenue-generating opportunities. A mix of aeronautical development (such as general aviation storage, MRO, and air cargo facilities), as well as non-aeronautical and industrial development opportunities were identified to enable future development compatible with safe operation of the airport. These opportunities also support flexibility for industrial changes at TOL to promote the Airport's commitment to Advanced Air Mobility, a key component of the Master Plan Update.

First-stage development strategies of this Master Plan are immediately implementable and long-range opportunities are programmed based on the Airport's funding support. RS&H completed the project on-time, allowing the Airport to meet federal funding submission deadlines. *Key staff involved: Kelsey Reeves, Patrick Frame, Russell Boroski, Scott LeCount, Nick Patterson, Tammy Merrill, Jackson Harris, Dave Alberts, and Monica Hamblin.*



Why Relevant

- › Shared-Use Civil/Military Airport Planning
- › Great Lakes Region Airport Master Plan
- › Airport Layout Plan and Exhibit 'A' Property Map
- › Public Involvement and Community Outreach
- › Capital Improvement Programming
- › Terminal Assessment and Development Alternatives
- › General Aviation Development Alternatives
- › Land Use Planning
- › Extensive FAA Coordination
- › Aviation Activity Forecasting
- › Environmental Strategy
- › Significant FAA Funding Program

Master Plan Gerald R. Ford International Airport | Grand Rapids, Michigan

As a prominent example of Michigan airport master planning, RS&H prepared a Master Plan update that focused on a realistic development plan to resolve capacity issues, expand facilities, and develop airport land. A key component was preparing an assessment of planning requirements for future airfield, terminal, and landside needs. The analysis involved recommendations



to replace the existing air traffic control tower to allow expansion of the terminal area including the terminal building and a new parking structure. Planning concepts took into consideration a comprehensive land use planning program that included the development of non-aeronautical land for revenue generation. Services included the evaluation of alternative locations for a Federal Inspection Service (FIS) to accommodate new international traffic and concepts for expansion/consolidation of the airfield maintenance facility. Cost estimates were developed for all projects proposed within the Master Plan. Analysis also included environmental and site preparation constraints, utility infrastructure required, and site access.

The Master Plan Analysis included Airfield, Terminal, Landside/Parking, Support Facilities, Land Development, and Environmental Planning, employing these strategies:

- ▶ Enable Backcasting: Identifying the future airport, working back to today, (Context for Ideation)
- ▶ Integrated Planning: Integrating a multidisciplinary team and Aviation Planning/Environmental Programs while staying engaged with stakeholders (Ideation Process + Ideas)
- ▶ Be Future Ready: Aligning the plan with the probable future of the Airport (Shape Ideas)
- ▶ Measure Value: Prove value in the total cost of ownership using life cycle cost analysis (Proof of Concepts)

Key staff involved: Nick Patterson, Gareth Hanley, Jorge Gonzalez, Dave Alberts, Rob Grotefend, Rosario Souto, Tammy Merrill, and Julie Barrow.

Why Relevant

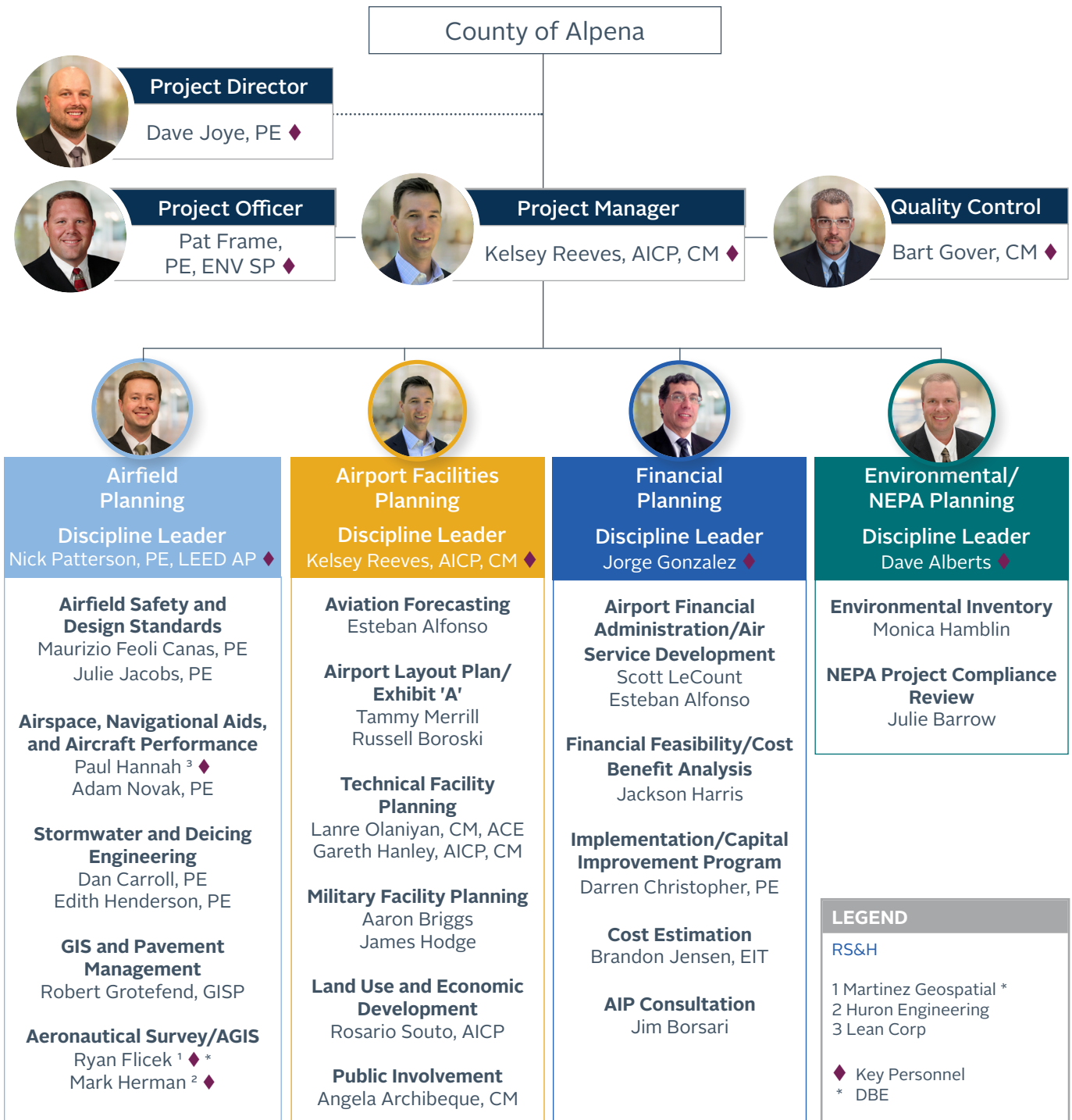
- ▶ Michigan Airport Master Planning Experience
- ▶ Airport Layout Plan and Exhibit 'A' Property Map
- ▶ Airside/Airspace/Operations Planning
- ▶ Financial/Implementation/CIP
- ▶ Airfield Safety and Design Standards
- ▶ Aviation Activity Forecasting
- ▶ Land Use Planning
- ▶ General Aviation Facility Planning
- ▶ Project Cost Estimating
- ▶ FAA/MDOT/Local Coordination
- ▶ Environmental/NEPA Review
- ▶ Public Involvement

4. Key Personnel Professional Qualifications

Team Organization

Kelsey will lead the RS&H planning team supported by Dave as the point of contact for all other work. Team members were carefully selected to take advantage of their individual qualifications and experience. Several of our team members have worked on projects at APN and all have experience at airports of similar size and complexity. Key individual resumes are included on Page 23.

Organizational Chart





Kelsey Reeves, AICP, CM

Project Manager and Airport Facility Planning Leader | RS&H

Education:

Master of Urban Planning,
Urban and Regional
Planning; University of
Colorado - Denver

BS, Aviation Science and
Administration; Western
Michigan University

Certifications:

American Institute of
Certified Planners (AICP)

AAAE Certified Member

Instrument Rated Private
Pilot (2010)

Local and Relevant Experience:

- ▶ Alpena County Regional Airport
- ▶ Kalamazoo/Battle Creek International Airport
- ▶ Bishop International Airport
- ▶ Detroit Metropolitan Wayne County Airport
- ▶ Range Regional Airport
- ▶ Mason Jewett Field
- ▶ Capital Region International Airport
- ▶ Duluth International Airport
- ▶ Indianapolis International Airport

Kelsey is a certified aviation planner located in Traverse City, MI, with more than 14 years of experience in the industry. His responsibilities include project management and technical analysis for complex airport planning assignments spanning general aviation to large hub airports. He has worked in both operations and planning at a large GA airport where he experienced the full spectrum of airport management responsibilities, including airport master planning and development review, environmental compliance, noise mitigation, snow removal operations, emergency response, community engagement, and wildlife management. Kelsey will serve as the Project Manager for planning assignments responsible for sound technical analysis, production, schedule, and budget.

Kelsey is eager for the opportunity to support one of his local northern Michigan airports.

Representative Projects:

- ▶ Master Plan; Cleveland Hopkins International Airport – Senior Planner
- ▶ Master Plan; Range Regional Airport – Project Manager
- ▶ Master Plan; Sioux Gateway Airport - Project Director
- ▶ Master Plan; Capital Region International Airport - Project Manager
- ▶ Terminal Area Study; Alpena County Regional Airport - Senior Planner
- ▶ West Maintenance Complex Conceptual Design; Detroit Metropolitan Wayne County Airport - Project Manager
- ▶ Master Plan; Grand Marais-Cook County Airport - Project Manager
- ▶ Master Plan and General Aviation Strategy Plan; Salt Lake City Department of Airports – Senior Planner
- ▶ Master Plan; Centennial Airport – Project Manager
- ▶ Master Plan; Tooele Valley Airport – Project Manager
- ▶ Airport Overlay Zone Study; Tooele Valley Airport – Project Manager
- ▶ On-Call Planning and Master Plan; Eugene Airport/Mahlon Sweet Field – Lead Planner
- ▶ Snow Removal Equipment and Materials Storage Site Planning; Indianapolis International Airport – Planner
- ▶ Master Plan; Telluride Regional Airport – Planner
- ▶ Master Plan; Casper/Natrona County International Airport – Planner
- ▶ Master Plan; Provo Municipal Airport – Planner
- ▶ Master Plan; Lake Hood Seaplane Base – Planner



Dave Joye, PE
Project Director | RS&H

Education:

BS, Civil Engineering,
Michigan Technological
University

**Registered Professional
Engineer:** Michigan
(6201058401)

**Local and Relevant
Experience:**

- › Alpena County Regional Airport
- › Capital Region International Airport
- › Bishop International Airport
- › Kalamazoo/Battle Creek International Airport
- › MBS International Airport
- › Hillsdale Municipal Airport

With more than 21 years of experience, Dave manages or provides design for a wide variety of both airside and landside aviation projects at commercial service, general aviation, and private airports. He has experience programming, designing, and providing construction management for all types of airfield improvements, including pavements and geometrics, grading, drainage, lighting, NAVAIDs, and pavement marking, as well as landside site improvements, such as roadways and parking facilities.

Dave is ready to continue serving APN in a supporting role for all planning assignments.

Representative Projects:

- › Runway 1-19 ANG TDZ Reconstruction; Alpena County Regional Airport – Engineer of Record
- › Runway 1-19 Rehabilitation (FAA); Alpena County Regional Airport – Project Manager
- › Pavement Markings, Gate Replacement; Alpena County Regional Airport – Project Manager
- › Michigan Air National Guard Combat Readiness & Training Center Taxiway Scoping Workshop; Alpena County Regional Airport – Project Manager
- › SRE Procurement; Alpena County Regional Airport – Project Manager
- › Pavement Analysis and Rehabilitation; Alpena County Regional Airport – Project Manager
- › Federal Inspection Station Feasibility Study; Bishop International Airport – Project Manager
- › Pavement Management Plan Update; Cincinnati/Northern Kentucky International Airport – Project Engineer
- › Terminal Building Construction; Alpena County Regional Airport – Project Engineer
- › Snow Removal Equipment Building Study; MBS International Airport – Project Manager
- › Master Plan Update; Bishop International Airport – Project Engineer
- › Master Plan Update; MBS International Airport – Project Engineer



Pat Frame, PE, ENV SP
Project Officer | RS&H

Education:
BS, Civil Engineering;
Valparaiso University

Registered Professional Engineer: Michigan (6201049686) + eight additional states

Member, Great Lakes Chapter, American Association of Airport Executives

Pat will serve as the Project Officer, **responsible for overall client satisfaction and resource availability.** He will provide technical and administrative oversight and assure the proper resources are committed and applied to each assignment. He will monitor the RS&H team's work, allocate the appropriate resources, attend critical milestone meetings, and take action to deliver quality services that meet or exceed the County's expectations. improvements, including roadways and parking facilities.

Representative Projects:

- ▶ Master Plan; Cleveland Hopkins International Airport – Project Officer, Project Director
- ▶ Master Plan Update; Gerald R. Ford International Airport – Project Officer, Project Director
- ▶ Master Plan; MBS International Airport – Project Director
- ▶ Airport Planning Services; Capital Region International Airport – Project Engineer



Bart Gover, CM
Quality Control Officer | RS&H

Education:
Master of Science, Planning,
University of Tennessee

MBA, Aviation, Embry–Riddle Aeronautical University

BA, Broadcasting and Electronic Media, Eastern Kentucky

Bart has 24 years of experience in airport planning and project management for both commercial service and general aviation airports. He is well-informed on aviation industry trends and practices, routinely reviewing industry publications, and follows industry news feeds and federal regulations. His airfield planning experience includes airport master plans, ALP updates and narrative reports, airport feasibility studies, FAR Part 150 noise studies, heliport relocation studies, airport system plans, and airport site selection studies. **Bart will serve as the Quality Control Officer on all planning assignments to ensure the highest level of quality is met for all deliverables.**

Representative Projects:

- ▶ Master Plan; Cleveland Hopkins International Airport – Project Director
- ▶ Master Plan; Manassas Regional Airport; Manassas, VA – Project Officer
- ▶ Master Plan; San Luis Obispo County; San Luis Obispo, CA – Quality Assurance/Quality Control, Airport Planning
- ▶ Passenger Facility Charge Application #4; Daytona Beach International Airport; Daytona Beach, FL – Project Officer
- ▶ New Passenger Facility Charge Application; Roanoke Regional Airport Commission; Roanoke, VA – Project Officer



Nick Patterson, PE, LEED AP
Airfield Discipline Leader | RS&H

Education:

BS, Civil Engineering;
Michigan State University

Registered Professional Engineer: Michigan (6201063244) + four additional states

American Society of Civil Engineers (ASCE)

Nick will serve as the Airfield Discipline Leader and will be **responsible for leading all airfield-related analysis**. His 21 years of extensive experience includes all aspects of engineering design, project management, construction administration, and construction management with projects involving airfield geometry and pavement, drainage, grading, airfield lighting and marking, airfield facility buildings, airport planning, and airport development.

Representative Projects:

- ▶ Runway 1-19 ANG TDZ Reconstruction; Alpena County Regional Airport – Civil Engineer
- ▶ Runway 1-19 Rehabilitation (FAA); Alpena County Regional Airport – Civil Engineer
- ▶ Terminal Building Construction; Alpena County Regional Airport – Civil Engineer
- ▶ Master Plan; Gerald R. Ford International Airport – Technical Advisor
- ▶ Master Plan; Jackson-Medgar Wiley Evers International Airport – Civil Engineer
- ▶ Master Plan; Newport News/Williamsburg International Airport – Civil Engineer
- ▶ Master Plan; Tampa International Airport – Civil Engineer



David Alberts
Environmental / NEPA Planning Leader | RS&H

Education:

BA, Geography; University of South Florida

David will be **responsible for leading NEPA documentation, technical analysis, agency coordination, project and document coordination, quality control, and report preparation**. He has 26 years of experience with NEPA-related assignments. David has managed and prepared federal environmental impact statements (EIS), Environmental Assessments (EA), and documented categorical exclusions (CATEX), as well as state environmental documents for airports throughout the U.S.

Representative Projects:

- ▶ Runway Taxiway Lighting CATEX; Range Regional Airport – Environmental Planner
- ▶ Master Plan Services; Salt Lake City International Airport – Sustainability and Environmental Planner
- ▶ Master Plan Services; Eugene Airport/Mahlon Sweet Field – Environmental Planner
- ▶ Environmental Assessment Study; Des Moines International Airport – Project Director



Jorge Gonzalez
Financial Planning Leader | RS&H

Education:

MS, Computer Science,
George Washington
University

BS, Civil Engineering,
Colombian Schools of
Engineering

Jorge has provided planning, engineering, and financial advisory work related to airport and other transportation projects throughout the U.S., and around the world, for more than 40 years. His airport experience covers market analysis and air traffic forecasts, facility planning, airport master plans, land use plans, financial planning, and funding of airport facilities for airports of various sizes and complexities. **Jorge will lead the financial and administrative planning elements throughout the planning assignment.**

Representative Projects:

- › Master Plan; Gerald R. Ford International Airport – Financial Planner
- › Master Plan; Bishop International Airport – Financial Planner
- › Master Plan; MBS International Airport – Financial Planner
- › Master Plan; Manassas Regional Airport – Financial Planner
- › Master Plan; Range Regional Airport – Financial Planner
- › Master Plan; Centennial Airport – Financial Planner
- › Master Plan; Cleveland Hopkins International Airport – Financial Planner
- › Master Plan; Eugene Airport/Mahlon Sweet Field – Financial Planner
- › Master Plan; Salt Lake City International Airport – Financial Planner



Ryan Flicek
Aeronautical Survey / AGIS | MTZ

Education:

BA, Political Science, Saint
Olaf College

AA, Air Traffic Control,
Minneapolis Community and
Technical College (MN) -

Air Traffic Control, Federal
Aviation Administration
Academy

FAA Commercial Pilot
(2004)

FAA Certificated Flight
Instructor (2005)

FAA Certificated Ground
Instructor (2005)

Ryan has serviced the aviation industry in a variety of fields over the past 16 years, including experience as a pilot, an air traffic controller, and a managing consultant in the mapping/photogrammetry field. **He has managed AGIS work on more than 125 Master Plans/ALPs and/or airspace analysis projects.** His skills include project planning, project management, procedural control, project specifications, quality assurance, compliance management, and technical support.

Representative Projects:

- › Mason County, MI – Airports-GIS Mapping & Airspace Analysis – Airport Layout Plan
- › Oceana County, MI – Airports-GIS Mapping & Airspace Analysis – Airport Layout Plan
- › Gladwin Zettel Memorial, MI – Airports-GIS Mapping & Airspace Analysis – Airport Layout Plan
- › Coleman Young International, MI – Airports-GIS Mapping & Airspace Analysis – Airport Layout Plan



Mark Herman, PS
Aeronautical Survey / AGIS | Huron

Education:

BS, Land Surveying,
 Michigan Technological
 University

AAS, Civil Engineering,
 Michigan Technological
 University

**Registered Professional
 Engineer:** Michigan (50438)

Remote Pilot License

Mark's experience includes road and bridge construction projects and construction layout for MDOT and private industry. **He will be responsible for developing topographic surveys** from field books and electronic data using both AutoCAD and Microstation. Other relevant experience includes preparing certified survey and easement drawings, performing computations for horizontal and vertical control, and survey for boundaries, control, route, topography, hydrology, right-of-way, and construction.

Representative Projects:

- ▶ Alpena Airport Survey and Geotechnical Services, RS&H, Alpena County, Michigan – Survey Manager
- ▶ Ripley Blvd CE, The City of Alpena, Alpena County, Michigan – Survey Manager
- ▶ Site Plan Assistance, Nowicki's Sausage Shoppe, Alpena County, Michigan – Survey Manager
- ▶ Topographic Survey of Alpena High School, Alpena Public Schools, Alpena County, Michigan – Survey Manager
- ▶ CTE Building Site Planning Services, Alpena Public Schools, Alpena County, Michigan – Survey Manager



Paul Hannah
Airspace / Navigational Aids / Aircraft Performance | LEAN

Education:

BS, Aerospace Engineering
 and Mechanics, Minor in
 Geography and Geographic
 Information Systems,
 University of Minnesota

Paul is an Airspace and Flight Operations Engineer with 24 years of experience in runway length determination, runway siting, one engine inoperative obstacle evaluation, NAVAID implementation, instrument procedure design, airspace analysis, stakeholder coordination, and FAA data management. **Paul works with multiple FAA staff offices, airlines, DoD and the public, to ensure that the latest flight procedure design, flight standards and navigational methods can be safely utilized to increase airport capacity, reduce delays and reduce aircraft noise.**

Representative Projects:

- ▶ Airspace Analysis for Master Plan, Salt Lake City International Airport, – Project Manager
- ▶ Ground Based Augmentation System (GBAS), San Francisco International Airport – Chief Airspace & Flight Operations Engineer
- ▶ Airspace On-Call, Oakland International Airport – Chief Airspace & Flight Operations Engineer
- ▶ Runway 4-22 ASDA Reduction Feasibility Study, Lexington Blue Grass Airport – Chief Airspace & Flight Operations Engineer

5. Firms Ability to Provide a Contact Person with Demonstrated Aviation Experience

Kelsey Reeves, ACIP, CM will serve as the planning assignment point of contact, supported by **Dave Joye, PE**. Dave will continue serving as the primary point of contact for all other APN work and remain involved in supporting all planning assignments. Serving in these defined roles, the two can provide maximum responsiveness and maintain clear communication lines for appropriate areas of work. Kelsey and Dave coordinate regularly and will continue doing so from assignment start-up through closeout, to ensure the highest quality project and consistency regardless of assignment type.

From our on-call experience, we understand the critical elements of each phase of work required to deliver quality projects simultaneously according to scopes, schedules, and budgets. Our process begins with gaining an understanding of the Airport's objectives for the project, developing a responsive project scope, and continuing with effective coordination with the Airport and appropriate stakeholders throughout the execution of the work.

The RS&H team understands on-call assignments require responsive and experienced staff. We will not only be responsive to the Airport, stakeholders, and FAA and local agencies as necessary, but will assign the appropriate staff with the proven capabilities to get the job completed successfully. RS&H will achieve this through an efficient team of exceptional professionals committed to serving APN.

To assure that the RS&H team is well coordinated internally on each task order and across all ongoing task orders in general, RS&H will have regular internal Airport team meetings. These internal meetings will keep all RS&H team staff informed about our collective work for the Airport, address any areas of overlap on needed coordination among projects, and share applicable information and feedback provided by the Airport staff. This will significantly reduce the coordination burden on Airport staff and elevate the overall responsiveness of RS&H work.

Our industry experts routinely advise clients and offer value-added services to help the Airport achieve its goals. Furthermore, the RS&H team's approach includes careful listening, effective communication, proactive and timely responses, and technical excellence. *As a full-service aviation planning, engineering, environmental, and architecture firm, RS&H will assist the Airport with any assignment, regardless of the size, discipline, or nature.*



Project Manager

Kelsey Reeves, AICP, CM

Kelsey has successfully led numerous master plans and planning studies of varying scale and complexity throughout his career. Notable Great Lakes region airports where he has worked include Capital Region International Airport, Detroit Metropolitan Wayne County Airport, Indianapolis International Airport, and Cleveland Hopkins International Airport. Kelsey will leverage his leadership and technical skills to ensure your planning assignments exceed your expectations.



Project Director

Dave Joye, PE

Dave has led numerous projects at APN and other airports in the Great Lakes region, including Charlevoix Municipal Airport, Bishop International Airport, MBS International Airport, and Kalamazoo/Battle Creek International Airport. Dave will leverage his experience managing APN contracts and other airfield projects from more than 45 airports across the U.S. to continue delivering exceptional service to the Airport.

6. Knowledge/Familiarity with FAA and State Regulations, Policies and Procedures, and Success of Recent Projects

When considering a firm for an aviation consulting services assignment, airports are best served by a consultant that is familiar with applicable safety and construction rules, design requirements, regulations, standards, codes, industry best practices, and advisory material on all levels – airport, local, state, and federal. RS&H is deeply knowledgeable about these regulations and consists of leaders who have assisted in defining the industry standards on which the regulations are based.

RS&H works routinely with the Federal Aviation Administration Airports District Office (FAA ADO) in Detroit and Michigan Department of Transportation Office of Aeronautics (MDOT-AERO) staff, including efforts in planning, environmental, and engineering projects. RS&H frequently conducts joint working meetings with both agencies during the CIP process in order to prioritize and maximize funding opportunities available for the Airport. RS&H's experience and proven success in helping our clients secure and manage grants sets us apart from all other aviation consulting firms. This expertise begins with our in-house staff that specializes in securing, managing, and maximizing eligibility of federal funds.



MDOT - Office of Aeronautics

Working on airport projects in Michigan differs from experiences in other states. RS&H understands that Michigan is a Channeling Act State, therefore all FAA grants must be channeled through the Michigan Aeronautics Commission (MAC). As a Channeling Act State, Michigan airport sponsors are required to submit their applications for Federal Airport Improvement Program (AIP) grants through the MAC rather than directly to the FAA. The channeling act also requires grant funding to be channeled through the MAC rather than given directly to the local airport sponsor.

Many of our Michigan-based RS&H staff, have excellent relationships with key MDOT-AERO staff that directly support APN projects. *Nick Patterson* recently collaborated with MDOT-AERO on beta testing the new version of AERO PM software and assisted MDOT-AERO with the roll-out of their software. **RS&H's experience within Michigan and nationwide brought unique perspective on how grant retainage, independent fee estimates, and revised grant deadlines impact Michigan airports.**

Federal Aviation Administration

A unique and beneficial feature of RS&H is our participation in the development of regulatory, advisory, and standards documents. FAA recently updated Airport Design Advisory Circular 150/5300-13A to version -13B and RS&H was asked to present key changes associated with this document at the recent AAAE/ACC Planning, Design and Construction Symposium. RS&H was also contracted by the U.S. Department of Transportation to prepare a handbook to administer the Small Community Air Service Development Program. It is this commitment to active participation during the development of regulations and standards that gives RS&H more than just a familiarity with the applicable requirements.

RS&H has dedicated FAA funding experts on staff that are continuously monitoring legislation, especially the new FAA Reauthorization Act, affecting Federal airport funding programs and FAA efforts to carry out the programs. This mostly this involves the Airport Improvement Program (AIP), the Passenger Facility Charge (PFC) Program, and the Supplemental Appropriation (which

has a competition process and emphasis different than the traditional AIP program). RS&H has successfully helped clients in Michigan, and nationwide, to access Federal funding through AIP as well as utilize their Coronavirus Aid, Relief, and Economic Security (CARES) funding (APN and AZO), and have helped others (FNT and Hillsdale) successfully secure funding under the highly competitive Airport Terminals Program under the Bipartisan Infrastructure Law (BIL). Our proposed team has the essential working knowledge to maximize the Airport's grant opportunities as the CARES Act, CRRSAA, and ARPA funding comes to an end, and as AIP, PFC, BIL and Supplemental Appropriation continue.

RS&H's our in-house staff specializes in securing, managing, and maximizing eligibility of federal funds. Our dynamic duo of funding and financial experts – *Jim Borsari and Jorge Gonzalez* – provide unmatched funding expertise.



Jim's experience with the FAA will position the Airport to receive maximum funding.

Prior to joining RS&H, Jim spent 30 years with the FAA. He guided FAA airport financial program policy from 1990 until 2005 and directed the first update to the AIP Handbook. After retirement, the FAA contracted with Jim as the principal author to produce the substantial version of the AIP Handbook in place today. Jim is an industry expert in maximizing project funding eligibility, understanding how to position our clients for additional funding, and has guided numerous clients with programming and managing grants.



Jorge will assist in finding the right funding for APN.

Jorge is exceptional at identifying and positioning airports for different funding opportunities. He understands how to help airports create and submit for opportunities at the right time. His background is in establishing and maintaining project budgets from planning through construction. His extensive experience includes aviation ALP updates, master plans, runway feasibility studies, business development, environmental assessments, categorical exclusions, and NEPA documentation.

National Guard Bureau Grants and Military Construction Cooperative Agreements

The County of Alpena and the National Guard Bureau (NGB) can enter into Military Construction Cooperative Agreements (MCCA) to support military missions and shared-use activities at your airport. MCCAs provide support for construction of military facilities, real property improvements, design services, and other projects. RS&H has the experience at APN, and other shared-use airports, in coordinating execution and funding for cooperative agreements meeting National Guard Regulation 5-1, National Guard Grants and Cooperative Agreements. Our most recent successes in this area include working with the County of Alpena and the CRTC to provide the design and Resident Program Representative (RPR) services on short notice for repairs to the touchdown zones, and installation of aircraft arresting systems, on Runway 1-19. This \$40 million success story resulted in FAA and NGB funding cooperation for improvements on your runway under separately funded projects. RS&H is currently supporting and designing a comprehensive \$165M MCCA-funded runway and airfield program to support the 185th Air Refueling Wing at Sioux Gateway Airport.

7. Awards or Special Recognition Achieved by the Firm

RS&H measures the success of a project not only by being delivered on-time and on-budget but, more importantly, by the client's level of satisfaction. Beyond that, success of a project can also be measured by project awards and special recognition received by outside parties not directly involved in the project. The awards below are a sample of recent recognition on Michigan airport projects.



Recent Awards

- ▶ **Award of Excellence 2024 – Rehabilitate Runway 1-19 TDZ & BAK-12 Aircraft Arresting System at Alpena County Regional Airport.** The project included a full-depth reconstruction of the northern 1,750 feet of Runway 1-19 and was constructed concurrently with a rehabilitation project of the middle 5,500 feet of the runway.
- ▶ **Award of Merit 2021 – Asphalt Paving Association of Michigan Award of Merit for Oakland/Troy Airport Runway 9-27 Rehabilitation.** The project involved the replacement of airfield guidance signage, and select drainage and grading improvements.
- ▶ **Award of Excellence 2020 – Michigan Concrete Association's Award of Excellence for Cargo Apron Expansion at Capital Region International Airport.** The project included an approximately 30,000-square-yard expansion to the existing cargo apron as well as the construction of a connector taxiway from the apron to Taxiway J.
- ▶ **Consultant of the Year Award 2019 – Consultant of the Year Award from the MDOT-AERO.** The award recognized RS&H's superior efforts working with airports around the state of Michigan on a wide variety of projects.
- ▶ **Award of Merit 2019 – Award of Merit from the Asphalt Pavement Association of Michigan for Runway 5-23 Rehabilitation at MBS International Airport.** The project included a full-length variable depth milling and overlay, edge light, and airfield electrical vault improvements.
- ▶ **Award of Excellence 2018 – Award of Excellence for Taxiway R Reconstruction at Detroit Metropolitan Airport.** The project included the removal and replacement of Taxiway R pavement, reconstruction of taxiway shoulders, and replacement of taxiway edge lighting.
- ▶ **Award of Excellence 2017 – Award of Excellence for Runway 4L-22R and Associated Taxiways at Detroit Metropolitan Airport.** The facilities included in the runway complex included 10,000-foot long runway 4L-22R, its parallel Taxiway A and all connector taxiways, end around Taxiway Q, crossfield Taxiway R, and the intersection of Taxiway Q and T.
- ▶ **Award of Excellence 2017 – Award of Excellence for Taxiways W and S Enhancements at Detroit Metropolitan Airport.** The project included the reconstruction of Taxiways W, W2, W3, W4, W6, S, and portions of Taxiways F, V, P4, PP, and PP2.

8. Airport References

RS&H's aviation practice has established a strong reputation throughout the country for client satisfaction and quality deliverables. We encourage you to contact our client references listed below — they will confirm our team's responsiveness, attention to detail, and ability to successfully complete projects on time and within budget.



RS&H Client References

Capital Region Airport Authority

Contact Person: Robert Benstein, AAE
Vice President-COO
Phone: 517-321-6121
Email: RBenstein@CRAA.com

Chisholm-Hibbing Airport Authority

Contact Person: Barrett Ziemer
Executive Director
Phone: 218-262-3452
Email: barrett@rangeregionalairport.com

City of Sioux City

Contact Person: Mike Collette
Assistant City Manager
Phone: 712-279-6408
Email: mcollett@sioux-city.org

Salt Lake City Department of Airports

Contact Person: Brady Fredrickson, AICP
Aviation Planning Director
Phone: 801-575-2919
Email: brady.fredrickson@slcgov.com

“ RS&H team members became an extension of our staff, who we now view as trusted advisors and consultants. The extremely high-quality services provided by RS&H exceeded our expectations and is exhibited in the articulate final report and well prepared Airport Layout Plan. ”

- Brady Fredrickson, AICP, Aviation Planning Director
