PROFESSIONAL CONSULTANT SERVICES AGREEMENT

COFFMAN ASSOCIATES, INC.

Preparation of the Airport Economic Impact Study/Development Plan and Master Plan for Riverside Municipal Airport (RFP No. 2423)

THIS PROFESSIONAL CONSULTANT SERVICES AGREEMENT ("Agreement") is made and entered into this _____ day of _____, _____ ("Effective Date"), by and between the CITY OF RIVERSIDE, a California charter city and municipal corporation ("City"), and COFFMAN ASSOCIATES, INC., a Missouri corporation authorized to do business in California ("Consultant").

1. **Scope of Services**. City agrees to retain and does hereby retain Consultant and Consultant agrees to provide the services more particularly described in Exhibit "A," "Scope of Services" ("Services"), attached hereto and incorporated herein by reference, in conjunction with Preparation of the Airport Economic Impact Study/Development Plan and Master Plan for Riverside Municipal Airport (RFP No. 2423) ("Project").

2. **Term**. This Agreement shall be effective on the date first written above and shall remain in effect for twenty-four (24) months from the Effective Date above, unless otherwise terminated pursuant to the provisions herein.

3. **Compensation/Payment**. Consultant shall perform the Services under this Agreement for the total sum not to exceed Eight Hundred Forty-Nine Thousand One Hundred Fifty-Seven Dollars ($849,157.00), payable in accordance with the terms set forth in Exhibit "B." Said payment shall be made in accordance with City's usual accounting procedures upon receipt and approval of an itemized invoice setting forth the services performed. The invoices shall be delivered to City at the address set forth in Section 4 hereof.

4. **Notices**. Any notices required to be given, hereunder shall be in writing and shall be personally served or given by mail. Any notice given by mail shall be deemed given when deposited in the United States Mail, certified and postage prepaid, addressed to the party to be served as follows:

To City	To Consultant
Riverside Municipal Airport City of Riverside Attn: Airport Manager 3900 Main Street Riverside, CA 92522	Coffman Associates, Inc. Attn: Matt Quick 12920 Metcalf Avenue, Suite 200 Overland Park, KS 66213

5. **Prevailing Wage**. If applicable, Consultant and all subcontractors are required to pay the general prevailing wage rates of per diem wages and overtime and holiday wages determined by the Director of the Department of Industrial Relations under Section 1720 et seq. of the California Labor Code and implemented by Resolution No. 13346 of the City Council of

the City of Riverside. The Director's determination is available on-line at www.dir.ca.gov/dlsr/DPreWageDetermination.htm and is referred to and made a part hereof; the wage rates therein ascertained, determined, and specified are referred to and made a part hereof as though fully set forth herein.

6. **Contract Administration**. A designee of the City will be appointed in writing by the City Manager or Department Director to administer this Agreement on behalf of City and shall be referred to herein as Contract Administrator.

7. **Standard of Performance**. While performing the Services, Consultant shall exercise the reasonable professional care and skill customarily exercised by reputable members of Consultant's profession practicing in the Metropolitan Southern California Area and shall use reasonable diligence and best judgment while exercising its professional skill and expertise.

8. **Personnel**. Consultant shall furnish all personnel necessary to perform the Services and shall be responsible for their performance and compensation. Consultant recognizes that the qualifications and experience of the personnel to be used are vital to professional and timely completion of the Services. The key personnel listed in Exhibit "C" attached hereto and incorporated herein by this reference and assigned to perform portions of the Services shall remain assigned through completion of the Services, unless otherwise mutually agreed by the parties in writing, or caused by hardship or resignation in which case substitutes shall be subject to City approval.

9. **Assignment and Subcontracting**. Neither party shall assign any right, interest, or obligation in or under this Agreement to any other entity without prior written consent of the other party. In any event, no assignment shall be made unless the assignee expressly assumes the obligations of assignor under this Agreement, in a writing satisfactory to the parties. Consultant acknowledges that any assignment may, at the City's sole discretion, require City Manager and/or City Council approval. Consultant shall not subcontract any portion of the work required by this Agreement without prior written approval by the responsible City Contract Administrator. Subcontracts, if any, shall contain a provision making them subject to all provisions stipulated in this Agreement, including without limitation, the insurance obligations set forth in Section 12. The Consultant acknowledges and agrees that the City is an intended beneficiary of any work performed by any subcontractor for purposes of establishing a duty of care between any subcontractor and the City.

10. **Independent Contractor**. In the performance of this Agreement, Consultant, and Consultant's employees, subcontractors and agents, shall act in an independent capacity as independent contractors, and not as officers or employees of the City of Riverside. Consultant acknowledges and agrees that the City has no obligation to pay or withhold state or federal taxes or to provide workers' compensation or unemployment insurance to Consultant, or to Consultant's employees, subcontractors and agents. Consultant, as an independent contractor, shall be responsible for any and all taxes that apply to Consultant as an employer.

11. **Indemnification**.

11.1 **Design Professional Defined**. For purposes of this Agreement, "Design Professional" includes the following:

A. An individual licensed as an architect pursuant to Chapter 3 (commencing with Section 5500) of Division 3 of the Business and Professions Code, and a business entity offering architectural services in accordance with that chapter.

B. An individual licensed as a landscape architect pursuant to Chapter 3.5 (commencing with Section 5615) of Division 3 of the Business and Professions Code, and a business entity offering landscape architectural services in accordance with that chapter.

C. An individual registered as a professional engineer pursuant to Chapter 7 (commencing with Section 6700) of Division 3 of the Business and Professions Code, and a business entity offering professional engineering services in accordance with that chapter.

D. An individual licensed as a professional land surveyor pursuant to Chapter 15 (commencing with Section 8700) of Division 3 of the Business and Professions Code, and a business entity offering professional land surveying services in accordance with that chapter.

11.2 **Defense Obligation For Design Professional Liability**. Consultant agrees, at its cost and expense, to promptly defend the City, and the City's employees, officers, managers, agents and council members (collectively the "Parties to be Defended") from and against any and all claims, allegations, lawsuits, arbitration proceedings, administrative proceedings, regulatory proceedings, or other legal proceedings to the extent the same arise out of, pertain to, or relate to the negligence, recklessness or willful misconduct of Consultant, or anyone employed by or working under the Consultant or for services rendered to the Consultant in the performance of the Agreement, notwithstanding that the City may have benefited from its work or services and whether or not caused in part by the negligence of an Indemnified Party. Consultant agrees to provide this defense immediately upon written notice from the City, and with well qualified, adequately insured and experienced legal counsel acceptable to City. Consultant will reimburse City for reasonable defense costs for claims arising out of Consultant's professional negligence based on the percentage of Consultant's liability. This obligation to defend as set forth herein is binding on the successors, assigns and heirs of Consultant and shall survive the termination of Consultant's Services under this Agreement.

11.3 **Indemnity For Design Professional Liability**. When the law establishes a professional standard of care for Consultant's services, to the fullest extent permitted by law, Consultant shall indemnify, protect and hold harmless the City and the City's employees, officers, managers, agents, and Council Members ("Indemnified Parties") from and against any and all claim for damage, charge, lawsuit, action, judicial, administrative, regulatory or arbitration proceeding, damage, cost, expense (including counsel and expert fees), judgment, civil fines and penalties, liabilities or losses of any kind or nature whatsoever to the extent the same arise out of,

pertain to, or relate to the negligence, recklessness or willful misconduct of Consultant, or anyone employed by or working under the Consultant or for services rendered to the Consultant in the performance of the Agreement, notwithstanding that the City may have benefited from its work or services and whether or not caused in part by the negligence of an Indemnified Party.

11.4 **Defense Obligation For Other Than Design Professional Liability**. Consultant agrees, at its cost and expense, to promptly defend the City, and the City's employees, officers, managers, agents and council members (collectively the "Parties to be Defended") from and against any and all claims, allegations, lawsuits, arbitration proceedings, administrative proceedings, regulatory proceedings, or other legal proceedings which arise out of, or relate to, or are in any way connected with: 1) the Services, work, activities, operations, or duties of the Consultant, or of anyone employed by or working under the Consultant, or 2) any breach of the Agreement by the Consultant. This duty to defend shall apply whether or not such claims, allegations, lawsuits or proceedings have merit or are meritless, or which involve claims or allegations that any or all of the Parties to be Defended were actively, passively, or concurrently negligent, or which otherwise assert that the Parties to be Defended are responsible, in whole or in part, for any loss, damage or injury. Consultant agrees to provide this defense immediately upon written notice from the City, and with well qualified, adequately insured and experienced legal counsel acceptable to City. This obligation to defend as set forth herein is binding on the successors, assigns and heirs of Consultant and shall survive the termination of Consultant's Services under this Agreement.

11.5 **Indemnity For Other Than Design Professional Liability**. Except as to the sole negligence or willful misconduct of the City, Consultant agrees to indemnify, protect and hold harmless the Indemnified Parties from and against any claim for damage, charge, lawsuit, action, judicial, administrative, regulatory or arbitration proceeding, damage, cost, expense (including counsel and expert fees), judgment, civil fine and penalties, liabilities or losses of any kind or nature whatsoever whether actual, threatened or alleged, which arise out of, pertain to, or relate to, or are a consequence of, or are attributable to, or are in any manner connected with the performance of the Services, work, activities, operations or duties of the Consultant, or anyone employed by or working under the Consultant or for services rendered to Consultant in the performance of this Agreement, notwithstanding that the City may have benefited from its work or services. This indemnification provision shall apply to any acts, omissions, negligence, recklessness, or willful misconduct, whether active or passive, on the part of the Consultant or anyone employed or working under the Consultant.

12. **Insurance**.

12.1 **General Provisions**. Prior to the City's execution of this Agreement, Consultant shall provide satisfactory evidence of, and shall thereafter maintain during the term of this Agreement, such insurance policies and coverages in the types, limits, forms and ratings required herein. The rating and required insurance policies and coverages may be modified in writing by the City's Risk Manager or City Attorney, or a designee, unless such modification is prohibited by law.

12.1.1 **Limitations**. These minimum amounts of coverage shall not constitute any limitation or cap on Consultant's indemnification obligations under Section 11 hereof.

12.1.2 **Ratings**. Any insurance policy or coverage provided by Consultant or subcontractors as required by this Agreement shall be deemed inadequate and a material breach of this Agreement, unless such policy or coverage is issued by insurance companies authorized to transact insurance business in the State of California with a policy holder's rating of A or higher and a Financial Class of VII or higher.

12.1.3 **Cancellation**. The policies shall not be canceled unless thirty (30) days' prior written notification of intended cancellation has been given to City by certified or registered mail, postage prepaid.

12.1.4 **Adequacy**. The City, its officers, employees and agents make no representation that the types or limits of insurance specified to be carried by Consultant pursuant to this Agreement are adequate to protect Consultant. If Consultant believes that any required insurance coverage is inadequate, Consultant will obtain such additional insurance coverage as Consultant deems adequate, at Consultant's sole expense.

12.2 **Workers' Compensation Insurance**. By executing this Agreement, Consultant certifies that Consultant is aware of and will comply with Section 3700 of the Labor Code of the State of California requiring every employer to be insured against liability for workers' compensation, or to undertake self-insurance before commencing any of the work. Consultant shall carry the insurance or provide for self-insurance required by California law to protect said Consultant from claims under the Workers' Compensation Act. Prior to City's execution of this Agreement, Consultant shall file with City either 1) a certificate of insurance showing that such insurance is in effect, or that Consultant is self-insured for such coverage, or 2) a certified statement that Consultant has no employees, and acknowledging that if Consultant does employ any person, the necessary certificate of insurance will immediately be filed with City. Any certificate filed with City shall provide that City will be given ten (10) days' prior written notice before modification or cancellation thereof.

12.3 **Commercial General Liability and Automobile Insurance**. Prior to City's execution of this Agreement, Consultant shall obtain, and shall thereafter maintain during the term of this Agreement, commercial general liability insurance and automobile liability insurance as required to insure Consultant against damages for personal injury, including accidental death, as well as from claims for property damage, which may arise from or which may concern operations by anyone directly or indirectly employed by, connected with, or acting for or on behalf of Consultant. The City, and its officers, employees and agents, shall be named as additional insureds under the Consultant's insurance policies.

12.3.1 Consultant's commercial general liability insurance policy shall cover both bodily injury (including death) and property damage (including, but not limited to, premises operations liability, products-completed operations liability, independent contractor's liability, personal injury liability, and contractual liability) in an amount not less than $1,000,000 per occurrence and a general aggregate limit in the amount of not less than $2,000,000.

12.3.2 Consultant's automobile liability policy shall cover both bodily injury and property damage in an amount not less than $1,000,000 per occurrence and an aggregate limit of not less than $1,000,000. All of Consultant's automobile and/or commercial general liability insurance policies shall cover all vehicles used in connection with Consultant's performance of this Agreement, which vehicles shall include, but are not limited to, Consultant owned vehicles, Consultant leased vehicles, Consultant's employee vehicles, non-Consultant owned vehicles and hired vehicles.

12.3.3 Prior to City's execution of this Agreement, copies of insurance policies or original certificates along with additional insured endorsements acceptable to the City evidencing the coverage required by this Agreement, for both commercial general and automobile liability insurance, shall be filed with City and shall include the City and its officers, employees and agents, as additional insureds. Said policies shall be in the usual form of commercial general and automobile liability insurance policies, but shall include the following provisions:

> It is agreed that the City of Riverside, and its officers, employees and agents, are added as additional insureds under this policy, solely for work done by and on behalf of the named insured for the City of Riverside.

12.3.4 The insurance policy or policies shall also comply with the following provisions:

a. The policy shall be endorsed to waive any right of subrogation against the City and its sub-consultants, employees, officers and agents for services performed under this Agreement.

b. If the policy is written on a claims-made basis, the certificate should so specify and the policy must continue in force for one year after completion of the services. The retroactive date of coverage must also be listed.

c. The policy shall specify that the insurance provided by Consultant will be considered primary and not contributory to any other insurance available to the City and Endorsement No. CG 20010413 shall be provided to the City.

12.4 **Errors and Omissions Insurance**. Prior to City's execution of this Agreement, Consultant shall obtain, and shall thereafter maintain during the term of this Agreement, errors and omissions professional liability insurance in the minimum amount of $1,000,000 to protect the City from claims resulting from the Consultant's activities.

12.5 **Subcontractors' Insurance**. Consultant shall require all of its subcontractors to carry insurance, in an amount sufficient to cover the risk of injury, damage or loss that may be caused by the subcontractors' scope of work and activities provided in furtherance of this Agreement, including, but without limitation, the following coverages: Workers Compensation, Commercial General Liability, Errors and Omissions, and Automobile liability.

Upon City's request, Consultant shall provide City with satisfactory evidence that Subcontractors have obtained insurance policies and coverages required by this section.

13. **Business Tax**. Consultant understands that the Services performed under this Agreement constitutes doing business in the City of Riverside, and Consultant agrees that Consultant will register for and pay a business tax pursuant to Chapter 5.04 of the Riverside Municipal Code and keep such tax certificate current during the term of this Agreement.

14. **Time of Essence**. Time is of the essence for each and every provision of this Agreement.

15. **City's Right to Employ Other Consultants**. City reserves the right to employ other Consultants in connection with the Project. If the City is required to employ another consultant to complete Consultant's work, due to the failure of the Consultant to perform, or due to the breach of any of the provisions of this Agreement, the City reserves the right to seek reimbursement from Consultant.

16. **Accounting Records**. Consultant shall maintain complete and accurate records with respect to costs incurred under this Agreement. All such records shall be clearly identifiable. Consultant shall allow a representative of City during normal business hours to examine, audit, and make transcripts or copies of such records and any other documents created pursuant to this Agreement. Consultant shall allow inspection of all work, data, documents, proceedings, and activities related to the Agreement for a period of three (3) years from the date of final payment under this Agreement.

17. **Confidentiality**. All ideas, memoranda, specifications, plans, procedures, drawings, descriptions, computer program data, input record data, written information, and other materials either created by or provided to Consultant in connection with the performance of this Agreement shall be held confidential by Consultant, except as otherwise directed by City's Contract Administrator. Nothing furnished to Consultant which is otherwise known to the Consultant or is generally known, or has become known, to the related industry shall be deemed confidential. Consultant shall not use City's name or insignia, photographs of the Project, or any publicity pertaining to the Services or the Project in any magazine, trade paper, newspaper, television or radio production, website, or other similar medium without the prior written consent of the City.

18. **Ownership of Documents**. All reports, maps, drawings and other contract deliverables prepared under this Agreement by Consultant shall be and remain the property of City. Consultant shall not release to others information furnished by City without prior express written approval of City.

19. **Copyrights.** Consultant agrees that any work prepared for City which is eligible for copyright protection in the United States or elsewhere shall be a work made for hire. If any such work is deemed for any reason not to be a work made for hire, Consultant assigns all right, title and interest in the copyright in such work, and all extensions and renewals thereof, to City, and agrees to provide all assistance reasonably requested by City in the establishment, preservation and enforcement of its copyright in such work, such assistance to be provided at City's expense

but without any additional compensation to Consultant. Consultant agrees to waive all moral rights relating to the work developed or produced, including without limitation any and all rights of identification of authorship and any and all rights of approval, restriction or limitation on use or subsequent modifications.

20. **Conflict of Interest**. Consultant, for itself and on behalf of the individuals listed in Exhibit "C," represents and warrants that by the execution of this Agreement, they have no interest, present or contemplated, in the Project affected by the above-described Services. Consultant further warrants that neither Consultant, nor the individuals listed in Exhibit "C" have any real property, business interests or income interests that will be affected by this project or, alternatively, that Consultant will file with the City an affidavit disclosing any such interest.

21. **Solicitation**. Consultant warrants that Consultant has not employed or retained any person or agency to solicit or secure this Agreement, nor has it entered into any agreement or understanding for a commission, percentage, brokerage, or contingent fee to be paid to secure this Agreement. For breach of this warranty, City shall have the right to terminate this Agreement without liability and pay Consultant only for the value of work Consultant has actually performed, or, in its sole discretion, to deduct from the Agreement price or otherwise recover from Consultant the full amount of such commission, percentage, brokerage or commission fee. The remedies specified in this section shall be in addition to and not in lieu of those remedies otherwise specified in this Agreement.

22. **General Compliance With Laws**. Consultant shall keep fully informed of federal, state and local laws and ordinances and regulations which in any manner affect those employed by Consultant, or in any way affect the performance of services by Consultant pursuant to this Agreement. Consultant shall at all times observe and comply with all such laws, ordinances and regulations, and shall be solely responsible for any failure to comply with all applicable laws, ordinances and regulations. Consultant represents and warrants that Consultant has obtained all necessary licenses to perform the Scope of Services and that such licenses are in good standing. Consultant further represents and warrants that the services provided herein shall conform to all ordinances, policies and practices of the City of Riverside.

23. **Waiver**. No action or failure to act by the City shall constitute a waiver of any right or duty afforded City under this Agreement, nor shall any such action or failure to act constitute approval of or acquiescence in any breach thereunder, except as may be specifically, provided in this Agreement or as may be otherwise agreed in writing.

24. **Amendments**. This Agreement may be modified or amended only by a written agreement and/or change order executed by the Consultant and City.

25. **Termination**. City, by notifying Consultant in writing, shall have the right to terminate any or all of Consultant's services and work covered by this Agreement at any time. In the event of such termination, Consultant may submit Consultant's final written statement of the amount of Consultant's services as of the date of such termination based upon the ratio that the work completed bears to the total work required to make the report complete, subject to the City's rights under Sections 15 and 26 hereof. In ascertaining the work actually rendered through the

termination date, City shall consider completed work, work in progress and complete and incomplete reports and other documents only after delivered to City.

25.1 Other than as stated below, City shall give Consultant thirty (30) days' prior written notice prior to termination.

25.2 City may terminate this Agreement upon fifteen (15) days' written notice to Consultant, in the event:

25.2.1 Consultant substantially fails to perform or materially breaches the Agreement; or

25.2.2 City decides to abandon or postpone the Project.

26. **Offsets**. Consultant acknowledges and agrees that with respect to any business tax or penalties thereon, utility charges, invoiced fee or other debt which Consultant owes or may owe to the City, City reserves the right to withhold and offset said amounts from payments or refunds or reimbursements owed by City to Consultant. Notice of such withholding and offset, shall promptly be given to Consultant by City in writing. In the event of a dispute as to the amount owed or whether such amount is owed to the City, City will hold such disputed amount until either the appropriate appeal process has been completed or until the dispute has been resolved.

27. **Successors and Assigns**. This Agreement shall be binding upon City and its successors and assigns, and upon Consultant and its permitted successors and assigns, and shall not be assigned by Consultant, either in whole or in part, except as otherwise provided in paragraph 9 of this Agreement.

28. **Venue.** Any action at law or in equity brought by either of the parties hereto for the purpose of enforcing a right or rights provided for by this Agreement shall be tried in the Superior Court, County of Riverside, State of California, and the parties hereby waive all provisions of law providing for a change of venue in such proceedings to any other county. In the event either party hereto shall bring suit to enforce any term of this Agreement or to recover any damages for and on account of the breach of any term or condition of this Agreement, it is mutually agreed that each party will bear their own attorney's fees and costs.

29. **Nondiscrimination**. During Consultant's performance of this Agreement, Consultant shall not discriminate on the grounds of race, religious creed, color, national origin, ancestry, age, physical disability, mental disability, medical condition, including the medical condition of Acquired Immune Deficiency Syndrome (AIDS) or any condition related thereto, marital status, sex, genetic information, gender, gender identity, gender expression, or sexual orientation, military and veteran status, in the selection and retention of employees and subcontractors and the procurement of materials and equipment, except as provided in Section 12940 of the California Government Code. Further, Consultant agrees to conform to the requirements of the Americans with Disabilities Act in the performance of this Agreement.

30. **Severability**. Each provision, term, condition, covenant and/or restriction, in whole and in part, of this Agreement shall be considered severable. In the event any provision, term, condition, covenant and/or restriction, in whole and/or in part, of this Agreement is declared

invalid, unconstitutional, or void for any reason, such provision or part thereof shall be severed from this Agreement and shall not affect any other provision, term, condition, covenant and/or restriction of this Agreement, and the remainder of the Agreement shall continue in full force and effect.

31. **Authority**. The individuals executing this Agreement and the instruments referenced herein on behalf of Consultant each represent and warrant that they have the legal power, right and actual authority to bind Consultant to the terms and conditions hereof and thereof.

32. **Entire Agreement**. This Agreement constitutes the final, complete, and exclusive statement of the terms of the agreement between the parties pertaining to the subject matter of this Agreement and supersedes all prior and contemporaneous understandings or agreements of the parties. Neither party has been induced to enter into this Agreement by and neither party is relying on, any representation or warranty outside those expressly set forth in this Agreement.

33. **Digital and Counterpart Signatures**. Each party to this Agreement intends and agrees to the use of digital signatures that meet the requirements of the California Uniform Electronic Transactions Act (Civil Code §§ 1633.1, et seq.), California Government Code § 16.5, and California Code of Regulations Title 2 Division 7 Chapter 10, to execute this Agreement. The parties further agree that the digital signatures of the parties included in this Agreement are intended to authenticate this writing and to have the same force and effect as manual signatures for purposes of validity, enforceability, and admissibility. For purposes of this section, a "digital signature" is defined in subdivision (d) of Section 16.5 of the Government Code and is a type of "electronic signature" as defined in subdivision (h) of Section 1633.2 of the Civil Code. This Agreement may be executed in any number of counterparts, each of which will be an original, but all of which together will constitute one instrument. Each certified or authenticated electronic copy of an encrypted digital signature shall be deemed a duplicate original, constituting one and the same instrument and shall be binding on the parties hereto.

34. **Interpretation**. City and Consultant acknowledge and agree that this Agreement is the product of mutual arms-length negotiations and accordingly, the rule of construction, which provides that the ambiguities in a document shall be construed against the drafter of that document, shall have no application to the interpretation and enforcement of this Agreement.

34.1 Titles and captions are for convenience of reference only and do not define, describe or limit the scope or the intent of the Agreement or any of its terms. Reference to section numbers, are to sections in the Agreement unless expressly stated otherwise.

34.2 This Agreement shall be governed by and construed in accordance with the laws of the State of California in effect at the time of the execution of this Agreement.

34.3 In the event of a conflict between the body of this Agreement and Exhibit "A" - Scope of Services hereto, the terms contained in Exhibit "A" shall be controlling.

35. **Exhibits**. The following exhibits attached hereto are incorporated herein to this Agreement by this reference:

Exhibit “A” - Scope of Services
Exhibit “B” - Compensation
Exhibit “C” - Key Personnel

[SIGNATURES ON THE FOLLOWING PAGE]

IN WITNESS WHEREOF, City and Consultant have caused this Agreement to be duly executed the day and year first above written.

CITY OF RIVERSIDE, a California charter city and municipal corporation

By: _____
Mike Futrell
City Manager

Attest: _____
Donesia Gause
City Clerk

Certified as to Availability of Funds:

By: _____
Chief Financial Officer

Approved as to Form:

By: Anthony Beaumon (Jul 3, 2025 15:30 PDT)
Sean B. Murphy
Deputy City Attorney

COFFMAN ASSOCIATES, INC., a Missouri corporation authorized to do business in California

By: Matt Quick (Jul 3, 2025 13:09 PDT)
Print Name: Matt Quick
Title: Principal

and

By: _____
Print Name: David Fitz
Title: Chief Executive Offier

EXHIBIT "A"

SCOPE OF SERVICES

Coffman Associates
AIRPORT CONSULTANTS

CITY OF RIVERSIDE

Section A

Statement of Understanding and Approach

STATEMENT OF UNDERSTANDING AND APPROACH

UNDERSTANDING

Riverside Municipal Airport (RAL) is classified by the Federal Aviation Administration (FAA) as a General Aviation Reliever Airport. It is further identified in the FAA's National Plan of Integrated Airport Systems (NPIAS) as a Regional Airport. As such, it serves as an attractive facility for general aviation activity in the regional area and supports multiple economies by connecting communities to regional and national markets.

Owned and operated by the City of Riverside, Riverside Municipal Airport boasts a multiple runway system. The primary runway is Runway 9-27, which measures at 5,401 feet in length and 100 feet in width. Crosswind Runway 16-34 is 2,850 feet long by 50 feet wide. The airport is home to approximately 205 based aircraft. Over the past several years, RAL has experienced well over 100,000 annual operations (takeoffs and landings), reaching its peak in calendar year 2023 with nearly 130,000 operations. The airport is on track to match, and possibly exceed, this number in 2024.

Our team's understanding of the Riverside Municipal Airport Master Plan and Airport Economic Development Plan/Impact Study stems from our extensive experience with both the airport and City of Riverside since 1995, as well as our expertise in airport master planning and economic development plan/impact studies. Our history with RAL gives us a unique understanding of the local community, the airport's historic challenges, and how to connect with stakeholders.

Coffman Associates' Planning Experience with RAL includes:

- F.A.R. Part 150 Noise Exposure Maps and Noise Compatibility Program (1995)
- Airport Master Plan (1999, 2010)
- Environmental Assessment (2013)

Coffman Associates completed the most recent master plan for RAL in 2010. It was during this time that the United States entered one of the worst economic recessions in history. The City of Riverside and the Southern California regional area were not immune to the recession. As such, RAL experienced decreases in certain aviation demand segments, such as aircraft operations. The 2010 Master Plan also included an Economic Benefit Analysis that highlighted the direct and indirect economic benefits provided by RAL. Since that time, activity at the airport has been on the rise and currently exceeds aircraft operations thresholds that were experienced prior to the recession. This master plan, along with the associated economic development plan/impact study, provides a timely reassessment of the airport's potential for future growth and development. It considers opportunities for both aviation and non-aviation uses, grounded in local and regional

socioeconomic and demographic trends, as well as the dynamics of the regional and national aviation system.

We understand that Riverside Municipal Airport is an important economic asset to the community it serves. The airport is a transportation utility, but it is also a business and should be planned, developed, and operated accordingly. We approach each airport planning project as a unique process because every airport is different; as such, we are careful and deliberate to ensure the product is specifically tailored for RAL and the City of Riverside. The airport serves to facilitate the economic and business needs of local enterprises, as well as the airport's current tenants, and we approach all planning assignments with the intention to promote and foster the airport's economic viability.

Aviation planning is a highly specialized and competitive industry, so the fact that a large percentage of our work comes from repeat business with existing clients and recommendations by previous clients speaks to the quality of our work. Our goal is to be selected for this planning effort and to demonstrate what our partnership can do to better position RAL as an economic presence in the area. We have already partnered with several airports in the regional area and have recently completed planning studies for Chino Airport, San Bernardino International Airport, and Redlands Airport. These projects offer us a unique understanding of regional aviation demand, and our work with these and other projects has helped us develop a strong working relationship with the Federal Aviation Administration's (FAA) Los Angeles Airports District Office (ADO).

The master plan and economic development plan/impact study for Riverside Municipal Airport should be conducted by a consultant team with the greatest experience and success in planning processes for comparable airport facilities. Since Coffman Associates' founding in 1979, we have been dedicated exclusively to aviation, specializing in airport planning for facilities nationwide. Our aviation planning services include airport master plans, development plans, business plans, feasibility and site selection studies, airport layout plans, environmental assessments, land use compatibility/zoning ordinances, noise mitigation plans, and detailed financial plans.

Our team is made up of regional and national aviation sector leaders in the services requested to complete the study deliverables. Coffman Associates will operate as the lead but allow each team member to maneuver independently to ensure that the findings and recommendations are objective, innovative, and implementable. Our team brings great depth of experience locally, regionally, and nationwide. Coffman Associates is an industry leader in the field of airport planning and is geared specifically to deliver a successful and implementable master plan for Riverside Municipal Airport, given our experience at this type of airport. Our team members, Kimley-Horn and Martinez Geospatial, also bring strong resumes and extensive experience in economic development planning and aeronautical surveys, respectively. Furthermore, our team offers local/regional offices to support the immediate needs of airport staff during the process. All of these components bolster an overall team resume unmatched in the industry.

AIRPORT MASTER PLAN PROJECT APPROACH

Pre-Planning/Goals and Objectives: A key to the success of any planning effort is coordination between our team, the City of Riverside/airport management, affected entities, and local jurisdictions. RAL's master plan and airport layout plan (ALP) have not been updated in many years. In the time since the last planning effort, the FAA has made some significant changes in standards and safety focus for airport planning, including the following:

- Two significant standard operating procedures (SOPs) that cover ALP development:
  1. FAA SOP 2.00, *Standard Procedure for FAA Review and Approval of Airport Layout Plans (ALPs),* which is a complete overhaul of ALP development.
  2. SOP 3.00, *Standard Operating Procedure for FAA Review of Exhibit 'A' Airport Property Inventory Maps,* which covers the property map.
- Enhanced focus on safety, such as runway safety area (RSA) and runway protection zone (RPZ) issues.
- Airfield geometry and operational issues, such as buildings within important airspace classifications.
- Section 743 evaluations that place an emphasis on an updated Exhibit 'A' and must be submitted prior to any airport development that is not dependent on federal funding.

Our knowledge and experience in the application of these changes is crucial to the success of this master plan and ALP update, as our expertise can prevent significant delays in approval and cost overruns. Understanding current standards and policies can be overwhelming, so we use a personalized approach and believe communication is the key to success. Our overarching role is to advance the goals and objectives of the City of Riverside and airport users in the development of RAL, ensure compatibility with existing federal and state regulations, and support the community in understanding the application of existing regulations. Being a small firm of aviation experts allows us to excel in both traditional and modern forms of communication. Our project team has more individual airport planning expertise than any other consultancy.

The master plan will help guide airport management through future development issues. RAL is a well-established, regionalized general aviation airport with the potential to serve existing and higher levels of demand. Coffman Associates has extensive experience with this level of airport and the role it serves, as our company was specifically formed to serve general aviation airports in similar regionalized communities. We understand the following issues will be primary in our analysis:

- Perform a runway length requirements analysis and consider potential future changes in critical aircraft. ***Coffman Associates routinely performs runway length calculations for airport sponsors to help determine future runway needs. This analysis utilizes both FAA runway length calculators and aircraft- and airport-specific calculators to give us a more comprehensive view of runway length needs at RAL. Runway length analysis is particularly important in today's airport planning realm, given that the FAA typically requires justification for a runway's length, not only for future planning, but for existing runway pavement rehabilitation projects. Important to this analysis is the determination of existing and future aircraft operating at the airport, as this will play a role in airfield design and safety standards as well as justification for future airfield enhancement projects.***
- Identify the full range of alternatives for developing the airfield to meet FAA design standards, including alternatives for obstruction removal. ***Coffman Associates will include a detailed evaluation of airfield and landside alternatives that considers the future aircraft fleet mix in relation to the runway system, meeting updated airfield design and geometry standards and enhancing revenue potential related to both aviation and non-aviation development.***

- Prepare preliminary engineering concepts, sufficient to determine cost feasibility of preferred airfield and obstruction removal alternatives, including a SoCal Gas pipeline. ***Coffman Associates, with assistance from its subconsultants, can evaluate various alternative concepts from planning, environmental, and engineering perspectives to determine project feasibility. Our team has recently worked at Chino Airport, which has a California Edison gas pipeline that traverses the east side of its property adjacent to the Runway 26R threshold. During the most recent planning study for the airport, Coffman Associates determined a range of airfield alternatives that could mitigate the gas pipeline from obstructing airfield safety standards.***
- Conduct practicability assessments based on constructability for airfield improvements, obstruction removal/mitigation, and permitting. ***The Coffman Associates team, through its preparation of forecasts, facility requirements, and alternatives analysis, has the ability to determine the need and practicability of future project implementation associated with the runway/taxiway environment and can conduct obstruction assessments to protect established approaches to the runway system. An Airport Geographic Information System (AGIS) Survey can be incorporated into the master plan that will provide critical safety data for input into the obstruction analysis and Next Generation National Airspace System.***
- Identify environmental issues and mitigation strategies and support the City of Riverside permit processes and subsequent National Environmental Policy Act (NEPA) studies. ***Coffman Associates has personnel dedicated to assisting airport sponsors with the preparation of NEPA and California Environmental Quality Act (CEQA) documentation. Although the master plan will not provide environmental clearance for specific projects, our team will evaluate recommended alternatives and preferred concepts to determine the level of NEPA and CEQA analysis needed and provide a roadmap to meeting future FAA, state, and local mandates for project implementation. The airport's location with the Western Riverside County Multiple Species Habitat Conservation Plan Area and the South Coast Air Quality Management District will also be considered.***
- Prepare a detailed implementation plan and financial plan that establishes the funding for the preferred development concept. ***Through the preparation of the recommended development concept and capital program, Coffman Associates will provide a detailed list of short-, intermediate-, and long-term projects, associated cost estimates, and project funding breakdowns based on FAA and California Department of Transportation – Aviation Division (Caltrans) funding eligibility. This can be used as a guide for the City of Riverside and airport management during annual coordination with the FAA to determine the airport capital improvement program (ACIP).***
- Facilitate community outreach activities to ensure there is adequate opportunity for public input. ***Coffman Associates strongly believes in transparency throughout the master plan process and welcomes public participation in various formats. We will work with the City of Riverside at the outset of the study to develop a detailed public outreach program that meets the city's needs.***

These issues and others that emerge from the planning process will be fully evaluated. The process to be used is outlined in the following sections.

Public Involvement Program: Coffman Associates views each airport planning project as a unique process, because every airport is just that – unique. As a result, we are thoughtful and strategic in our approach to ensure the master plan is specifically tailored to RAL and the community/region it serves. We approach airport planning with a results-oriented perspective. While the airport serves an important public function, it is also a business which should be managed and developed as such. The master plan should start with a vision for RAL that the City of Riverside and its leaders – along with the larger community – can embrace. From this vision, a set of goals and objectives for the master

plan can be developed. It will equip the city and the FAA with the proper information to make informed and practical decisions so the airport will remain a vital economic tool and community asset.

As part of the master planning process, it is necessary to implement a comprehensive public involvement program. Coffman Associates is aware of the need to meet the expectations of the neighboring communities, including all stakeholders, and will discuss the specific approach to community involvement with the City of Riverside before initiating a project. Our team members are experts in facilitating the public review processes using either standard or more creative methods of providing for the required public review. Public information workshops; formal presentations at public hearings; and project-specific websites that provide study documentation, presentation material, and allow the receipt of public comments are just a few of the methods we can use to provide for the needs of an airport and its interaction with the community. Our in-house graphics and geographic information system (GIS) departments are highly qualified and produce exceptional work that can be used by the city to supplement its own methods of community outreach. Our team is recognized as an innovator in public involvement techniques for airport planning. We understand the pitfalls as well as the benefits of different approaches to public involvement and are confident we can design a process that meets the needs of the City of Riverside.

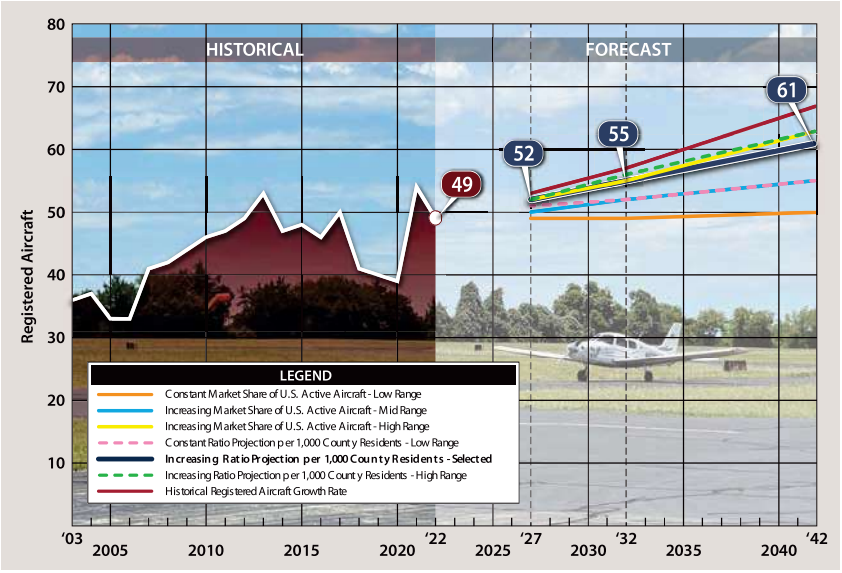
A key to the success of any planning effort is coordination between the consultant, client, affected entities, and local jurisdictions. At the beginning of the project, a group of stakeholders (Planning Advisory Committee [PAC]) will be established to set forth desired goals and outcomes of the master planning process. This will include a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis with the intent to establish planning frameworks, outline visions and goals for the master plan, and determine a desired outcome and roadmap to successfully implement. We have found this process invaluable in uncovering issues and targeting planning efforts throughout the study. The PAC will meet at key intervals throughout the process of the master plan to provide input into the study process regarding current and future use of the airport.

Membership on the PAC would include key aviation stakeholders such as the FAA, Caltrans, city personnel, air traffic control, and airport businesses and tenants. It could also be beneficial to include other entities and agencies, such as key economic development officers and community/neighborhood associations, who would all bring insight to development issues facing RAL and the surrounding area.

A separate public outreach track will include open meetings with the public throughout the process. An online, project-specific website will be created to facilitate meeting information, study materials, public comments, and other pertinent information. We firmly believe including the public is necessary for a successful process. Most communities served by an active general aviation airport live with significant misconceptions of the airport and the value it offers. An open and transparent master planning process provides an ideal opportunity to educate and engage the community regarding existing and future airport issues. We would suggest conducting a minimum of three public meetings to coincide with the dates of the stakeholder meetings.

Existing Conditions: The primary objective of the inventory of existing facilities is to familiarize the study participants with the airport and the surrounding area. Coffman Associates' staff will first meet with the city and

airport staff, then make appointments to visit airport tenants, local and regional planning agencies, and others as deemed necessary to develop a comprehensive inventory. Through the interviews and planning sessions, our team can gain a deeper understanding of the airport's current operational conditions, explore potential changes in operations, and identify issues or needs that airport users perceive for their activities and for RAL as a whole.



Example: Registered Aircraft Forecasts

Aviation Forecasts: The forecasting effort assesses the magnitude of future demand as it will relate to future airport requirements. Today's economy and the aviation industry have presented new challenges and approaches to aviation forecasting. A key to this master plan is to generate a new set of forecasts that reflect changes in the local and regional economy, as well as the aviation industry as a whole, that best reflect the aviation demand segments specific to RAL. Coffman Associates keeps abreast of the latest developments in the aviation industry and regional market, and we've developed in-house forecasting methods that are used daily to forecast based aircraft, operations, and fleet mix. We believe no two airports are exactly alike; therefore, a number of projection techniques are utilized to examine a greater array of variables. Factors that were discussed through inventory interviews that could change the level of activity are also considered. Upon approval of the forecasts by the FAA, our forecasting approach will then be tied to demand factors versus dates in time. The demand-based projections will allow the city to develop airport facilities according to need, or demand, instead of what could be an outdated timeline projection. This forecasting approach is not unlike a market assessment developed for a typical business plan, as it outlines growth when needed, leading to sound financial development decisions.

Facility Requirements: The primary objective of this effort is to prepare a facility needs assessment to meet present and future aviation demand. Coffman Associates utilizes the most up-to-date models available in determining facility requirements for the key components. FAA-approved models are used for the determination of runway, taxiway, and landside area capacities. Each component is examined separately and as a system to determine the maximum capabilities of the facilities. The types and sizes of facilities required begin with an analysis of the airfield requirements. Design aircraft are determined for each situation, and facilities are analyzed in accordance with FAA airport design standards outlined in FAA Advisory Circular (AC) 150/5300-13, *Airport Design*.

Our analysis will focus on the need for improved airfield facilities, which include those associated with the runway/taxiway environment, particularly the need for runway length. We will also evaluate potential airfield geometry issues associated with the crosswind runway environment. Through gaining perspective regarding the critical aircraft for the airfield system, and its potential impacts on the runway system and associated safety areas, a detailed evaluation of enhancing airfield geometry in this area will unfold. Facility requirements analysis will also focus on outlining the capacity of the airfield system, need for future hangar facilities, and future land use needs for segmenting aviation versus non-aviation development potential, which will be crucial for later evaluations.

Alternatives Development and Evaluation: A series of airside and landside alternatives are developed following the facility needs evaluation to address short- and long-term needs of aviation activities. The key airside and landside issues will be identified during this evaluation to help guide the development process. Each of the alternatives will be analyzed from the standpoints of efficiency, cost, environmental impact, and airfield capacity.

We will utilize innovative and creative solutions to provide for future capital planning, including the development of additional hangars and the potential for airfield improvements, if demand dictates. Additional considerations could include analysis of obstruction data to determine if additional improvements can be offered for instrument approaches.

Environmental Considerations: The objective of this task is to collect facts regarding environmental issues typically associated with airport expansion, and particularly those issues known to be of special emphasis at Riverside Municipal Airport. Data will be collected and reviewed on the following issues, along with agency coordination and identification of potential issues, which may affect the future operation or development of the airport:

- Cultural/Historic
- Emissions/Greenhouse Gases
- Airport Noise
- Compatible Land Use
- Wildlife Habitat/Special-Status Species
- Wetlands and other Water Resources

If required, the approach we propose for the *National Environmental Policy Act* (NEPA) process at RAL is one that has proven successful at many other airports. Our staff members are well-versed regarding the requirements of FAA Order 1050.1F, *Environmental Impacts: Policies and Procedures,* and FAA Order 5050.4B, *NEPA Implementing Instructions for Airport Actions,* and have applied the requirements of these orders to environmental documents we have prepared over the past several years. Our overall goal is not only to position RAL to obtain NEPA environmental clearances, but also to complete the NEPA process in a timely manner to ensure the FAA can issue project design/construction grants as soon as possible.

Our extensive NEPA experience provides our staff with comprehensive knowledge regarding the documentation requirements of FAA Orders 1050.1F and 5050.4B, and our work with FAA environmental staff gives us insight into their expectations regarding NEPA documentation requirements. Additionally, we have experience working with the FAA to identify projects that possess independent utility and may be eligible for evaluation with documented categorical exclusions using FAA SOP 5.1, *Standard Operating Procedure for CATEX Determinations*.

Facilities Implementation Plan: Following a review of potential airside and landside development alternatives, a detailed comparative evaluation and supporting rationale will be developed to achieve a preferred development concept for RAL that details the facilities implementation program for the future of the airport. This will become the basis for the refinement of development costs and scheduling. Besides aviation related development, non-aviation revenue-generating land uses will also be addressed.

Financial Feasibility Analysis: Successful implementation of a development program is tied closely to financial scheduling. Coffman Associates' approach is designed to include features that will aid in assuring the recommendations are cost-effective, realistic, and can begin to be implemented. Additionally, our approach includes making certain that there are provisions in place that will allow the plan to be modified in the future to meet unforeseeable changes that may occur with the economy and the aviation industry. We recommend that the airport consider year-by-year scheduling in the first five years, enabling the sponsor to adjust development schedules more easily and eliminate the need for frequent updates. This level of detail allows the airport to incorporate the schedule in the ACIP processes of both the FAA and Caltrans. After the short-term (1-5 years) timeframe, projects will be further identified for the intermediate (6-10 years) and long (11-20 years) terms.

Airport Layout Plans: To be eligible for federal and state funding, any proposed improvements must be included on an approved ALP. The recommended development concept is refined into the final airport plan set at this step in the process. Preparation of the ALP drawing set includes aerial mapping of the entire airport and the preparation of a cover sheet, the ALP Drawing, the Part 77 Airspace Drawing, Approach and Inner Portion of the Approach Surface Drawing, a terminal area plan, a land use plan, departure surfaces, and an Exhibit 'A' Airport Property Map. The plan set will be prepared in accordance with FAA SOP 2.00, *Standard Procedure for FAA Review and Approval of Airport Layout Plans (ALPs)* and SOP 3.00, *Standard Operating Procedure for FAA Review of Exhibit 'A' Airport Property Inventory Maps*. The plans will be accurate, concise, and easily interpreted since they are regularly referred to by airport management, state, and federal officials as planning and programming tools.

AGIS Aeronautical Survey (Optional): The FAA typically requires that an airport conduct an AGIS survey during a planning project if it has not previously done so. Because RAL does not have an AGIS survey on file through the FAA's Airport Data and Information Portal (ADIP), this could serve as an optional task for the master plan. This survey will provide critical data for the obstruction evaluation of approaches to the airport, especially in helping protect the viability of the precision instrument landing system (ILS) approach to Runway 9. It is also important to note that information and data collected from the AGIS survey will prove beneficial for the development of an accurate and updated ALP drawing set.

FAA AGIS Surveys and FAA-compliant airport base mapping is not new to our team. Coffman Associates and Martinez Geospatial team members have extensive experience in performing airport surveys, airspace and obstruction analysis, and airport GIS data development.

One of the key project deliverables is the AGIS-compliant dataset, including airspace and obstruction information submitted to and approved by the FAA, and all of the facility mapping and inventors needed for planning documents. Martinez's comprehensive technical experience encompasses high precision, obstacle, and geodetic control surveys on numerous airports, establishing critical PACS/SACS monuments and following the strict requirements in the Federal Geodetic Control Standards (AC 150/5300-16A, -17C, and -18B and others) to ensure accurate data development. The AGIS-compliant dataset created and collected will yield obstruction data required for both AC-18B and Code of Federal Regulation (CFR) Part 77 obstruction analysis, as well as a large portion of the required facilities inventory required in the master plan.

We will work closely with the city to identify existing sources that could be included in the AGIS-compliant dataset. For the master plan, our team will employ a phased approach to the development of the AGIS dataset, starting with task planning and AGIS plan submittals; followed by field survey and obstruction data development and analysis; and ending with data, quality control, submittal, and acceptance.

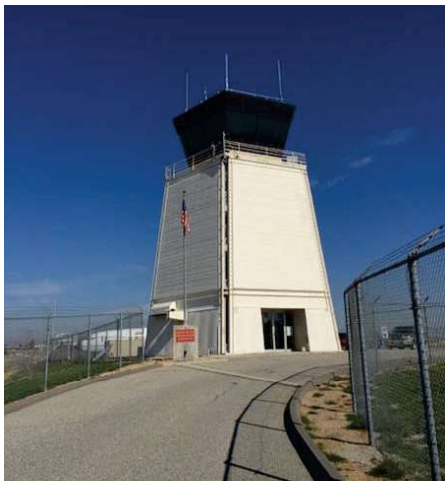
AIRPORT ECONOMIC DEVELOPMENT PLAN AND ECONOMIC IMPACT STUDY APPROACH

The following sections describe Kimley-Horn's proposed approach to complete Task 1: Economic Impacts and Development, defined in the RFP to include Deliverable 1: Airport Economic Development Plan and Deliverable 2: Airport Economic Impact Study.

Deliverable 1: Airport Economic Development Plan

As local markets continue to mature, airports are increasingly viewed as a catalyst for economic development. Riverside Municipal Airport (RAL) is looking for a partner to develop an Economic Development Plan that will focus on aeronautical and non-aeronautical development to attract and retain new businesses, incorporate innovative development strategies, generate jobs, and result in a financially self-sufficient airport. The Economic Development Plan will incorporate the participation and buy-in of key City and Airport governing body members, management, staff, and the surrounding community. Kimley-Horn proposes the following approach to complete the Economic Development Plan for the Airport.

Task 1.1.1: Project Kick-Off



To successfully kick-off the RAL Economic Development Plan and Airport Economic Impact Study (AEIS), the Kimley-Horn team would utilize a project initialization work plan to successfully start the project as outlined below:

- Kick-off Meeting - Conduct a working session with RAL and the City to (1) initialize the project, (2) discuss the project tasks and work plans, and (3) discuss the necessary data for the project.
- Data Collection - Collect and review relevant information for the Economic Development Plan. An information request will be prepared to request information related to the Airport, community, market, and industry information, data, and documentation that will be needed for the project. The request will be based on the needs of both the Economic Development Plan and the Airport Economic Impact Study.
- Site Visit - Conduct a site visit to include: (1) meeting with City representatives; (2) meetings with relevant Airport stakeholders (e.g., City Council, City management, Airport Commission, Airport management and staff, Airport tenants and users, community representatives, etc.); (3) tour the Airport, commercial aeronautical operators (business tenants), and non-commercial leased premises; and (4) discuss the project information, data, and documentation collected to date and the data that still needs to be collected.

Task 1.1.2: Aviation Market Assessment

One of the first steps in developing the RAL Economic Development Plan is to understand the market conditions (i.e., Airport, local, regional, and national) in which the Airport operates. An Aviation Market Assessment will help provide answers and determine the current and future demand for aviation products, services, and facilities at the Airport. Kimley-Horn will research and answer the following questions that will form the assessment of the aviation market. Without knowing the answers to these questions, an airport would struggle to develop and implement an effective strategy and plan.

- Who are potential tenants and users of the Airport and what are their touch points?
- How large is the Airport's target market?
- What influences the Airport's tenants' and users' purchasing habits?
- What are Airport tenants and users willing to pay?
- Who are the Airport's regional competitors and their strengths and weaknesses?
- What trends are impacting the Airport, community, and industry?

Kimley-Horn will focus on airports located in and outside of the County of Riverside to help define the local and non-local market. We will inventory and analyze facilities and services at competitor airports, including airports such as RIR, AJO, CNO, ONT, RIV, SBD, CCB, REI, and POC to include type of operations, rates and charges, lease and fee structures, and discuss industry trends (institutional flight schools, corporate, drones, urban air mobility and electric aircraft) to define a market baseline. This information will not only identify RAL's direct competition but provide an overview of the existing and potential general aviation (GA) market for RAL.

Task 1.1.3: Airport Assessment

Upon completion of the aviation market assessment, Kimley-Horn will specifically focus on RAL and conduct on-site and desktop research for pertinent information to complete an asset inventory. The inventory will focus on RAL's top origin and destinations to and from the airport, land uses on the airport and in areas adjoining RAL, access roads, land ownership, flood areas, hangars, developable land, types and location of utilities, top origin and destinations to and from RAL, parcels that contain environmentally contaminated soils, fuel sales, fuel flowage, and fuel storage. It is assumed that the majority of the inventory information will be supplied by RAL. The inventory will also focus on the Airport's current tenant base, aviation-related businesses, non-commercial aeronautical entities, tenant gross sales figures, number of employees, airport rates and charges, lease rates, lease expiration dates, hangar reversion dates, and fee structures.

Critical to this task will be to understand the existing hangar waitlists, relevant correspondence from those expressing interest in developing facilities at RAL, and the time and process for the development and execution of leases by the RAL and City. Upon completion of the airport inventory assessment, Kimley-Horn will also conduct a Strengths, Weaknesses, Opportunities, and Threats (SWOT) assessment in addition to developing the Airport's development goals and objectives in consultation with RAL. Completing a SWOT analysis and developing Airport goals and objectives will help RAL identify achievable development objectives for long-term success.

Task 1.1.4: Infrastructure Development

Upon establishing the Airport's baseline market conditions, Kimley-Horn will prepare and depict potential aeronautical and non-aeronautical development alternatives. Development alternatives will consider FAA design criteria as outlined in Advisory Circular (AC) 150/5300-13B, Airport Design, and FAR Part 77 surfaces that govern heights of objects around airports. Other factors to consider will include the physical characteristics of growth, existing businesses, development, and industries surrounding RAL, design elements associated with proposed economic development (e.g., improved roadway access, transit connections, logistics/cargo, etc.), other identified opportunities and constraints, and input received through stakeholders. Up to three alternatives will be developed, all of which will be compatible with existing uses at the Airport. No residential or mixed-use will be considered. Each alternative will identify parcel-level uses and development projects from a high-level perspective. A detailed site plan will not be included. In consultation with RAL, Kimley-Horn will develop a preferred development alternative for property development at RAL.

Task 1.1.5: Business Attraction and Retention

Once the preferred development alternative has been approved, Kimley-Horn will work with RAL, the City, and pertinent stakeholders to develop a variety of initiatives that could be used to begin attracting new businesses in support of implementing the Economic Development Plan. Kimley-Horn's experience is that effective business attraction programs are necessary to implement comprehensive strategies that target particular industries and help identify a variety of development opportunities. Our team will develop a variety of strategies that may include working with commercial real estate brokers, issuing Requests for Interest (RFI) to establish interest lists for a master developer or particular segments of the market RAL would like to target, leveraging public-private

partnerships (P3), developing marketing campaigns, and, most importantly, working to facilitate partnerships with economic development agencies.

Task 1.1.6: Airport Promotion

Promoting an airport and its available development opportunities in today's fast-paced world requires a unique blend of creativity, strategy, and understanding of the target audience. The goal is not just to reach out to existing and potential customers, but to connect with them directly, offering strategies focused on their specific needs. Crafting an engaging narrative is key to capturing the loyalty of clientele. Showcasing the Airport's available parcels for development, unique features, services, and amenities in a way that will resonate helps builds a strong brand image that stands out in a competitive landscape. In cooperation with RAL and the City, Kimley-Horn will develop a variety of marketing strategies that incorporates both human touchpoints and technological advancements that will significantly benefit RAL. Key marketing strategies may include:

- Implement search engine optimization strategies tailored to the aviation industry to promote the airport.
- Engage with audiences through social media platforms using targeted content.
- Utilize email marketing campaigns for tailored promotions and updates.
- Leverage partnerships with businesses, tourism boards, and travel influencers.
- Create compelling visual content for advertisements and social media.
- Attend, present at, and host local events and industry conferences to network and build authority.
- Analyze customer feedback regularly to improve services and experiences.
- Use sustainability as a marketing tool to connect with the local community and industries.
- Advertise on the airport's website available parcels for development opportunities at RAL with targeted industries.

Task 1.1.7: Documentation

Documentation involves assembling the results of the various elements from the previous tasks into a comprehensive Economic Development Plan. Kimley-Horn will develop the Economic Development Plan to include a cover, table of contents, an introduction, RAL's market assessment, a focused airport specific assessment, overall development goals and objectives, a SWOT analysis, airport development opportunities (aeronautical and non-aeronautical), strategies for business development and retention, and airport promotion strategies.

A draft document will be assembled and provided to RAL for their review and comment. Kimley-Horn will assemble a list of comments pertinent to the plan from stakeholders and RAL. Kimley-Horn will address all relevant comments and submit a final document for RAL's use.

Deliverable 2: Airport Economic Impact Study

Airports are economic engines for their communities, driving commerce and business activities both on site and in the surrounding region. The purpose of this AEIS is to document RAL's role in the regional economy and determine how RAL creates jobs and generates income in the region through direct, indirect, and induced economic impacts. RAL also provides opportunity and supports the wellbeing of the region through qualitative impacts that are identified through the AEIS. The following five subtasks outline Kimley-Horn's approach to completing Deliverable 2: Airport Economic Impact Study as outlined in the RFP.

Task 1.2.1: Data Collection

Economic impacts are traditionally comprised of three components:

1. **Direct impacts** are those that occur as a direct result of the airport's operation, including Airport administration, onsite businesses, companies using air transportation services for shipment of goods and transportation of personnel and clients, capital expenditures made by the Airport and its tenants to maintain and enhance the Airport, and spending by visitors arriving to the defined region via the Airport.
2. **Indirect impacts** are generated when a portion of direct revenues are used to purchase goods and services from other businesses in the defined region. An example of indirect impacts is when a business uses its revenues to purchase a printer and printer supplies, creating economic activity for the printer manufacturer.
3. **Induced impacts** are generated when employees re-spend their income earned in the defined region as a part of direct and indirect impacts. An example of induced impacts is when an airport employee spends their wages at a local restaurant or on other goods and services within the study region.

Direct impact data inputs are primarily derived from collecting information from the Airport and its businesses, while indirect and induced impacts are determined using IMPLAN, an economic input-output model. This data is presented in terms of the number of jobs, payroll, and output (also referred to as business revenues or economic impact) for each of the three categories (direct, indirect, and induced) as well as a total. Indirect and induced impacts are frequently referred to collectively as "multiplier" or "secondary" impacts.[1]

On-Airport Activity

Direct data is the foundation of an AEIS, meaning that data collection of direct data is critical to ensuring the results of the study achieve the highest level of accuracy possible. Data collection starts with an interview of Airport and/or City staff to go through a questionnaire of data needs. It is anticipated this interview would occur during the site visit that will take place as part of the Airport assessment mentioned as part of Deliverable 1. During this interview, the Kimley-Horn team aims to establish a thorough understanding of the Airport's activities, the overall operation, primary and secondary users, and recognized contributions to the region in support of the economy of the Inland Empire.

During this meeting, the Airport's business-related data will be requested in terms of jobs, payroll, operating expenses, contract staff, and capital expenditures. Information on the Airport's business tenants including names, contact information, type of business, and any available information on employee count estimates (such as access badges) will also be requested. For efficiency purposes, this interview with Airport staff will occur in-person, which will be followed up by visits to as many of the business tenants as possible during the same trip as the site visit mentioned previously.

The primary focus of visits to business tenants is to collect specific economic data—such as the number of employees, type of industry, and tenant capital expenditures. However, additional information will also be requested to determine whether the respondent has insights on lesser-known Airport uses and users that contribute to the region's health, safety, and general welfare, beyond the economic benefits generated by the Airport's operations. Prior to the onsite visit, the Airport will be provided with an email that can be distributed to the business tenants, requesting their full participation in the study effort by responding to the data requests as best possible. As schedules permit, Airport staff will be asked to accompany Kimley-Horn staff during the visits to available tenants to reiterate the importance of participation and providing the requested data.

[1]The combined effects of indirect and induced impacts are hereafter referred to as multiplier impacts.

It is important to note that capital expenditure information provided by the Airport and business tenants will be averaged over several years to offset the highs and lows of spending from year to year, providing a "normalized" impact of capital spending by the Airport. Kimley-Horn typically uses a four or five-year average and will discuss which would provide a good average for RAL.

Visitor Activity

Beyond on-airport tenants and activities, visitors that fly into RAL and then leave the Airport to spend money in the regional economy also add to the economic impact generated as a result of the Airport's operation. At GA airports, "visitors" are typically related to operators who are not based at the airport and are bringing passengers' "new money" into the regional economy. Transient aircraft and passengers represent spending from outside the local region and are an important component in establishing the economic impact of visitors within the Riverside region. Data from filed flight plans purchased from Flight Aware will be used to analyze the actual transient activity in the 12 months leading up to the start of the AEIS[2]. Using Flight Aware, the origins of visitors as well as the leading destinations for flights from the region will be identified. Flight plans will be identified as transient aircraft by comparing aircraft tail numbers to the Airport's based aircraft inventory, collected as part of the Airport Questionnaire. Based on the size of the aircraft, assumptions regarding the number of passengers per aircraft will also be estimated.

To obtain information on spending, an electronic (online) visitor survey will be developed to request information from transient operators on the amount of spending during their visit. The survey will be developed with a quick response (QR) code that can be scanned by visitors to complete. Several posters will be developed with the QR codes to be posted around airport facilities (GA terminal building, fixed-base operator [FBO] lobby, pilot lounge, etc.). Postcards will also be developed that can be distributed by FBO personnel to visitors. The goal will be to obtain information directly from visitors at the Airport to compare to information on visitor spending as available from City or County tourism bureaus or other sources that are identified in the research effort.

Task 1.2.2: Determine Direct Impacts

Upon completion of Task 1.2.1, the data collected will be used to determine the direct impacts of on-airport and visitor activity. In this process, the Kimley-Horn team will compile and vet the data collected from the Airport questionnaire, business tenant surveys, and electronic visitor surveys. The data will be summed to report direct jobs, payroll, and output of the Airport administration, the direct jobs of all business tenants, and the average spending per visitor per trip. From this, IMPLAN is used to estimate direct data points that are missing, including direct payroll and business revenues for business tenants. For both capital expenditures and visitor spending, IMPLAN is used to take the economic activity (business revenues) and determine the jobs and payroll associated with the spending levels. This is the opposite of the process utilized for business tenants.

After the data is compiled and the direct data is estimated, the Kimley-Horn team will provide it to the Airport in tabular format for review. Review and confirmation of direct impacts is critical as it serves as the basis for determining multiplier and total impacts discussed in Tasks 1.2.3 and 1.2.4.

Task 1.2.3: Calibrate Economic Model and Determine Multiplier Effects

The direct impacts identified in Task 1.2.2 will be used to determine the multiplier impacts, consisting of indirect and induced impacts. The multiplier impacts will be calculated at the Riverside County level. There is an option

[2]Data from other real-time flight tracking software such as Virtower may be used in place of FlightAware if the Airport has an existing subscription and can provide the data.

[3]During the on-airport site visit, anecdotal information will be collected from Airport and FBO staff regarding typical transient operations to inform the estimate of average passengers per operation.

to expand the study region and account for neighboring counties, but this will increase the cost of the IMPLAN multipliers. Coordination with RAL will be undertaken during the project kick-off to define the exact region for the economic modeling to reflect the Airport's regional impact if a multi-county region is desired. The latest IMPLAN model will be obtained to calculate the multiplier impacts.

Once the multiplier impacts are determined, a summary of the preliminary total results will be prepared for discussion with RAL. Kimley-Horn will host a web-based meeting to review the preliminary results and answer any questions regarding the information prior to finalizing the economic impact numbers.

Task 1.2.4: Determine Total Impacts

The total annual economic impact of RAL is determined by summing the prior categories or types of impact (direct on-airport, direct visitor spending, induced, and indirect [or multiplier impacts]) and by impact measure (jobs, payroll, and business revenues) as previously outlined in Task 1.2.1. As a potential option, we can also calculate the value added of the Airport to the regional economy, which is business revenues minus the cost of goods and services purchased, all determined through the IMPLAN model. The sum of value-added business revenues for direct and multiplier impacts is the total contribution of each Airport to the gross regional product.

Task 1.2.5: Peer Airport Review of Innovative Financial Practices for Self-Sufficiency

Like many airports, RAL is operated as an enterprise fund within the City, meaning it must generate revenues to attain self-sufficiency. While RAL is already leveraging several traditional revenue sources (hangar leases, land leases, fuel flowage fees, etc.), additional practices may exist that could increase the Airport's revenue. This task will include a review of five peer airports to identify innovative financial practices that could help RAL increase self-sufficiency. These airports will be identified based on their location, facilities and services offered, and types or levels of activities they support. It is anticipated that two airports will be identified within the Southern California region while three will be identified from the nationwide airport system. Kimley-Horn will propose five peer airports to be included in the review and will seek feedback and confirmation of the five airports before proceeding with outreach.

The peer airport review will include an analysis of publicly available information such as airport master plans, business plans, budgets or annual financial reports, and rates and charges studies. In addition to the review of publicly available information, the Kimley-Horn team will schedule a virtual meeting with peer airport representatives to gain additional information pertinent to this task that is not publicly available. If there is crossover between the peer airports identified in this task and the aviation market assessment, then any information collected during the review of publicly available data and airport outreach efforts will be combined so efforts are not being duplicated.

Once innovative strategies are identified, Kimley-Horn will summarize the potential benefits and limitations of implementing each strategy at RAL given its current operational characteristics and infrastructure.

Task 1.2.6: Documentation

The deliverables associated with the AEIS are intended for a wide range of audiences, ranging from a technical audience to the general public. To make the results of this study accessible to all interested parties there will be two deliverables developed for the AEIS:

- Technical Report – Draft and final versions documenting the AEIS's technical analyses (including the peer airport review), assumptions, summary of data inputs, and results. The Technical Report will be approximately 15-20 pages in length and provided in native format (Word) and in PDF, as well as included as an appendix in the Master Plan. The audience for this deliverable will be RAL administration and any other interested parties.
- Executive Summary – Draft and final versions of a graphical brochure that summarizes the results of the AEIS utilizing infographics and concise text. It is anticipated that the Executive Summary will be four (4) pages in length, formatted to be printed on a single 11" x 17" sheet, folded in half. The document will be designed using Adobe Creative Suite and provided in PDF format. The audience for this deliverable will be the general public, elected officials, and other stakeholders (chamber of commerce, tenants, nearby businesses, prospective tenants, etc.). Kimley-Horn will also be available to participate in one (1) public presentation or stakeholder meeting to present the results of the study. Kimley-Horn will prepare a slide deck to accompany this presentation.

Note: A separate image folder will be provided with all infographics produced for the study (in PNG, JPEG, or other appropriate formats) for RAL's reuse, as desired.

No Design Professional services are contemplated within the Scope of Services.

EXHIBIT “B”

COMPENSATION

March 20, 2025

PRICING - BEST AND FINAL OFFER

As requested in the RFP, the following fees are required to produce the stated deliverables.

Task 1: Economic Impacts and Development	
Deliverable 1: Airport Economic Development Plan	$195,839
Deliverable 2: Airport Economic Impact Study	$82,484

Task 2: Master Plan	
[redacted]	[redacted]
Airport Master Plan with Optional AGIS Aeronautical Survey	$570,834

Note: Per the request of the City of Riverside, the costs associated with Tasks 1 and 2 are valid through July 2025.

EXHIBIT "C"

KEY PERSONNEL

Coffman Associates
AIRPORT CONSULTANTS

CITY OF RIVERSIDE

Section C
Company Personnel

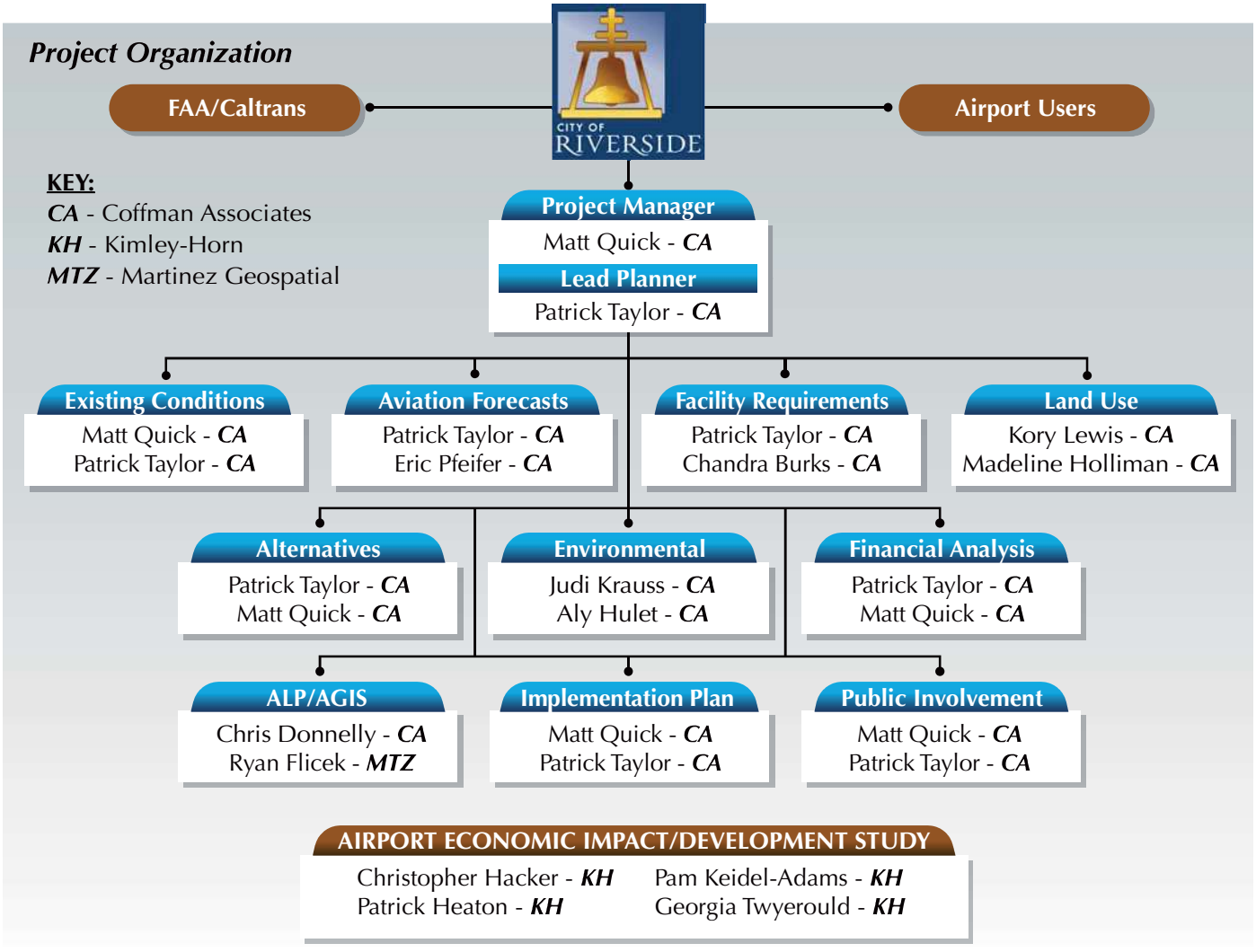
COMPANY PERSONNEL

Key personnel are assigned to assist the project manager on specific tasks as needed. Each brings experience to the tasks he or she will be involved with. This approach ensures that major planning elements are initiated and completed in a timely manner, and also allows for better coordination and a more comprehensive level of service. As a result, the project manager and lead planner have more time to concentrate on providing responsive personal service, addressing specific complex issues, and refining detailed elements of our product.

Project Manager: **Matt Quick** - Matt is a principal in the firm and has been involved in all aspects of airport planning since joining Coffman Associates. He has 22 years of experience and has completed more than 90 airport planning projects with our firm. Matt will be responsible for project administration and quality control for the Riverside Municipal Airport Master Plan.

Lead Planner: **Patrick Taylor** - Patrick is a principal with the firm and has been involved in all areas of airport planning since joining Coffman Associates. He has 23 years of experience and has completed more than 70 airport planning projects with Coffman Associates. Patrick will be responsible for the day-to-day project coordination with the airport and planning team for the Riverside Municipal Airport Master Plan.

The organizational chart below illustrates the specialty assignments of our key personnel. Our personnel were selected for this project due to their expertise in airport/environmental planning disciplines and their availability to immediately begin working on the Riverside Municipal Airport Master Plan. Martinez Geospatial joins the Coffman Associates team to provide aeronautical survey support and Kimley-Horn joins the team to prepare the airport economic/impact study. Coffman Associates has worked with both firms for 20+ years. Resumes of key personnel are included in the following pages.



SUMMARY OF PROFESSIONAL STAFF EXPERIENCE

Our staff is collectively experienced in all disciplines of airport planning and has a vast knowledge of the requirements set forth in various federal and state guidance documentation. This includes a thorough understanding of the FAA Advisory Circulars 150/5300-13B, *Airport Design*, and 150/5070-6B, *Airport Master Plans*. Regarding NEPA documents, we also have a complete understanding of FAA Order 1050.1F, *Environmental Impacts: Policies and Procedures*, FAA Order 5050.4B, *NEPA Implementing Instructions for Airport Actions,* and the FAA Office of Airports *Environmental Desk Reference for Airport Actions*. Coffman Associates staff have become experts in these regulations because 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.

LEGEND

- Primary Involvement
- Extensive Experience
- Some 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 Info. Systems (GIS)	Financial Analysis	Forecasting Analysis	Heliport/Vertiport 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
Planners																															
Steve Benson	45	48		◉	◉		◉	◉	◉		◉	◉	◉		◉	◉	◉			◉	■	◉	◉		◉	◉	◉	◉	◉	◉	■	
Jim Harris	43	46	■	◉	◉	◉		◉	■	■	■	◉	■	◉	■	■	◉	■	■	◉	■	◉	◉	◉	◉	◉	◉	■	■	◉		
Dave Fitz	32	34	◉			◉		■	■	■		◉	■	◉	■	■	■	◉	◉	■	◉	■		■	◉		◉	■	■		◉	◉
Mike Dmyterko	29	29	◉	◉	◉	◉	■	◉	■	■	■	◉	◉	◉	◉	◉	■	◉	◉	◉	◉	■	■	■	◉	◉	◉	■	■	■	■	■
Kory Lewis	20	22	◉			■			■		■	◉	■	■		■	■	◉	◉		■			■	◉	◉	◉	◉		■	■	◉
Eric Pfeifer	20	20	■	■	■	◉	■	◉	■	■		◉	◉	■	◉	◉	◉	■	◉	■	■	■	■	■	◉	◉	◉	■	◉	■	◉	
Patrick Taylor	20	23		◉	■	◉	■	■	◉	■		■	◉	◉	◉	◉	◉				■	◉	■	■	◉	◉	◉	■	◉	◉	◉	■
Matt Quick	18	22	■	■	◉	◉	■	◉	■	■	■	■	◉	■	■	◉	■	◉	■	■	■	■	■	■	◉	◉	◉	■	◉	◉	■	◉
Judi Krauss	13	27	■									◉	■	■				■	■	■	◉	◉	■	■	◉	◉	◉		■	■	■	
Chandra Burks	20	20		■	◉	■		■	■			■	◉	■	■	◉	■	■			■	■		◉	◉	◉	■			■	■		
Tyler Stuber	7	7			◉	■			■			■	◉		■	◉	■								■	■	■	■	■				
Madeline Holliman	2	7	■	■		■						■	■					◉		■	■				■	■	■			■	■	■	■
Alyson Hulet	2	2		■								■	■					■							■	■	■			■	■	■	■
Technicians																																
Chris Riffle	37	37										■						■						◉	◉	◉						
Maggie Beaver	25	30								◉		■	■											◉		◉						
Diana Przybycien	21	32								◉		■	■											◉		◉						
Chris Donnelly	11	17				■				■			■	◉				■														■
Amanda McCollum	5	11																						◉	◉	◉						
Ethan Blackburn	2	2								■				◉																		
Storm Davis	1	10																						◉	◉	◉						
Claire Sutton	1	1																						■	■	■						
Noah Ray	1	3			■					■				◉																		
Administrative																																
Ashton Lilley	3	8													◉									◉	◉	◉						
Hope DeYoung-Daniels	1	6																						◉	◉	◉						
Audrey Perdue	1	1																						◉	◉	◉						

MATT QUICK

Matt has 20+ years of experience in airports and aviation, including roles in airport management and aviation consulting. Prior to his time with Coffman Associates, he was an airport manager for a general aviation airport in Texas, where he was involved in overseeing a major capital improvement project associated with a runway extension and enhanced airfield safety measures. He also coordinated with various entities – including the FAA, TxDOT-Aviation, City Council, Airport Board, and Economic Development – on a regular basis to plan for airport projects, funding, and expansion potential. For the past 18 years, Matt has been with Coffman Associates and has taken part in a variety of roles which include project management, business development, public outreach, and regular engagement with airport staff and aviation stakeholders. His planning experience is associated with master plans, safety area improvements, wildlife hazard management, and airport guidance studies, such as rates and charges and rules and regulations. Matt has a thorough understanding of the different aspects involved in the development and operation of airports and brings realistic solutions to the table when working with airport sponsors.

Relevant experience includes:

Chino Airport, California
Project: ALP Update with Narrative Report
Role: Principal-in-Charge
Description: Due to the airport's history of runway incursions and several FAA-identified hot spots, a focused airfield geometry study was initiated with the intent to incorporate the findings into the ALP update with narrative report. Following FAA input, the study was refined to include several planned taxiways that would not normally meet the standards; however, the FAA determined that those planned non-standard taxiways provided a higher level of safety for ground movements. The plan also outlined redevelopment options for several aging hangars, as well as new aviation development options for previously undeveloped airport land.

Scottsdale Airport, Arizona
Project: Airport Master Plan
Role: Project Manager
Description: Coffman Associates has completed three airport master plans for the airport, as well as an environmental assessment for proposed runway improvements. In the last three decades, the airport expanded its 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 industrial airpark.

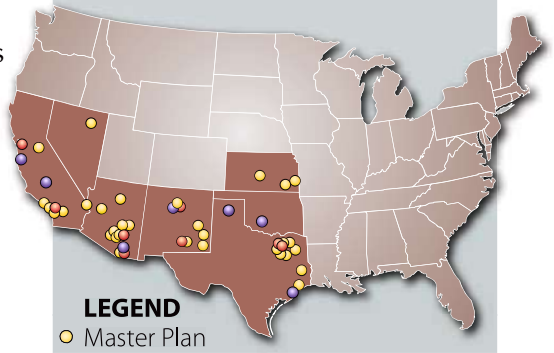
Santa Fe Municipal Airport, New Mexico
Project: Airport Master Plan
Role: Airport Planner
Description: The Airport Master Plan is evaluating terminal building expansion needs and includes a detailed alternatives analysis and recommended development concept that allows for future terminal expansion to meet existing and forecast continued growth in commercial service activities. The plan also identifies landside development and redevelopment options to continue to accommodate the general aviation market. Recommended airfield projects consist primarily of improvements to the taxiway system to conform with recent updates to the FAA's Airport Design Advisory Circular.

Contact Information
- 602-993-6999

Professional Information
- Principal
- 22 Years of Experience
- M.S. Aviation Safety, University of Central Missouri (2002)
- B.S. Aviation Technology, University of Central Missouri (2001)
- Multi-Engine and Instrument-Rated Commercial Pilot
- *Airport Business* "Top 40 Under 40" Award Recipient

Member
- SWAAAE Corporate Director (2018-2020)
- Aircraft Owners and Pilots Association
- Southwest Chapter AAAE
- Arizona Airports Association
- Association of California Airports
- Nevada Aviation Association

Planning Experience at Coffman Associates



LEGEND
- Master Plan
- Wildlife Study
- Special Study

Summary of Experience

Master Plans	50
Wildlife Studies	10
Special Studies	30
Total Studies	**90**

PATRICK C. TAYLOR, C.M.

Patrick is a principal with Coffman Associates and has been involved in all aspects of airport master planning, including aviation demand forecasting, airport financial analysis, alternative development evaluation, and needs analysis. Additionally, Patrick has worked on airport feasibility studies and site selection studies. Patrick has valuable recent experience providing airport planning services in the FAA Northwest Mountain Region, including projects for the Oregon Department of Aviation. 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.

Relevant experience includes:

Redlands Municipal Airport, California
Project: ALP Update and Narrative Report
Role: Project Manager
Description: This study addressed multiple geometry issues, including the need to eliminate direct access from apron areas to the runway, and focused on development. Certain runway protection zone lands have been identified for acquisition by the airport to further protect the approach/departure paths to the runway. The airport experiences a high volume of helicopter operations, and the future plan for the airfield includes a dedicated helicopter apron and hangar, as well as new T-hangar structures and two new aircraft holding bays that conform to the most recent FAA design standards. A parallel taxiway is planned on the north side to serve a large new apron and hangar development complex.

Buchanan Field Airport, California
Project: ALP Update and Narrative Report
Role: Project Manager
Description: Buchanan Field Airport is a busy reliever airport in the San Francisco Bay area. The airport wished to develop certain property for non-aviation uses; however, the FAA required an update to the ALP to first determine if the land would be needed for aviation uses in the future. Data gathered early in the process determined that the subject land and several other parcels would not be needed for future aviation use. The ALP update also reflected resolution of several airfield "hot spots" and improvements to the taxiway configuration.

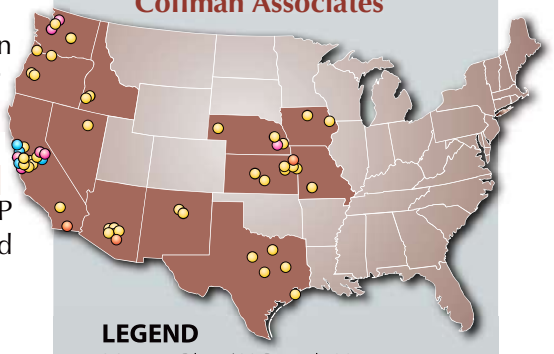
Marina Municipal Airport, California
Project: Airport Master Plan
Role: Project Manager
Description: This airport is rural and a former military airfield, which presents a unique set of challenges. One issue is the large expansive apron areas which are costly for the airport to maintain. The master plan established a priority system for rehabilitating and financing pavement maintenance. Like many former military airfields, the total property is large, exceeding space needed to support the airport. As a result, an airport land use plan acceptable to the FAA was developed, 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.

Contact Information
- 816-524-3500

Professional Information
- Principal
- 23 Years of Experience
- M.A. Geography/GIS, University of Kansas (2004)
- B.A. Political Science, Miami University (1992)

Member
- Certified Member (C.M.), American Association of Airport Executives
- Northwest Chapter AAAE
- Oregon Airport Management Association
- Washington Airport Management Association

Planning Experience at Coffman Associates



LEGEND
- Master Plan/ALP with Narrative
- Feasibility/Site Selection
- Environmental Study
- Special Study

Summary of Experience

Master Plans/ ALP Updates with Narratives	52
Feasibility/Site Selection Studies	6
Environmental Studies	4
Special Studies	9
Total Studies	**71**

ERIC PFEIFER, C.M., LEED Green Associate

Since joining Coffman Associates in 2004, Eric has been involved in more than 60 planning studies, including airport master plans, ALP updates/narrative reports, sustainability planning, runway safety area evaluations, feasibility studies, general aviation strategic plans, and environmental assessments. Eric is a Certified Member (C.M.) of the American Association of Airport Executives (AAAE) and has earned Leadership in Energy and Environmental Design (LEED) Green Associate (GA) accreditation. Eric specializes in implementing sustainability practices during the master planning process, allowing airports to address unique natural resource, social, and economic concerns. Eric is also well-versed in all aspects of the conventional master planning process and public outreach efforts, organizing community visioning sessions, public hearings, and workshops for environmental and master plan projects.

Relevant experience includes:

Benton Airpark, Redding, California
Project: ALP Update with Narrative Report
Role: Airport Planner
Description: The study's recommended improvements included: 1) the relocation of the airpark's wash rack; 2) the implementation of GPS instrument approach capabilities to attract flight training and itinerant aircraft operators; and 3) the installation of an AWOS to improve on-site weather reporting for pilots. 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.

Hollister Municipal Airport, California
Project: ALP Update with Narrative Report
Role: Airport Planner
Description: Hollister Municipal Airport is home to a California Department of Forestry and Fire Protection (CalFire) Air Attack base. The project's focus was to plan for the relocation of the CalFire base facilities to another area of the airport and develop new taxiway infrastructure to accommodate its expanding operation. The plan also provided a solution to reactivate previously abandoned runway pavement, making the airport more accessible to larger/heavier aircraft. Other issues addressed included plans for acquiring additional property to expand landside facilities, including hangars and apron areas, to accommodate future demand.

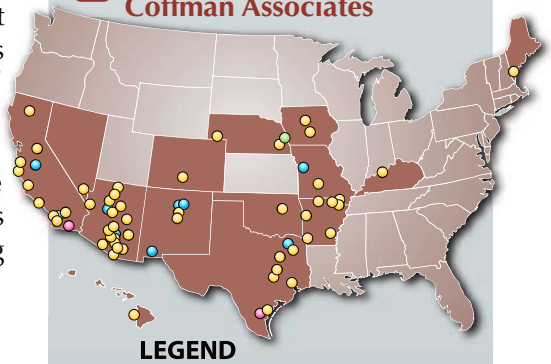
Santa Maria Public Airport, California
Project: ALP Update with Narrative Report
Role: Airport Planner
Description: Due to increased usage by large/heavy aerial firefighting aircraft, the master plan addressed failing taxiway infrastructure and non-standard taxiway design to improve operational safety and efficiency, as well as a permanent and dedicated United States Forest Service (USFS) tanker base apron and facilities. Additional issues addressed included 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.

Contact Information
- 816-524-3500

Professional Information
- Principal
- 20 Years of Experience
- Master of Business Administration, Baker University (2008)
- B.S. Aviation Administration, University of Nebraska Omaha Aviation Institute (2004)
- Licensed UAS Pilot
- Licensed Private Pilot

Member
- Leadership in Energy and Environmental Design (LEED) Green Associate (GA)
- Certified Member (C.M.), American Association of Airport Executives

Planning Experience at Coffman Associates



LEGEND
- Master Plan/ALP Update
- Environmental Study
- Feasibility Study
- Strategic Plan

Summary of Experience

Master Plans/ALP Updates with Narratives	50
Environmental Studies	9
Feasibility Studies	2
Strategic Plans	1
Total Studies	**62**

CHANDRA BURKS, C.M.

Chandra has been involved in all lines of business for Coffman Associates since joining the firm in 2004. Her primary focus is airport master planning and ALP updates/narrative reports for both general aviation and commercial service airports. She specializes in finding innovative solutions to meet the short- and long-term needs of each airport while keeping the focus on implementable strategies that achieve FAA safety standards and plan for realistic demand. She is also committed to facilitating stakeholder involvement in the project, as well as community outreach and engagement.

Relevant experience includes:

Chandler Municipal Airport, Arizona
Project: Airport Master Plan
Role: Airport Planner
Description: In 2020, Chandler Municipal Airport (CHD) was the sixth busiest general aviation airport in the country, registering over 214,000 total operations. The master plan focused on ensuring the airport can continue to grow in its role as a reliever by improving its facilities to better accommodate the growing business jet segment. At 4,870 feet in length, CHD's primary runway utility for mid-sized business jets has been marginal, particularly during hot periods of the year. The master plan identified reasonable extension options that achieved a full length of 5,550 feet while considering various constraints including the surrounding airport business park. In addition, the plan called for the development of a modern terminal facility and expanded services.

Casa Grande Municipal Airport, Arizona
Project: Airport Master Plan
Role: Airport Planner
Description: Casa Grande Municipal Airport is a busy general aviation airport located approximately one hour south of Phoenix, Arizona. Runway 5 is equipped with an instrument landing system (ILS), which is used extensively for flight training operations. Due to the high number of operations and strong demand for aircraft storage, several facility upgrades were evaluated on both the airside and the landside. These included the potential for a longer runway, options for siting an airport traffic control tower, and new hangar layouts on both the north and south sides of the airport.

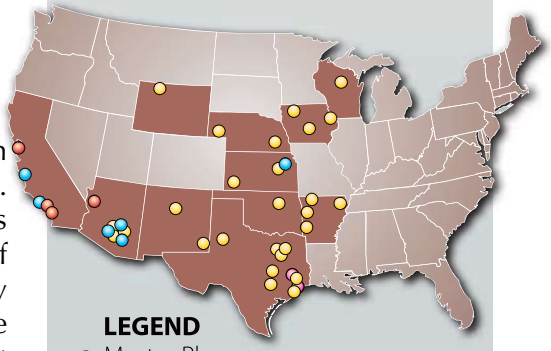
Brenham Municipal Airport, Texas
Project: Airport Master Plan
Role: Project Manager
Description: Located halfway between Austin and Houston, Brenham Municipal Airport accommodates a wide range of general aviation activity, from small single-engine piston aircraft to mid-sized business jets. This master plan is a timely update to the previous plan set, which was last updated in 2007. The plan includes a comprehensive evaluation of airside and landside facilities, as well as a rates and fees comparison and updates to the mission and vision statements.

Contact Information
- 816-524-3500

Professional Information
- Associate
- 20 Years of Experience
- B.A. English, Avila University (2005)

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

Planning Experience at Coffman Associates



Summary of Experience

Master Plans	27
Business Plans	2
Environmental Studies	6
Part 150/Land Use Studies	4
Total Studies	**39**

JUDI KRAUSS, AICP

Judi is a native of California with extensive environmental experience in the west and southwest regions of the country. Since joining Coffman Associates, Judi has managed or contributed to numerous environmental evaluations associated with airport development and planning projects under both federal and applicable state regulations. She has participated in Part 150 studies, airport land use compatibility plans, and airport master plans. Prior to joining Coffman Associates, Judi worked as an environmental analyst for the Arizona Department of Transportation's Environmental Planning Section and as an environmental planner and project manager for a large, multidisciplinary California-based environmental consulting firm. Her expertise lies in managing complex environmental projects under the *National Environmental Policy Act* (NEPA), the *California Environmental Quality Act* (CEQA), and other special purpose laws, as well as in conducting socioeconomic studies.

Relevant experience includes:

Columbia Airport, California
Project: Airport Master Plan Initial Study and Mitigated Negative Declaration (CEQA)
Role: Project Manager
Description: An initial study leading to a mitigated negative declaration was prepared by Coffman Associates on the Columbia Airport Master Plan. The proposed airport master plan provides a framework to guide potential future airport development over the next 20 years in a cost-effective manner that both supports projected aviation demand and considers environmental and socioeconomic issues. The objective of the AMP is to coordinate future on-airport land uses in a manner that meets with FAA design standards and is compatible with the airport environs. Mitigation measures were identified to be implemented during future projects for air quality emissions, biological, cultural, or water quality impacts, potential geotechnical concerns, land use compatibility, and water conservation.

Camarillo Airport, California
Project: Environmental Assessment (NEPA) and Mitigated Negative Declaration/Initial Study (CEQA)
Role: Project Manager
Description: The project includes the development of approximately 20 acres of open land on the northeast quadrant of the airport. Development is planned to occur in phases and includes up to 105 nested T-hangars and 13 executive box hangars, as well as construction of taxilanes to join the new development to existing airfield pavements.

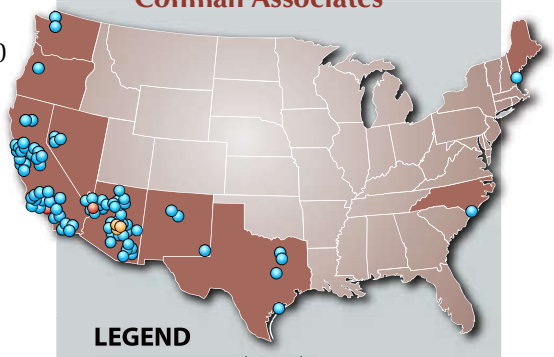
Fresno Yosemite International Airport, California
Project: Mitigated Negative Declaration/Initial Study (CEQA) and Environmental Assessment (NEPA)
Role: Project Manager
Description: The Fresno Yosemite Int'l Airport's FATforward project consists of increasing the capabilities of the airport's passenger terminal, Federal Inspection Station (FIS), and associated east terminal apron by expanding and reconfiguring the terminal and FIS buildings and connected airside aircraft apron area. The requested federal actions are use of federal AIP funds and approval of a revision to the Airport Layout Plan to depict the project development. Coffman Associates completed both the NEPA and CEQA documentation for this important local and regional project. Included in the CEQA document was analysis of a multi-level parking garage, which is already under construction.

Contact Information
- 602-993-6999

Professional Information
- Principal
- 27 Years of Experience
- 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)/American Planning Association
- Arizona Airports Association
- Association of California Airports (ACA)
- Nevada Aviation Association
- National and California Association of Environmental Professionals
- Southwest Chapter AAAE

Planning Experience at Coffman Associates



LEGEND
- Environmental Study
- Part 150 Study
- Special Study

Summary of Experience

Environmental Studies	106
Part 150 Studies	3
Special Studies	3
Total Studies	**112**

ALYSON HULET

Alyson is a native of Arizona with an educational background in sustainability and urban planning. During her undergraduate program, Alyson specialized her capstone and thesis projects on areas of climate resiliency within planned communities. Her capstone project focused on ways in which desert communities can capture rainwater through a biomimicry design lens by looking towards nature's designs for inspiration. Alyson's thesis examined how Pacific Island nations can adapt to and mitigate the impacts of climate change through both community-oriented and government-led solutions. Utilizing her educational background in sustainability and urban planning, she has aided in writing environmental inventories, recycling plans, and environmental overviews for airport master plans. In addition, Alyson has been involved in writing environmental documentation subject to the *National Environmental Policy Act* (NEPA), such as categorical exclusions and environmental assessments.

Relevant experience includes:

Glendale Municipal Airport, Arizona
Project: Categorical Exclusion
Role: Environmental Planner
Description: Coffman Associates completed a categorical exclusion for a flight training building project pursuant to Environmental Orders FAA Order 1050.1F and FAA Order 5050.4B and compliance with the *National Environmental Policy Act* (NEPA). The project proposed for categorical exclusion involves the construction of a new flight training building that would consist of office and hangar space.

Napa County Airport, California
Project: Categorical Exclusion
Role: Environmental Planner
Description: Coffman Associates completed a categorical exclusion for a terminal building project pursuant to FAA Orders 1050.1F and 5050.4B and compliance with NEPA. The project proposed for categorical exclusion includes demolition of the old terminal building and the rehabilitation of a former airline training building for the new terminal building location.

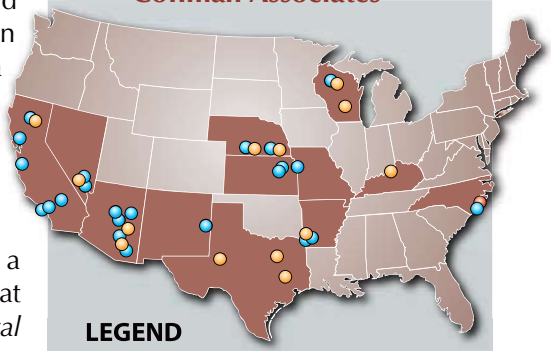
Monterey Regional Airport, California
Project: Initial Study
Role: Environmental Planner
Description: Coffman Associates conducted an initial study as part of a preliminary analysis to determine the environmental impacts of water lines at Monterey Regional Airport, in compliance with the *California Environmental Quality Act* (CEQA). The initial study included a detailed analysis of the proposed impacts of the project and potential avoidance or mitigation measures that could be incorporated during project development to lessen the impact on nearby natural resources. Coordination with both the developer and airport was undertaken to provide a thorough analysis of the project site. The initial study also involved a comprehensive public involvement component through a public comment review period of the environmental documentation, as well as tribal coordination.

Contact Information
- 602-993-6999

Professional Information
- Environmental Planner
- 2 Years of Experience
- B.A. Sustainability, Arizona State University
- B.S. Urban Planning, Arizona State University
- Research Assistant for Transportation Lab: Pedestrian Safety in Phoenix Metropolitan Area

Member
- Arizona Airports Association
- National Association for Environmental Professionals (NAEP)
- Southwest Chapter AAAE

Planning Experience at Coffman Associates



LEGEND
- Environmental Study
- Recycling Plan
- Part 150 Study

Summary of Experience

Environmental Studies	23
Recycling Plans	12
Part 150 Studies	1
Total Studies	**36**

KORY A. LEWIS

Upon completion of his master's degree in Urban Planning, Kory joined Coffman Associates as an airport planner. For 20 years, Kory has prepared environmental documentation for a wide range of airport development and air service projects and 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 analysis, land use compatibility analysis, and noise measurement 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 providing GIS support for public infrastructure projects.

Relevant experience includes:

Bob Hope Airport - Burbank, California
Project: Part 150 Study
Role: Project Manager
Description: Coffman Associates previously prepared the Bob Hope Airport's Part 150 Study in 2000. Since then, 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 contributed to the reduction of nighttime aviation-related noise since the last Part 150 study was prepared. Additionally, the Burbank Bob Hope Airport conducted an extensive sound insulation program for residences near the airport.

Corpus Christi International Airport, Texas
Project: Environmental Assessment
Role: Environmental Planner
Description: The Environmental Assessment (EA) was prepared for proposed runway improvements, including a 1,600-foot shift to Runway 13-31 and a 600-foot shift for Runway 17-35 in order to decouple the southern runway ends. Taxiway efficiency improvements were also evaluated within the EA. Coffman Associates environmental planners worked closely with our in-house airport planners to not only justify the airport improvements, but also provide input and details regarding the suitable placement of connector taxiways. Environmental resources impacted by the project included federally listed plant species, coastal resources, and water quality.

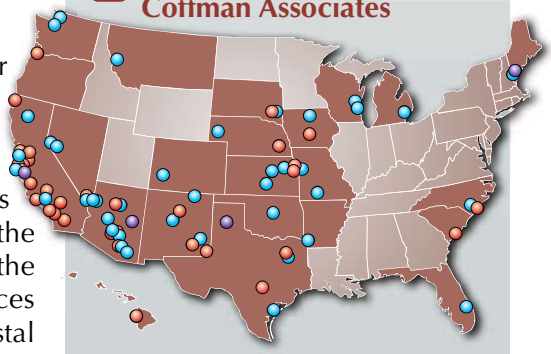
Portland International Jetport, Maine
Project: Environmental Assessment and Permitting
Role: Environmental Planner
Description: Coffman Associates completed the required National Environmental Policy Act environmental analysis and permitting to evaluate capital improvements and other safety-related actions listed as high priority in the Jetport's recently approved Sustainable Airport Master Plan (SAMP). Future projects to be addressed in an environmental assessment are primarily related to enhancing safety and sustainability at the Jetport and include additional deicing and remain overnight lots, a taxiway bypass, realignment of two segments of a perimeter service road, tree removal to clear the glide slope qualification surface (GQS), the relocation of several taxiways from safety areas, and the construction of a new taxiway.

Contact Information
- 816-524-3500

Professional Information
- Principal
- 22 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
- Airport Noise/Land Use Compatibility Plan
- Environmental Study
- Wildlife Hazard Assessment

Summary of Experience

Part 150 Studies	8
Environmental Studies	73
Land Use Compatibility Plans	28
Wildlife Hazard Assessments	4
Total Studies	**113**

MADELINE HOLLIMAN

Madeline brought a wide variety of experiences with her when she joined the Coffman team in 2022. Her career began as a property manager in the Kansas City industrial and commercial real estate industry. Prior to joining Coffman Associates, Madeline was the lead real estate property manager for Class II short line railroad assets, managing property leases, acquisitions, dispositions, and redevelopment of railroad property. Since joining Coffman Associates, Madeline has assisted airports with land use compatibility plans, Part 150 noise studies, and environmental documentation. Madeline specializes in noise and emissions modeling, land use compatibility analysis, airport and airspace protection zoning, and NEPA/CEQA documentation.

Relevant experience includes:

Ventura County Department of Airports, Oxnard and Camarillo, California
Project: Part 150 Studies
Role: Airport Planner
Description: Coffman Associates previously prepared the Part 150 Study Noise Exposure Map and Noise Compatibility Programs for Oxnard and Camarillo Airports in 1998 and 2001. In Advisory Circular 150/5020-1A, *Noise Control and Compatibility Planning for Airports*, the FAA recommends airport sponsors periodically update their Noise Exposure Maps and evaluate whether revisions to noise compatibility programs are necessary. Due to complaints from community members in the surrounding area and changes in the aviation industry, the Ventura County Department of Airports engaged Coffman Associates to complete new Part 150 studies for both airports.

Meadows Field Airport, Bakersfield, California
Project: Categorical Exclusions
Role: Airport Planner
Description: Coffman Associates completed categorical exclusions for two pavement rehabilitation projects pursuant to Environmental Orders FAA Order 1050.1F and FAA Order 5050.4B and compliance with the *National Environmental Policy Act* (NEPA). The two projects approved for categorical exclusion included asphalt rehabilitation on the Terminal Road loop and Runway 12L-30R at Meadows Field Airport.

Johnson County Planning Department, Kansas
Project: Comprehensive Land Use Compatibility Plans
Role: Airport Planner
Description: Two publicly owned airports in Johnson County, KS, have Comprehensive Land Use Compatibility Plans in place from 1996 and 2004. Since the plans were adopted, the property boundaries and land uses surrounding the airports have changed considerably. Johnson County has engaged Coffman Associates to update the Comprehensive Land Use Compatibility Plans for New Century AirCenter and Johnson County Executive Airport. Coffman Associates is also assisting Johnson County with planning advisory committee meetings and public outreach efforts for both airports.

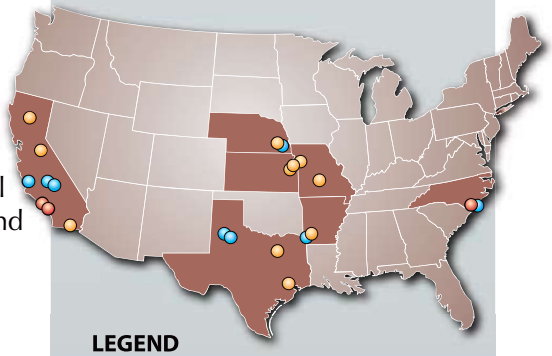
Contact Information
- 816-524-3500

Professional Information
- Airport Planner
- 7 Years of Experience
- B.S. Psychology, Minor in Biology, Truman State University (2014)

Member
- American Association of Airport Executives (AAAE)

Service
- Kansas Army National Guard 12T Technical Engineer SSG

Planning Experience at Coffman Associates



LEGEND
- Part 150 Study
- Airport Land Use Compatibility Plan
- Environmental/Special Study/Master Plan

Summary of Experience

Part 150 Studies	3
Airport Land Use Compatibility Plans	11
Environmental Studies	8
Total Studies	**22**

CHRIS DONNELLY

Chris is a GIS Analyst working primarily on mapping, data analysis, and enterprise database design. He has been extensively involved in land use compatibility studies, county-wide system plans, and processing aircraft operations data for planning analysis. Chris worked extensively on the enterprise geodatabase and web application system for the State of New Mexico System Plan and wrote many of the spatial queries used in the study. He is also helping expand the utilization of GIS into additional areas – including ALP creation – that use different applications, increasing project efficiency. Prior to joining Coffman Associates, Chris worked in defense mapping, where he was responsible for stereo compilation, database integration, and aerial remote sensing data acquisition.

Relevant experience includes:

Chandler Municipal Airport, Arizona
Project: Airport Master Plan
Role: GIS Analyst (Airspace Analysis)
Description: The master plan revisited several key airfield factors that were previously analyzed to include a potential runway extension. The master plan provided a detailed aircraft operational fleet mix and runway length analysis and made a recommendation to move forward with a proposed extension, but to a shorter overall length than what was detailed in the previous master plan to account for the critical design aircraft and advancements in aircraft operating characteristics. An evaluation of landside components was also undertaken to allow for future hangar development.

Casa Grande Municipal Airport, Arizona
Project: Airport Master Plan
Role: GIS Analyst (Airport Layout Plan)
Description: Casa Grande Municipal Airport (CGZ) is a busy general aviation airport located approximately one hour south of Phoenix, Arizona. Runway 5 is equipped with an instrument landing system (ILS), which is used extensively for flight training operations. Due to the high number of operations and strong demand for aircraft storage, several facility upgrades were evaluated on both the airside and the landside. These included the potential for a longer runway, options for siting an airport traffic control tower, and new hangar layouts on the north and south sides of the airport.

Falcon Field Airport, Mesa, Arizona
Project: Airport Master Plan
Role: GIS Analyst (Airspace Analysis)
Description: The master plan presented several alternatives to help improve the overall capacity of the airport while at the same time accommodating continued landside development. The recommended plan called for a full-length midfield taxiway serving the parallel runway system and additional taxiway development to provide aircraft with access to undeveloped areas on the airport. The plan also proposed the replacement of the existing terminal building and a new location for the airport traffic control tower which would best serve airport activities in the coming years. Airport property that is not adjacent to the airfield system was also considered in order to maximize revenue enhancement opportunities for airport management.

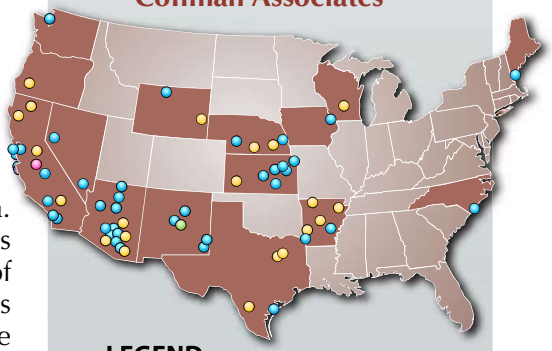
Contact Information

- 816-524-3500

Professional Information

- GIS Analyst
- 17 Years of Experience
- B.S. Geography, Undergraduate Certificate GIS, Kansas State University
- Private Pilot with an Instrument Rating

Planning Experience at Coffman Associates



LEGEND
- Master Plan/ALP
- Airspace Analysis
- Land Use Compatibility Study
- Statewide System Plan

Summary of Experience

Master Plans/ALPs	21
Airspace Analysis	38
Airport Land Use Compatibility Plans	1
Statewide System Plan	1
Total Studies	**61**

RYAN P. FLICEK

Ryan has served the aviation industry in a variety of fields over the past 17 years, including experience as a pilot, an air traffic controller, and a managing consultant in the mapping/photogrammetry field. Aviation is Ryan's passion, both as a professional consultant and as a flight instructor and aerobatic pilot in his spare time. His knowledge of the national airport and airspace system as a professional, a teacher, and a user gives Ryan a rare, thorough understanding of the system as a whole. He has acted as MTZ's project manager on more than 40 airport layout plans, eALP/AGIS, and/or obstruction analysis projects, including work on seven eALP pilot projects. His skills include project planning, project management, procedural control, project specifications, quality assurance, compliance management, and aviation technical support.

Relevant experience includes:

Oakland International Airport, California
Project: On-Call Geospatial Services
Reference: Joshua Polston, Aviation Project Manager, (510) 761-5422
Role: Ryan served as Geospatial Technical Lead and oversaw all geospatial data collection efforts, except for field survey. The aerial imagery acquisition flight mission posed significant challenges to the project due to air traffic control (ATC) conflicts with departing air traffic from San Francisco International Airport. Ryan facilitated communication between the client, the project team, and ATC and worked diligently to find an acquisition flight altitude that would be free of ATC conflicts but would also meet project requirements and accuracy specifications. In the end, a favorable solution was devised and the imagery was successfully acquired.

McCarran International Airport & North Las Vegas Airport, Nevada
Project: Runway Incursion Mitigation Study & ALP Update
Reference: Jennifer Lopez, Strategic Infrastructure Manager, (702) 468-3371
Role: Ryan served as Geospatial Technical Lead and oversaw all geospatial data collection efforts. The main challenge of this project was posed by the sheer volume of data collected due to the large size of McCarran International Airport. In consideration of the thousands of projects submitted to AGIS around the country, this project is one of the largest ever submitted to and accepted by the FAA. This project demanded higher than usual coordination between Martinez Geospatial and HNTB, the prime firm, in order to ensure all project and FAA requirements were met. In the end, the final submission to the FAA received quick and first-time approval from AGIS.

Ontario International Airport, California
Project: Airport Layout Plan Update
Reference: Keith Owens, Director of Program Management, (909) 544-5383
Role: Ryan served as Geospatial Technical Lead and oversaw all geospatial data collection efforts. One of the challenges posed by this project concerned existing airfield pavement that is no longer considered by the airport to be active and part of the operations area. Because the pavement is physically part of the airfield and appears in aerial imagery, it was mapped to comply with AGIS specifications; however, the client did not wish to have these inactive areas depicted on ALP drawings. Close coordination between the project team and the client took place in order to satisfy the client's needs for depiction of inactive pavement, yet still comply with AGIS specifications.

Professional Information

- Vice President/ Aviation Director
- 17 Years of Experience
- 15 Years with MTZ
- B.A. Political Science, Saint Olaf College (2003)
- A.A. Air Traffic Control, Minneapolis Community and Technical College
- Air Traffic Control, Federal Aviation Administration Academy (2008)

Member

- FAA Commercial Pilot (2004)
- FAA Certificated Flight Instructor (2005)
- FAA Certificated Ground Instructor (2005)

Roles and Responsibilities

- Organization management and complete responsibility for aviation business
- Aviation marketing, client management, and project management
- Daily coordination with airports, clients, and/or the FAA
- Oversight of project technical compliance with FAA Advisory Circulars
- Primary company reference for FAA regulation interpretation and compliance
- Utilization of multiple databases on a daily basis

CHRISTOPHER HACKER, ENV SP

Christopher has over 25 years of airport and strategic planning experience at airports of various sizes, such as the Chandler Municipal Airport (CHD) Strategic Business Plan, Colorado Air and Space Port (CASP) Strategic Development Plan, Riverside County - Jacquelin Cochran Regional Airport (TRM) Strategic Development Plan, Contra Costa County (CCR and C83) Airport Strategic Plan, and the Yuma International (NYL), Ryan Airfield (RYN), and Phoenix-Mesa Gateway (IWA) Airport master plans. He has extensive experience developing, coordinating, managing, and successfully delivering projects of various complexities for federal, state and local agencies. He understands that well-conceived projects begin in the pre-planning phase and works to understand various stakeholder concerns to deliver high-quality deliverables and services to clients. His leadership promises a strong technical and analytical base combined with an ability to establish trust, accountability, commitment, and a focus on results. Christopher embraces a client's vision and is vested through project completion.

Relevant experience includes:

» **Sacramento International Airport, California**
- Comprehensive Development Plan *(Project Manager)*

» **Chandler Municipal Airport, Arizona**
- Strategic Business Plan *(Project Manager)*

» **Sedona Airport, Arizona**
- Airport Due Diligence – Airport Acquisition *(Project Manager)*

» **Colorado Airport System Plan, Watkins, Colorado**
- Strategic Development Plan (Project Manager)

» **Phoenix Sky Harbor International Airport, Arizona**
- Non-Traditional Grant Preparation and Support Services *(Project Manager)*

» **Yuma International Airport, Arizona**
- Airport Master Plan *(Project Manager*)*

» **Ryan Airfield (RYN), Tucson, Arizona**
- Airport Master Plan *(Project Manager*)*

» **Phoenix-Mesa Gateway Airport, Mesa, Arizona**
- Airport Master Plan Update *(Deputy Project Manager*)*

» **Jacqueline Cochran Regional Airport, Thermal, California**
- Strategic Airport Development Plan *(Project Manager*)*

» **Buchanan Field and Byron Airport, Contra Costa County, California**
- Airport Strategic Plan *(Task Manager*)*

» **Various Airports**
- Airport Capital Improvement Program Development *(Project Manager*)*

» **Hemet-Ryan Airport, California**
- Airport Layout Plan Update *(Project Manager*)*

» **Jacqueline Cochran Regional Airport, Thermal, California**
- Airport Layout Plan Update *(Project Manager*)*

* Indicates work completed at another firm.

Professional Information

- Master of Science, Aeronautical Science, Embry-Riddle Aeronautical University
- Master of Science, Urban and Environmental Planning, Arizona State University
- Graduate Certificate, Transportation Systems, Arizona State University
- Bachelor of Science, Business Administration, Chapman University
- LEED Green Associate #10782821 (Expired)
- ENV SP #50570

PATRICK HEATON, CM

Patrick has five years of aviation planning experience and has conducted economic impact, master planning, airport layout plan (ALP), land use, system planning, and strategic planning projects for statewide agencies and GA and commercial service airports in 11 states. Patrick most recently served as the lead planner for the 2025 Colorado Aviation Economic Impact Study, in which he led a team of staff to collect and process data for more than 60 airports. He also served as the Deputy Project Manager for the 2022 Denver International Airport Economic Impact Update and Impact of Vision 100 Plan, in which he processed data and developed deliverables for the sixth-busiest airport in the world. Patrick specializes in collecting data from a variety of sources, processing and analyzing information, communicating with clients and stakeholders, and producing deliverables for a wide range of audiences. Through his work on economic impact studies, Patrick has developed an in-depth understanding of how airport data correlates to economic impact through the use of the IMPLAN economic model. He has additional experience conducting data collection, analysis, and project documentation for economic impact studies and other planning projects in Arizona, Colorado, Florida, Idaho, Illinois, Indiana, Nevada, Pennsylvania, Texas, and Washington.

Relevant experience includes:

- **Denver International Airport, Colorado**
  - Economic Impact Update and Impact of Vision 100 Plan *(Deputy Project Manager)*
- **2026 Arizona State Aviation System Plan** *(Deputy Project Manager)*
- **2025 Colorado Aviation Economic Impact Study** *(Lead Planner)*
- **Chandler Municipal Airport, Arizona**
  - Strategic Business Plan *(Lead Planner)*
- **Sedona Airport, Arizona**
  - Airport Due Diligence – Airport Acquisition *(Lead Planner)*
- **Colorado Airport System Plan, Watkins, CO**
  - Strategic Development Plan *(Project Planner)*
- **Phoenix Sky Harbor International Airport, Arizona**
  - Non-Traditional Grant Preparation and Support Services *(Project Planner)*
- **Washington State Aviation Economic Impact Analysis** *(Project Analyst)*
- **Idaho Airport System Plan Update and Airport Economic Impact Analysis Update** *(Project Analyst)*
- **2022 Florida Aviation Economic Impact Study** *(Project Analyst)*
- **Pennsylvania Aviation Economic Impact Study** *(Project Analyst)*
- **2021 Arizona Economic Impact Study** *(Project Analyst)*
- **2020 Colorado Aviation System Plan and Economic Impact Study** *(Project Analyst)*
- **Washington Aviation System Plan Update** *(Project Planner)*

Professional Information

- Bachelor of Science, Aviation and Aerospace Management, Metropolitan State University of Denver
- American Association Airport Executives (AAAE), Certified Member

PAM KEIDEL-ADAMS

Pam has 35 years of aviation planning experience and has conducted statewide economic impact, system planning, air service, and land use assignments in more than 35 states. She is an innovator in developing performance measures for aviation systems, building on measures used for other transportation systems, and enhancing this process through implementation across the U.S. In the past 10 years, Pam has led AEISs and system planning efforts in Montana, Colorado, Idaho, Nevada, North Carolina, Washington, Missouri, Arizona, Nebraska, and Florida, expanding Kimley-Horn staff expertise in the field. She has also served as the principal-in-charge for AEISs in South Dakota, Tennessee, Illinois, Indiana, West Virginia, and Pennsylvania in the past five years.

Through all these studies and individual AEIS efforts, Pam has evaluated and/or extrapolated results for numerous commercial service airports including Denver International, Spokane International, Boise, Philadelphia International, Pittsburgh International, Tucson International, Chicago O'Hare and Chicago Midway, John Glenn International, Indianapolis International, St. Louis-Lambert International, and nearly all of the 20 commercial service airports in Florida. She served as Principal-in-Charge for ACRP Synthesis 125: Communication, Implementation, and Outcomes of AEISs. She has given presentations to state airport associations and at national conferences on economic impact and how to use the results to gain support for airport investments. Pam provided input for the Alliance for Aviation Across America's economic analysis of airport contributions, focused on GA activity. She continues to be a key contributor and organizer of National Aviation System Planning Symposium conferences and has been a panel member of numerous ACRP projects, including the NextGen Primer. She recently served as the Aviation Group Chair for TRB, is a current member of the TRB Aviation Administration and Policy committee, and is a member of the Airport Consultants Council.

Relevant experience includes:

- **2022 Denver International Airport, Colorado**
  - Economic Impact Update and Impact of Vision 100 Plan *(Project Manager)*
- **2022 ACRP Synthesis 125: Communication, Implementation, and Outcomes of Airport Economic Impact Studies** *(Principal-in-Charge)*
- **2022 Indiana State Aviation System Plan and Airport Economic Impact Study** *(Principal-in-Charge)*
- **2022 Florida Statewide Aviation Economic Impact Study** *(Principal-in-Charge)*
- **2022 Pennsylvania Statewide Airport Economic Impact Study** *(Principal-in-Charge)*
- **2022 Nevada Airport and Heliport System Plan and Airport Economic Impact Study** *(Project Manager)*
- **2021 West Virginia Airport Economic Impact Study** *(Principal-in-Charge)*
- **2020 Colorado Aviation System Plan and Aviation Economic Impact Study** *(Project Manager)*
- **2020 Idaho Airport System Plan and Airport Economic Impact Study Update** *(Project Manager)*
- **2020 Washington State Aviation Economic Impact Study** *(Project Manager)*
- **2019 Florida Statewide Aviation Economic Impact Study** *(Project Manager)*

Professional Information

- Master of Science, Aeronautical
  Bachelor of Science, Urban Administration, University of Cincinnati

GEORGIA TWYEROULD, AICP

Georgia has 6 years of experience working on various aviation planning projects, specializing in statewide aviation system plans (SASPs) and aviation economic impact studies (AEIS). Most recently, Georgia served as the lead planner for the development of three AEISs at general aviation airports, including two in Tuolumne County, CA, and one in Kansas City, KS. Georgia also served as the lead planner for the St. Louis Lambert International Airport AEIS. Throughout her 6 years of experience, Georgia has led data collection efforts and coordinated directly with airport staff, airport business tenants, and other aviation stakeholders. She is well versed in the economic modeling process and is experienced in conveying the complexities of AEISs in an approachable and easy-to-understand manner. Georgia has a keen understanding of the true value that aviation facilities provide to their communities and regions and is passionate about sharing that message to a variety of audiences.

Relevant experience includes:

- **Charles B Wheeler Downtown Airport, Kansas City, Missouri** - Aviation Economic Impact Study *(Lead Planner)*
- **St. Louis Lambert International Airport, St. Louis, Missouri** - Aviation Economic Impact Study *(Lead Planner)*
- **Tuolumne County Airport, California** - Feasibility and Viability Study *(Lead Planner)*
- **2022 Indiana State Aviation System Plan and Aviation Economic Impact Study** *(Lead Analyst)*
- **2022 Nevada Airport and Heliport System Plan and Airport Economic Impact Study** *(Lead Analyst)*
- **2022 ACRP Synthesis 125: Communication, Implementation, and Outcomes of Airport Economic Impact Studies** *(Lead Analyst)*
- **2022 Illinois Aviation System Plan and Economic Impact Analysis** *(Analyst)*
- **2021 ACRP Report 244: Advancing the Practice of State Aviation System Planning** *(Lead Analyst)*
- **2020 South Dakota State Aviation System Plan and Aviation Economic Impact Study** *(Lead Analyst)*
- **2020 Washington State Aviation Economic Impact Study** *(Analyst)*
- **2020 Idaho Airport System Plan and Airport Economic Impact Study Update** *(Analyst)*

Professional Information

- Master of Public Administration, University of Pittsburgh
- Bachelor of Arts in English Literature, University of Oregon
- American Institute of Certified Planners (AICP) (#35016)