

February 21, 2017

Mr. Rod Dinger, A.A.E.  
ADK Executive Search  
P.O. Box 33096  
Atlantic Beach, FL 32233

VIA E-MAIL TO: [FSM@adkexecutivesearch.com](mailto:FSM@adkexecutivesearch.com)

Dear Mr. Dinger: *Rod!*

Thank you so much for taking time out of your Monday morning to speak with me. I thoroughly enjoyed our conversation and hope to have many more in the future. I'm grateful for the opportunity to be considered for the position of Airport Director with the Fort Smith Airport Commission.

As I mentioned I'm the current Airport Director for the Iberia Parish Airport Authority, the governing body of Acadiana Regional Airport in New Iberia, Louisiana and the LeMaire Memorial Airport in Jeanerette, Louisiana. Acadiana Regional is an F.A.R. Part 139 airport with approximately 100,000 operations a year. The LeMaire Memorial Airport in Jeanerette, Louisiana, is a non-NPIAS, general aviation airport with twenty based aircraft. My most recent accomplishment is the planning and construction of a new terminal at Acadiana Regional Airport. I'm proud to say we've already secured the terminal's first tenant. I'm aggressively working to market and lease off airfield, airport owned property to enhance non-aviation revenue. A sixty four acre tract has just been certified as "shovel ready" by the Louisiana Economic Development Administration and by a private site selection consulting firm. An additional 100 acres of off airfield land is undergoing the same process.

I'm confident my experiences will be a tremendous benefit to the Fort Smith Regional Airport and I look forward to sharing more of them with you and members of the Airport Commission. Thanks again for reaching out and talking with me yesterday. Please let me know if I may provide any additional information and I look forward to speaking again with you soon.

Sincerely,



F. Jason Devillier, C.M.

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**F. JASON DEVILLIER, C.M.**

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**EXPERIENCE**

**April 2008 to Present:**

**Airport Director, Iberia Parish Airport Authority (New Iberia, Louisiana)**

**Chief Executive Officer of the administration, operations and security of Acadiana Regional Airport and LeMaire Memorial Airport.**

- Prepare and track a 1.4 million dollar operations budget; asset management of 3,000 acres of airport property and seventy million dollar airfield infrastructure and one hundred million in airport assets. Track and administer all F.A.A., Louisiana Department of Transportation & Development and all other funding grants.
- Develop and promote marketing programs with limited funds and creative methods; media and public information spokesman for airport issues and policies, including the coordinating and participation in public meetings and forums, and a direct public outreach to promote awareness and importance of the airports to the community and the region.
- Foster partnerships with local and regional governments, and economic and industrial development associations; aggressively seek grant funding for programs and projects; serve as liaison between the Airport Authority, Iberia Parish, State and Federal Governments including testimonies before each agency on airport matters.
- Guide and direct capital improvement programs and assure regulatory compliance with the Federal Aviation Administration, Transportation Security Administration, the Louisiana Department of Transportation and Development and local municipal ordinances.
- Immediate supervisor of seven administrative and airport operations personnel including payroll, insurance and any associated human resource functions.

**April 1998 to April 2008:**

**Deputy Director of Aviation, Lafayette Regional Airport (Lafayette, Louisiana)**

- Manager of day to day terminal, airfield and security operations at Lafayette Regional Airport.
- Assure regulatory compliance with the Federal Aviation Administration and the Transportation Security Administration, especially during airfield construction and special events.
- Proactive in developing relationships and resolving conflicts among tenants, contractors, airport users and passengers.
- Supervisory responsibilities for 16 employees, the Aircraft Rescue and Firefighting contract and the Lafayette Parish Sheriff's Department Security contract; serve as chief executive in the absence of the Director of Aviation.

**May 1995 to April 1998:**

**Noise Mitigation Specialist, Louis Armstrong/New Orleans International Airport (New Orleans, Louisiana)**

- Directed, monitored and collected data relating to aircraft noise. Reported and interpreted sound level meter data, including the Yearly Day-Night Noise Average; investigate all public noise complaints.
- Attend the meetings of civic associations and other community groups as part of the public outreach to demonstrate the efforts of the Aviation Board to minimize noise impacts.
- Supervise maintenance personnel responsible for keeping airport properties located off the airfield in compliance with the City of Kenner and Jefferson Parish Ordinances.
- Airport Duty Officer on weekends and holidays to carry out duties of senior management and make executive decisions as needed.

**November 1991 to May 1995:**

**Airport Operations Supervisor, Louis Armstrong/New Orleans International Airport (New Orleans, Louisiana)**

- Supervise airside and landside operations and facilities maintenance.
- Inspect all buildings and facilities including runways, taxiways and ramps/aprons; request and follow up on emergency repairs; direct the opening and closing of runways and taxiways as needed in the interest of safety.

**F. JASON DEVILLIER, C.M.**

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**EDUCATION:**

Acadiana High School Class of 1985

Bachelor of Science Degree in Air Transportation (F.A.A. Accredited Program)  
University of Louisiana, Monroe, May 1990

**SKILLS, CERTIFICATIONS AND AFFILIATIONS:**

- o Affiliate Member in Good Standing, American Association of Airport Executives
- o American Association of Airport Executives Certified Member (C.M.)
- o Enrolled in the Program and pursuing the American Association of Airport Executives, A.A.E. Accreditation.
- o Member of the U.S. Contract Tower Association Policy Advisory Board (2015 to Present)
- o Airport Safety and Operations Specialist Schools, American Association of Airport Executives
- o Graduated course on airport planning, University of Texas at Austin
- o Graduated F.A.A. Academy course on the Integrated Noise Model
- o Graduated F.A.A. Academy course on Airport Land Use Compatibility
- o Member, Past Vice President (2002 – 2004) and past President (2004 – 2006), Louisiana Airport Managers and Associates
- o Certified Airport Security Coordinator under Title 49 C.F.R. Part 1542.3
- o Lafayette Regional Airport Coordinator of Louisiana Honor Air for Lafayette Flights
- o Graduate of the Lafayette Chamber of Commerce Leadership Lafayette Program Class XVI (2002)
- o Past member of the Board of Directors and past Treasurer, Festival International de Louisiane (2003 – 2009)
- o Member of the Board of Directors for the Iberia Parish Industrial Development Foundation
- o Member of the Business Advisory Committee for the Iberia Industrial Development Foundation
- o Member and 2017 Chairman of the Board of Directors for the Acadiana Regional Alliance
- o Member of the Board of Directors of "One Acadiana," the regional Chamber of Commerce
- o Member of the One Acadiana Transportation Infrastructure Committee
- o Member of the Transportation Infrastructure Committee, Greater Iberia Chamber of Commerce
- o Member of the Board of Directors for the I-49 South Coalition and Designated Representative for Iberia Parish, Louisiana
- o Member of the Lafayette Connector for I-49, Community Working Group
- o Member of the Board of Directors of the New Iberia (LA) Museum Foundation

D. Austin Futch

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March 4, 2017

Honorable Commissioners  
Fort Smith Airport Commission  
6700 McKennon Blvd., Suite 200  
Fort Smith, AR 72903

Dear Honorable Commissioners,

I am writing to you and your leadership team with the Fort Smith Regional Airport regarding the position of Airport Director as listed with the ADK Consulting. From the details provided in the listing, I believe my dedication to serving the airport community would be an excellent fit with your airport.

In my ten years of airport operations experience, I have progressed from an airport operations supervisor at Shreveport Regional Airport in Shreveport, Louisiana to become the Manager of Aeronautical Operations at New York's LaGuardia Airport, with a stop at John F. Kennedy International Airport as both airside and landside operations supervisor. During this amazing experience, I have expanded my knowledge and skills to include all levels of airport management including FAA regulatory compliance, airport emergency operations, passenger and patron outreach, customer service, contract negotiation, revenue control, and administrative duties such as budgeting, talent management, and policy creation.

Being a native to the Ark-La-Tex and married to an Arkansas Razorback Alumnus, we deeply desire to return to our home and plant our roots in a wonderful community like that of Fort Smith. I was very pleased to learn of this career opportunity and I look forward to speaking to you and your team about becoming a member of the Fort Smith Airport family.

Sincerely yours,

Austin Futch

# D. Austin Futch, ACE

## Experience

**February 2009- Present      The Port Authority of New York and New Jersey      New York, New York**

**Manager, Aeronautical Operations- New York LaGuardia Airport**

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- Manage the most complex domestic service airport in the United States while undergoing the largest public-private partnership (PPP) redevelopment program in the history of air transportation.
- Direct the airport operations division of LGA, consisting of seventy union represented operations supervisors and operations agents to effectively operate over 1000 flights a day in only 640 acres of air operations area while undergoing a \$6 Billion redevelopment program and \$600 million a year in capital construction projects.
- Create and maintain airport operating budget, develop process to reduce expenditures with both labor and contract administration.
- Institute programs to address construction safety mitigation, arrest labor expenses, maintain the airfield in 14 CFR Part 139 standards, and address the needs of an ever evolving airline tenant group consisting of all major domestic legacy carriers and major Canadian air carriers.
- Develop operations construction supervision program which reduced the risk of incursion and vehicle/pedestrian deviations that also introduces new Safety Management System (SMS) to operational safety.
- Coordinate with media relations and marketing teams to enhance LaGuardia's outreach to all patrons via social media, TV, and radio.
- Work closely with project management and construction engineering departments to identify capital improvements, mitigate construction impacts with airline community and FAA air traffic, and insure compliance with DBE quota.

**Assistant Chief Operations Supervisor- New York LaGuardia Airport**

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- Served as the senior most supervisor of airport operations in the role of Operations Construction Coordinator, directly overseeing \$300 million in capital construction projects, ranging from runway safety area enhancements, runway and taxiway rehabilitation, to hurricane storm surge hardening of electrical and mechanical infrastructure.
- Performed daily self-inspection of airfield and maintained airfield to 14 CFR Part 139 Standards.
- Coordinated and led snow and ice control removal during winter operations.

**Assistant Airport Duty Manager- John F. Kennedy International Airport**

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- Maintained the world's busiest international gateway to 14 CFR Part 139 standards, overseeing a diverse group of unionized professionals responsible from all aspects of airport operation from FOD control programs, to wildlife hazard mitigation and VIP aircraft movements to include POTUS and UN General Assembly member nations.

**March 2007 – February 2009      Shreveport Airport Authority      Shreveport, Louisiana**

**Airport Operations Specialist      Shreveport Regional Airport**

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- Supervised the daily operations, performed 14 CFR Part 139 self-inspection, construction coordination, tenant outreach, and emergency response.
- Served as the single responsible party for the entire airport outside of normal business hours.

## Education and Qualifications

**September 2011- Present      Vaughn College of Aeronautics      New York, NY**

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Master of Science, Airport Management (all coursework completed)

**May 2001- May 2005      Louisiana Tech University      Ruston, Louisiana**

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Bachelors of Science, Aviation Management  
Bachelors of Science, Professional Aviation (FAA Certificated Commercial Pilot)

February 21, 2017

RE: Job Title: Airport Director - Fort Smith Regional Airport (FSM)

Dear ADK Search Team:

With my extensive experience in airport operations and administration and my commitment to achieving the highest quality aligns extremely well with the Airport Director position that is being advertised for the Fort Smith Regional Airport.

With my diverse experience in airport administration and my hands on approach to airport operations ranging from a small hub to a medium hub airport gives me the experience working with a wide range of issues. In addition to my aviation experience, my advanced degree in Public Affairs will enhance my ability to understand and make complex decisions in the public sector, and will give me a well-rounded academic platform that will augment my aviation background. These positions allowed me to obtain hands on experience with all aspects of airport operations, from performing the daily airfield inspection, night inspections, emergency procedures, landside operations, terminal inspections and the coordination of a variety of construction projects.

Throughout my tenure, I have extensive experience in the coordination of complex construction projects ranging from the relocation of an airport terminal facility, landside, and airside projects. The above projects encompassed collaboration and coordination with consultants, engineers, FAA, TSA, City Leadership, Airport Board, and the tenants. In addition to the vast construction projects, I have been involved in the expansion and lease of additional land for the expansion of the Missouri National Guard (AVCRAD), coordinated the renovation of the former terminal facility for the expansion of Expedia in the Springfield Area, the development of a General Aviation Development Site, and coordinated the construction of an onsite US Customs office.

I worked extensively with TSA regarding the airport security program, and security initiatives that may have an impact on the flying public. I coordinated all security issues with TSA, airport stakeholders, and contractors if needed. Furthermore, I was the primary liaison with state and federal stakeholders to include FAA, TSA, U.S. Customs and Border Patrol (CBP). After the departure of previous Director I was appointed as the Interim Director which allowed me the opportunity to interface frequently with the Airport Board, governmental agencies, industry associations, and civic and business organizations

For the past several years, I have been actively involved in the leadership for the Missouri Airport Managers Association, AAAE Great Lakes Chapter, and Past Board of Directors

for the AAAE. As serving in leadership roles with these organizations allowed me to interact with industry associations, civic and business organizations regarding airport issues.

I have the ability to identify keys issues, solve problems while embracing change and strive to provide positive effect and outlook to the organization as well as foster commitment, pride, and team spirit. In addition, I can offer organizational effectiveness and operations-oriented leadership to your organization. In addition, I have provided successful leadership for the employees as well as the organization. . I believe this is a position where my passion for this industry will grow because of the opportunities Fort Smith Regional Airport has to offer to the community. If I am offered this position, I will be ready to hit the ground running and help Fort Smith Regional Airport exceed its own expectations for success.

I feel that I am qualified for this position and with my experience I can be a tremendous asset to your team; therefore, I would like to be considered for the Airport Director position that you have advertised.

Sincerely,

Shawn Schroeder, AAE

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## Shawn Michael Schroeder, AAE

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### EDUCATION:

Masters of Public Affairs, University of Missouri, Columbia, MO, August 2016

- Concentration: Public Affairs

Bachelor of Science, Aviation Administration, California State University, Los Angeles, CA.  
June 1989.

- Concentration: Aviation Administration
- Certificate: Commercial Transportation

### PROFESSIONAL EXPERIENCE:

Springfield-Branson National Airport (April 2005-October 2016)  
Assistant Director of Aviation

#### Responsibilities:

- Directly responsible for the planning, organization of and administration of the building and airfield maintenance, police, equipment maintenance, ground service and ARFF departments.
- Responsible for the safe and secure operation and maintenance of all runways, taxiways, grounds and buildings.
- Leads, organizes and directs the day to day activities of all maintenance, operations, planning, engineering, environmental and public safety functions.
- Oversaw the development of departmental short- and long-term plans and strategies, consistent with those set by the organization Worked closely with the Finance Director regarding department budgets and capital improvement budgets.
- Reviewed and recommended policies and procedures regarding security and public safety, conducts annual yearly reviews of emergency procedures with the tenants, federal and local agencies. Liaison between TSA and the airport regarding security issues.
- Coordinates with the public, upper management, airlines, airport concessionaires and the airport board members regarding relevant airport concerns and issues. Interacts with the Airport Board regarding operational issues and presents the operations report to the board on a monthly basis.
- Coordinates with engineers, project managers and contractors during all phases of airport construction projects from the design phase to the construction phase.
- Assisted the Airport Director in the development of a \$116.9 million Midfield Terminal Project as well as yearly capital improvement needs.
- Primary liaison with state and federal stakeholders to include FAA, TSA, U.S. Customs and Border Patrol (CBP).



Valley International Airport (October 2000-April 2005)  
Assistant Director of Aviation

Responsibilities:

- Directly responsible for the planning, organization of and administration of the maintenance department.
- Assisted with the future development and planning of the facility, to include but not limited to, capital improvements and facility development programs.
- Oversaw the Airport Police Department, Communications Center and coordinates the ARFF functions for the airport. Acted as the Airport Security Coordinator.
- Assisted the Director of Finance in grant preparation and development. Assist in the development of the airport's capital improvement program from conception through construction.

McAllen -Miller International Airport, McAllen Texas (June 1999 – October 2000)  
Deputy Director of Operations & Maintenance

Responsibilities:

- Oversaw the development and implementation of all facets of the Department of Operations and Maintenance.
- Managed and disbursed a budget in excess of \$1.5 million.
- Responsible for the day-to-day operations, which included safety, security and facility management.
- Planned, directed and coordinated construction activities, which occurred at the airport and the surrounding areas.
- Oversaw and supervised the communications specialists who operated the communication center.

Burbank-Glendale-Pasadena Airport, Burbank, CA (April 1997- May 1999)  
Airport Operations Supervisor

Responsibilities:

- Conducted daily inspection of the runways, taxiways, airfield lighting and the non movement areas.
- Inspected the airport terminal, tenant concessionaires leased areas, the parking facilities and the public roadways.
- Responsible for reporting any discrepancies and coordinating with maintenance to ensure that corrective action is taken.
- Acted as a liaison between the airport and various agencies, i.e. police, crash, fire and rescue, airport tenants and the FAA.
- Coordinated with the construction crews and governmental agencies during airport construction.
- Responsible for emergency response to all aircraft emergencies and coordinates efforts of all the departments' employees and acts as the lead management official at the scene of the incident.
- Supervised the Operations Coordinators and its employees in the absence of the Assistant Manager, Airport Operations.

Midland International Airport, Midland Texas (May 1990- April 1997)  
Airport Operations Supervisor

**Responsibilities:**

- Conducted daily inspection of the runways, taxiways, airfield lighting and the non-movement areas.
- Inspected the airport terminal, tenant concessionaires leased areas, the parking facilities and the public roadways.
- Coordinated the daily activities of the Airport Operations Control Center and oversaw the training of the Airport Operations Agents.

**PROFESSIONAL MEMBERSHIPS:**

American Association of Airport Executive (AAAE)  
Missouri Airport Managers Association  
Great Lakes Chapter, AAAE

**HONORS AND AWARDS:**

Accredited Airport Executive 1999  
Committee Chair 14<sup>th</sup> GLC-National Air Service Conference - Received Outstanding Service Award  
President of the Great Lakes Chapter (2009-2010) Received Outstanding Service Award  
AAAE Vice-Chair of the Airline Economics Committee (2014-2015) – Award of Appreciation

**PUBLICATIONS AND PRESENTATIONS:**

Committee Chair – Transportation Research Board Project – Report 42 Sustainable Airport Construction Practices – Published January 2011  
Transportation Research Board Project – ACRP 11-03 (Synthesis 29) – Topic Panel, Ramp Safety Practices Published 2011  
Moderator – variety of AAAE Conferences  
Presentations- National Airports Conference – 2008-2012  
Presentations-GLC, AAAE Conferences and Missouri Airport Managers Conferences  
Presentation Oregon Airport Managers Association – Salem  
Testified (Senate Committee 2008) Senate Bill 930  
Local Presentation, such as Rotary, Missouri Pilots Association and other local organizations

**SERVICES ACTIVITIES:**

American Association of Airport Executives (AAAE) – Past Board of Directors (2013-2015)  
Great Lakes Chapter, AAAE (2009-2010) Past President  
AAAE Policy Review Committee 2009-2010  
Missouri Airport Managers Association (2008-2009) Past President  
Committee Chair 14<sup>th</sup> GLC-National Air Service Conference - Received Outstanding Service Award  
Committee Vice-Chair 13<sup>th</sup> GLC-National Air Service Conference  
Committee Vice-Chair, Technical and Services Committee (2015-2016)  
AAAE Airline Economics Committee 2011- 2014 (Vice-Chair 2014-2015)  
Various AAAE Committees  
Ozarks Transportation Technical Committee (2005to 2016)

**Michael Griffin, C.M.**

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2/28/2017

Fort Smith Airport Commission,

In response to the posted job of Airport Director, I wish to submit my resume. Pursuant to the job specifications, you will find my training and professional experience closely coincide with the requirements of this position.

I have had the pleasure of working for the Commission for the past ten years, and as a resident of Fort Smith it would be a privilege to lead our great airport. As your employee at the Fort Smith Regional Airport, I have gained a wide range of airport management experience, and hope I am privileged with the opportunity to interview.

Sincerely,

Michael Griffin, C.M.

# MICHAEL GRIFFIN, C.M.

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## Objective

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Continue as a dedicated airport professional and effective leader by serving as the Airport Director, continue building and maintaining supportive relationships with airport staff and tenants, ensure the mission and goals of the airport are attained and that the airport is a vibrant component of the local/regional economy.

## Highlights

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Responsible for maintaining a safe, secure, and efficient environment for airport users and tenants  
Assumes duties of Airport Director in his absence  
Participates in and gives reports and presentations to transportation planning authorities and civic organizations  
Airsides and landside project planning and management experience  
Develops department budgets and assists with overall airport budget  
Passenger Facility Charge (PFC) program development and execution experience  
Capital Improvement Program (CIP) experience  
FAA and State Grant program experience  
Experience assisting with the development of aeronautical and non-aeronautical airport property

## Accomplishments

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President of the Arkansas Airport Operator's Association (AAOA)  
Successful at managing, training, directing, and evaluating airfield and terminal staff  
Completed rewrite and implementation of Airport Certification Manual, Airport Emergency Plan, and Airport Security Plan.  
Assisted with the creation of an ARFF Department after Air National Guard Mission Change. Wrote AAAE accreditation paper that will be published in the AAAE library on this topic.  
Responsible for FAA Safety and Certification Inspections  
Directs Snow Removal Operations  
Designed and maintained airport security systems  
Ensured airfield safety and security were upheld during major events that involve large numbers of people and aircraft on the airfield (ex. Hurricane evacuation operations and air shows.).  
Maintains positive relationships with airport staff, airlines, Arkansas Air National Guard, FBO, corporate and general aviation, and terminal tenants.

## Experience

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<b>Director of Operations</b> <b>Fort Smith Regional Airport</b>	<b>01/2011 to Current</b> <b>Fort Smith, AR</b>
<b>Special Projects Assistant</b> <b>Fort Smith Regional Airport</b>	<b>01/2007 to 12/2010</b> <b>Fort Smith, AR</b>

## Education

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<b>Bachelor of Science: Organizational Management</b> John Brown University	<b>2006</b> Siloam Springs, AR, United States
Certified Member of the American Association of Airport Executives (AAAE) Currently enrolled in the AAAE Accredited Airport Executive Program Anticipate obtaining A.A.E. designation in the 2017 calendar year	

# Contact Information for FSM

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PLEASE MAKE SURE TO FILL OUT THIS TOP PORTION

Candidate Name: F. Jason Devillier, C.M.

Current Employer Name: Iberia Parish Airport Authority

Title: Airport Director

Phone Number: [REDACTED]

Email Address: [REDACTED]

## Questionnaire for FSM Airport Director

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Please respond to the following questions, send back to us in PDF format and ensure your response in total for questions 1 – 5 is *no greater than 1500 words (approximately 300 words per question)*

1. Share your experience in working collaboratively with the FAA, TSA and you state aviation department with respect to compliance and funding. Throughout my career I have maintained an exceptional relationship with the FAA, TSA and the Aviation Division of the Louisiana Department of Transportation. I make frequent trips to speak personally with FAA and State program managers to explain and make the justification for our five year capital improvement program and its need for funding. State and Federal program managers are a part of airport planning even if their respective funding is not involved. The new terminal at Acadiana Regional Airport was locally funded, however we sought the opinion of the FAA on the aircraft parking and safety plan. Acadiana Regional Airport handles several, regularly scheduled, on demand charters; over 3,000 passengers in 2013 and without a terminal. The close relationship I established with our TSA, Aviation Security Inspector resulted in a cooperative approach in establishing an approved screening method using the Airport Authority conference room as a terminal. When local funding was approved for the construction of a new terminal, TSA provided valuable input on the terminal design, specifically the orientation of security queuing lanes and the placement of checkpoint screening equipment.
2. Fort Smith Regional Airport intends to begin developing a master plan for the airport to accommodate future growth. Please describe your experience related to coordinating and implementing airport master plans. While at the Lafayette Regional Airport I was involved in a master plan update. I served on the Community Working Group and the Technical Advisory Committee for the update and was relied upon to provide information on airport operations and the airfield improvement needs to facilitate the forecasted increase in operations. Shortly after my arrival at Acadiana Regional Airport I discovered their master plan was nearly fifteen years old and had never been updated. The first step was to approach the FAA and Louisiana Department of Transportation to justify and request funding a new master plan, which was approved the following fiscal year. From start to finish I was part of the process. I wrote the scope of the project and the associated RFQ for selection of a qualified consulting firm. I served as chairman of the technical advisory committee and was part of the community working group. I met frequently with tenants and corporate neighbors who were not intimately involved but had an

interest the direction of the airport. Within a year the master plan was complete and submitted to FAA for approval.

3. Fort Smith Regional Airport will be building a new ARFF facility soon. Tell us about your experience related to funding, bidding and the construction portions of similar major capital improvement projects. The Lafayette Regional Airport built a new \$4 million ARFF Station in 2006. My role was to review plans and specifications to assure there weren't any security or operational impediments. During construction I monitored the job site daily to verify all security requirements were met and escort procedures were followed. Acadiana Regional Airport is in the final phase of a \$3.5 million runway improvement project, funded by the FAA with a match from Louisiana Department of Transportation. Also, the Airport's \$750,000 million terminal, a \$1 million taxi lane and ramp rehabilitation, and \$1,250,000 in control tower radios and improvements were all running concurrently with the runway project. As with the airport master plan, I wrote the RFQ for engineering services, justified each project for funding, developed the scope and prepared for public bids, wrote construction safety plans and signed off on the substantial completion of each.
4. Share your experience working with the various internal and external stakeholders, presenting information to governing officials, and collaborating with other airport staff members. Our most important stakeholders are our team, tenants and users. I recognized this early on in my career and have made it a mission to personally connect with each one. The success of the airport is related to the success of its tenants and the comfort of its passengers. When users and tenants are comfortable approaching airport management with issues and suggestions, it creates an environment of cooperation and helps quickly resolve conflicts. I find that tenant appreciation events sponsored by the airport foster strong and beneficial relationships. The community and city of the airport are also key stakeholders. What happens outside the airport perimeter fence is often just as important as what happens inside. The airport and its representatives should be active and involved in the community and area it serves because the progress of both is connected. It's important to earn and maintain a positive reputation for the airport. The support of the area business community is vital to the economic success of an airport. It's important to demonstrate to local businesses on how the airport may support them, not just in air travel needs. As my resume' demonstrates, I'm fully engaged in the area business community. As a result, the business community is in strong support of the airport. Two projects went before the Parish Council for funding through a local sales tax collection; the first was construction of a small terminal building in the amount of \$750,000 and the second was taxiway infrastructure improvements for development of the North General Aviation/Corporate Aviation Airpark, in the amount of \$1,000,000. A large representation of the local business community attended this Council meeting in support of these projects. As a result, both were awarded funding by the Council and are now complete. The airport and its tenants are partners with local business and we've demonstrated we are invested in and support their success. In conjunction with the Greater Iberia Chamber of Commerce, the Airport hosts business networking and "open house" events to encourage communication

among businesses and information exchanges. I've testified before the Louisiana State Legislature and its various committees in support of local and area aviation issues. As a member of the U.S. Contract Tower Association's Board of Directors I meet with members of Congress to explain the importance of the contract tower program and have individually spoken to them during my frequent visits to Washington, D.C. Of course, a strong motivated staff is essential to the airport's success. My small staff is cross trained and involved in the administrative, operational and security responsibilities of the airport.

5. Describe your experience and successes in land acquisition and air service development efforts. Before leaving New Orleans International Airport for the position at Lafayette Regional, I was director of the Land Acquisition and Noise Mitigation Department. I managed and supervised a \$45 million, FAA funded land acquisition program. I worked directly with property owners, appraisers and realtors for the purchase of property with non-compatible use around the airport. I also worked with relocation counselors and homeowners to find suitable property away from airport noise impacts. I was on the team that presented a proposal to American Eagle Airlines to provide non-stop service to Dallas/Ft. Worth. My role was to develop the aircraft parking plan and jet bridge use to present to American Eagle and demonstrate the functionality of the proposed operations area. Acadiana Regional Airport is an FAR Part 139 airport primarily serving unscheduled air carriers. In 2013 the airport recorded over 3,000 enplanements, all from on demand air charters and unscheduled air carrier operations. These operations were a result of close relations with travel agencies who organize these flights and area oil and gas companies that transport upper managers, engineers and geologists to locations throughout the United States.

# Contact Information for FSM

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Candidate Name: Shawn Schroeder, AAE

Current Employer Name: Springfield-Branson National Airport

Title: Assistant Director of Aviation

Phone Number: [REDACTED]

Email Address: [REDACTED]

# Questionnaire for FSM Airport Director

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1. Share your experience in working collaboratively with the FAA, TSA and your state aviation department with respect to compliance and funding.

Throughout my tenure, I have extensive experience in the coordination of complex construction projects ranging from the relocation of an airport terminal facility, landside, and airside projects. The above projects encompassed collaboration and coordination with consultants, engineers, FAA, TSA, City Leadership, Airport Board, and the tenants. I worked with airports' engineers and consultants during the preliminary design phase through construction. Communication and stakeholder engagement was necessary in order to secure funding for these projects. Coordination, with the FAA, and the consultants was vital to ensure funding was in place for construction. In addition, the airport built a fire station, fuel farm, and a consolidated rent car facility to augment the new operational needs of the airport. I worked with the Finance Director regarding department budgets and capital improvement budgets as it relates to short and long term needs. I also coordinated with the line supervisors in order to develop short term capital projects for the capital outlay budget. The above mentioned projects were funded through a variety of channels, for example; the terminal facility was funded with PFC's, discretionary, entitlements, revenue bonds, and airport operational funds. The consolidated rental car facility was funded using Customer Facility Charges (CFC's), which is passed, on to the users of the facility. In addition, we were able to use state aviation funding for the general aviation development site and cargo enhancement fund from the state to fund 50% of the U.S Customs General Aviation Facility. I was the main liaison between the FAA and TSA regarding operational responsibilities. I coordinated with the FAA during the annual inspections, ensured that the certification manual and emergency plan was current. I also ensured that the emergency manual was tested and reviewed per FAA standards. In addition, I was the security coordinator; therefore, I was the airports liaison with TSA regarding all security operational requirements that would have a direct impact on the airport.



2. Fort Smith Regional Airport intends to begin developing a master plan for the airport to accommodate future growth. Please describe your experience related to coordinating and implementing airport master plans.

As the interim director, I oversaw the development and implementation of the recent Airport Master Plan (AMP) for Springfield-Branson National Airport. The first phase of this project was to coordinate with the FAA in regards to the airports' demand and capacity forecast, by compiling physical, operational, and functional characteristics. This section must be reviewed and approved by the FAA. A key step in the AMP process is determining future requirements for airport facilities that will allow airside and landside development over the term of the 20 year planning period. Assessing future trends relating to airport utilization and operational activity levels is especially important in that many of the proposals and recommendations within the plan are principally based on aviation activity demand forecasts. This included an update to the airport layout plan, which must be approved by the FAA. After the forecast was approved, we coordinated the next phase with staff, the development of future projects and the financial plan. In coordination with the consultants, the airport coordinated public outreach meetings with the public at several locations throughout the city. We also included a separate public outreach meeting to include the general aviation community. The intent was to develop an area on the airport layout plan to expand to the existing general aviation activity. The outreach meetings and the forecast were coordinated with the consultant and attended by airport staff. The intent of the airport master plan was to identify the needs, development and financial data to be able to strategically plan for future growth.

3. Fort Smith Regional Airport will be building a new ARFF facility soon. Tell us about your experience related to funding, bidding and the construction portions of similar major capital improvement projects.

I worked with the Assistant Director of Aviation-Finance regarding the development of the annual budget, specifically the capital budget. During this process, I worked with the department supervisors and developed their operational needs for the upcoming year. As a group, we communicated and prioritized items that may need to be included in the budget. The teamwork that is displayed during this process is essential for the budget to be approved with the necessary capital projects. In addition to the budget process, I worked in coordination with the accounting department, department supervisors, and the city's purchasing department to develop project specifications for long term service contracts. For example, service contracts for HVAC, Electrical, Glass Builders, and Deicing material and other services that may be needed throughout the year. This new process will allow the airport to provide better service the tenants and still meet the bidding requirements. As I mentioned above, as a project manager on numerous projects, I ensured that the required documents were completed and submitted. For example, I coordinated with General Services Administration (GSA) and TSA with the build-out of TSA's administrative office within the terminal. During this process extensive coordination was needed with the architectural firm from design, construction, contractors and GSA in order to complete the project on time. This project help facilitate TSA's consolidate efforts for their administrative functions. I also collaborate internally regarding the operational needs, short and long. This may also include equipment, and/or planning projects that is eligible for federal funding.

Furthermore, on an annual basis we submitted a capital improvement plan to the State and FAA to position ourselves for when funding becomes available. This task is in coordination and collaboration with the department supervisors, Assistant Director of Aviation-Finance and the Director.

4. Share your experience working with the various internal and external stakeholders, presenting information to governing officials, and collaborating with other airport staff members.

I was responsible for planning, operations, airfield maintenance, police, ARFF, and terminal maintenance. The coordination with the internal departments was achieved by meeting weekly with the department heads, and with the senior leadership team. Coordination and collaboration with the individual work groups were also achieved on a case by case basis with daily break out meetings and a quarterly meeting with each work group. This was to reinforce transparency within the organization, which enhanced employee morale. Being responsible for the safe operation of the facility, I met monthly with tenants, i.e., airlines, internal stakeholders, police, TSA, ARFF, and other external stakeholders as needed. This allowed us to discuss items such as, construction, weather, or any other operational concern. I acted as the liaison between, the FAA, TSA, and other governmental agencies that may have an impact on the facility. In addition, I was responsible for the planning, construction and the capital project program; therefore, I had extensive interaction with the FAA, consultants, engineers, and contractors. Furthermore, the airport conducted a monthly airport board meeting and my responsibility was to ensure the board was apprised of the operational activities at the airport. I would present the operational report, either via a power point or verbal report. This would entail construction activities, or other operational activities that may have an operational impact to the facility. I assisted in the board retreats, public hearings, community presentations, and other public activities as requested. The best way to ensure that you develop and maintain a good relationship with your stakeholders is communication and engagement. Communication and continual interaction with your stakeholders is vital to ensure that you stay engaged with your stakeholders.

5. Describe your experience and successes in land acquisition and air service development efforts.

I have worked indirectly with the Director and the Director of Marketing in the development of a Small Community Air Service Development Program. This proposal was to seek funds to assist in marketing, new routes, revenue guarantees, and upgrade equipment. This program was approved to assist a new route with the assistance of a revenue guarantee. Another project was the implementation of an air service marketing program that was developed and approved by the Airport Board. This program provided financial assistance in marketing if an airline upgraded their equipment, added an additional route or increased their daily departures. I assisted the former Director and the Finance Director with the development of a ground handling department within the airport structure to assist in a marketing campaign to keep the cost down for the airlines, and promote new service with a low start up cost. This department has been vital for the continual expansion of the Allegiant Air Lines routes that have been operating at the facility since 2005. In addition, this department has proven to be an asset to assist with scheduled charters, military charters, and the honor flights that have utilized Springfield-Branson National Airport. While serving as the Interim Director, I met with Allegiant Airlines about adding new routes, equipment upgrades, and better customer service. In addition, I worked with them regarding

equipment upgrades and additional parking locations on the ramp. In 2005, the airport was in the middle of acquiring land in Ozark to reconstruct a general aviation airport and bring it up to standards. We received appraisals, surveyed the land and worked with the State Aviation Department to acquire funding. We managed to acquire a majority of the land with the exception of a small parcel. The parcel went through the condemnation process, and the price was set above the appraisal; therefore, state funding was not available. The final land acquisitions fell through, and the project did not move forward. The airport is in the process of selling the other parcels. The State was allowing the airport to use the proceeds to use for general aviation improvements at our facility.

# Contact Information for FSM

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PLEASE MAKE SURE TO FILL OUT THIS TOP PORTION

Candidate Name: D. Austin Futch

Current Employer Name: The Port Authority of New York and New Jersey

Title: Aeronautical Operations Manager (currently acting Operations Manager)

Phone Number: [REDACTED]

Email Address: [REDACTED]

# Questionnaire for FSM Airport Director

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Please respond to the following questions, send back to us in PDF format and ensure your response in total for questions 1 – 5 is *no greater than 1500 words (approximately 300 words per question)*

1. Share your experience in working collaboratively with the FAA, TSA and you state aviation department with respect to compliance and funding. It is incumbent upon all airport professionals to develop and maintain a positive and fruitful relationship with outside agencies that we do business with regularly. In particular, it is important to maintain constructive professional relationships with the FAA, TSA, and other local, regional, or state departments in which we as an airport report to. To that point, my career has afforded me the opportunity to experience these relationships from a small regional airport all the way to major hub airports. In Shreveport, I worked with our FAA partners to maintain FAR Part 139 compliance, aid in the securing of AIP funding, and assist air traffic in their goals to maintain a safe and efficient airport. In New York, I worked hand-in-hand with the FAA Eastern Region Headquarters to develop AIP funded projects to enhance the safety and efficiency of LaGuardia Airport. Also in New York, I maintained healthy positive relationships with TSA through constant and concise communications with our Federal Security Director, inspector staff, Air Marshalls, and others in the DHS. We held monthly meetings, participated in regular drills, and provided aid to one another in times of irregular operations. While the Port Authority of NY and NJ is a bi-state federally chartered organization with independence from any state aviation agency, I worked with the Louisiana DOTD to assist funding for Wildlife Hazard Management Assessments and other projects while at Shreveport.
2. Fort Smith Regional Airport intends to begin developing a master plan for the airport to accommodate future growth. Please describe your experience related to coordinating and implementing airport master plans. The Master Plan for any airport operator big or small can be a daunting task to develop if not properly equipped. My experience with Master Plan development is in facilitating meetings with airport leadership and community stakeholders to define where they see the airport in 5, 10, 20 years. After those initial meetings, I have worked with the airport's chosen contractor to formally develop the Master Plan. It is important to find a contractor that has the ability to forecast growth and has experience in the aviation sector in order to fulfill the needs of the airport community and region it serves.

3. Fort Smith Regional Airport will be building a new ARFF facility soon. Tell us about your experience related to funding, bidding and the construction portions of similar major capital improvement projects. CIP projects have been the very center of my experience with airports. At Shreveport, I was part of the ops team that completed a full rehab of the main runway, built a partial-parallel taxiway system linking an all new cargo sorting and loading facility for major cargo carriers. At LaGuardia, I coordinated over \$300 Million a year in capital improvement projects as well as assisting the team in a \$5.6 Billion redevelopment project. I have worked closely with our project managers to secure AIP funding for many of our CIP projects and our finance team to secure bonds for large non AIP eligible projects. Additionally, I have been part of bid review process and contract issuance for capital projects.
4. Share your experience working with the various internal and external stakeholders, presenting information to governing officials, and collaborating with other airport staff members. Meeting with stakeholders, officials, and collaborating with other managers and directors is the very heart of my current role at LGA. Throughout the course of my normal business, I meet with various entities, be it my own internal represented staff, several major airline partners, FAA, FBI, US Secret Service, the NY Governor's office, and our own aviation executive team. I hold weekly meetings with all external and internal stakeholders in a town-hall style setting which includes all airlines, federal partners, construction engineering and project management, and agency leadership. I hold regular standing coordination meetings with federal, state, and local law enforcement, as well as I chair a meeting with the chief pilots of all major airlines and airline station managers
5. Describe your experience and successes in land acquisition and air service development efforts. Regardless of airport size and scope, be it my experience with LGA, JFK, or the regional airport I first started, quality air service is paramount to a healthy and vibrant airport community and airport host community. While in Shreveport (SHV), I worked with our marketing and administrative team to receive grants to help entice new entrants to the market or new routes. This effort was successful in that we were able to gain additional service from Northwest Airlines to their hub in Detroit, supporting the local GM plant. While in New York, particularly at LGA, my roles in enhancing air service options have involved meeting with potential new entrant airlines such as vetting private business class charter start-ups, and working as part of the redevelopment team to create new terminal infrastructures that will accommodate the newest generation aircraft, opening up potential new routes.

# Contact Information for FSM

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PLEASE MAKE SURE TO FILL OUT THIS TOP PORTION

Candidate Name: Michael Griffin

Current Employer Name: Fort Smith Regional Airport

Title: Director of Operations

Phone Number: [REDACTED]

Email Address: [REDACTED]

# Questionnaire for FSM Airport Director

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Please respond to the following questions, send back to us in PDF format and ensure your response in total for questions 1 – 5 is *no greater than 1500 words (approximately 300 words per question)*

- 1. Share your experience in working collaboratively with the FAA, TSA and you state aviation department with respect to compliance and funding.** I have an excellent relationship with the SW Region of the FAA in both compliance and funding. In regards to FAA compliance, I have been responsible for all aspects of Part 139 compliance for more than six years. During my time at FSM, I have updated and maintained both the Airport Certification Manual (ACM) and the Airport Emergency Plan (AEP). In regards to FAA funding, I have worked with the current director on several AIP projects that were FAA funded. I have a good working relationship with the SW Region FAA District office and our current FAA Program Manager. I have worked with her the past couple of years in obtaining an ARFF truck and equipment and also had a conversation with her this week regarding the funding we are set to receive to construct our ARFF station. I am currently completing the AIP application process for the construction of our ARFF station and will continue working with the FAA as this project progresses. I have also recently completed and submitted to the FAA, the Capital Improvement Program (CIP) for FSM, which outlines the projects and projected funding for the next five years. In regards to TSA, I have been the primary security coordinator and responsible for the overall security compliance of the airport for nearly all of my 10 years at FSM. I have a very good working relationship with TSA both local, and at the regulatory division. During my time here at FSM, I have updated security systems and the Airport Security Program (ASP) to ensure compliance. In regards to state aviation funding, I work regularly with the Director of the Arkansas Department of Aeronautics in my role as President of the Arkansas Airport Operator's Association, staying up to date on the availability of funding for airports. In reference to obtaining funding for FSM, I have assisted with planning and executing many state funded projects.
- 2. Fort Smith Regional Airport intends to begin developing a master plan for the airport to accommodate future growth. Please describe your experience related to coordinating and implementing airport master plans.** The most recent master plan conducted at FSM was in its final stages of completion when I began at the airport. However, I worked with Delta Airport Consultants in coordinating and gathering their final information needed to complete the process. In regards to

coordinating the master plan process, I have experience with the consultant selection process and complying with FAA AC 150/5100-14 (FAA guidance on the selection process). My recent experience with this type of selection process was the selection of professional engineering services in 2013 and the selection of an ARFF station architect in 2016, both of which were projects/processes that I developed. I have since worked with the selected engineer on planning and executing multiple projects and I am currently working with the selected architect on the ARFF station project. The majority of my experience with a Master Plan is the utilization of the plan which is used as a guide to airport development. I have assisted with using and updating the Airport Layout Drawing (ALD) which is coordinated with our selected engineers as projects are completed and also as new projects are developed and are added to the plan prior to seeking funding for that future project. I have also recently obtained an updated copy of our Land Use Map to use in planning future airport property use. Additionally, I have used the master plan to monitor the Part 77 (obstructions) surrounding the airport, and also have experience using the plan to confirm whether or not new developments affect the runway approaches (airspace reviews). Although my primary experience with master plans is utilizing and implementing aspects that a master plan provides, I look forward to assisting the selected firm in compiling the data obtained that outlines FSM's ability to accommodate future growth and plans for the future.

- 3. Fort Smith Regional Airport will be building a new ARFF facility soon. Tell us about your experience related to funding, bidding and the construction portions of similar major capital improvement projects.** I have been involved with this particular project since it was first programmed into the Capital Improvement (CIP) in 2015. I developed the Request for Qualifications (RFQ) and selection scoring criteria for this project, and worked with the current director in obtaining entitlement funding and the additional discretionary funding needed beyond entitlements to fund the construction of the ARFF facility. I have had regular conversations with the design team for this project and have spoken to our FAA program manager regarding funding as recent as this week. This project is currently my responsibility and I will ensure its proper completion. I have assisted in a number of capital improvement projects, beginning in 2008 with the construction of a general aviation area at the airport that included the construction of a ramp, taxiway, and installation of a 12,000 gallon avgas tank, and the construction of two 14 bay t-hangar buildings. Additionally, in 2010, I was the airport's point of contact during the construction of a tenant funded 42,084 sf hangar on airport property and also assisted with a tenant funded hotel constructed on airport property. During this project, the airport funded water/sewer improvements and I also assisted with getting the FAA's concurrence on the development of non-aeronautical property. I have also been actively involved in a number of infrastructure capital projects which included planning, funding, and monitoring the construction process. These projects consisted of taxiway reconstruction (multi-phase project), maintenance road relocation, runway rejuvenation, lighting system replacement on both airport runways, drainage improvements, wildlife habitat removal, security fence replacements and improvements, and general aviation pavement improvements. During all of these projects at FSM, I worked closely with the current airport director to ensure that these

projects were planned properly, funding was in place, and also that construction was completed safely and correctly.

- 4. Share your experience working with the various internal and external stakeholders, presenting information to governing officials, and collaborating with other airport staff members.** As Director of Operations, I have had the opportunity to build and maintain great working relationships with airport tenants. For example, I am the point of contact for the airline managers, TSA manager, rental car management, parking lot operator, and café operator. I have always had positive interactions with the airline managers, working closely with them to ensure that they receive excellent support for their operations. I have also had similar experiences with TSA, where we have worked together to resolve any situations and make their operations more effective/efficient and FSM. Over my time here at the airport, I have developed positive relationships with general aviation tenants, corporate business operators, aviation service operators, and the fixed base operator (FBO). I have also established a positive working relationship with the 188<sup>th</sup> Wing Commander, and have worked with both the based and transient military personnel on countless occasions to ensure the airport can accept and provide support for their operations (charters, training exercises, etc.). Additionally, I have worked with the City of Fort Smith in giving presentations to their Citizens Academy, have positive relationships with city officials, gathered and presented information for the Chamber of Commerce economic development projects, and I have also given presentations to local civic organizations. On numerous occasions I have represented the airport and given presentations to planning organizations that the airport is an active member of including: Regional Intermodal Transportation Authority (RITA), Western AR Planning and Development District (WAPDD), and the Metropolitan Planning Organization (MPO). All of these organizations are made up of the governing officials from our area and also are attended by both senate and congressional staff members. In regards to staff members, FSM is fortunate to have an outstanding staff and I work great with them. As director, I would have 100% staff support.
- 5. Describe your experience and successes in land acquisition and air service development efforts.** There has not been a land acquisition at FSM since FAA noise funds were used to purchase land in 1991. Currently on the CIP, FSM intends to seek funding for acquiring property in the runway protection zone (RPZ) on Runway 7. I am working on this project and currently have appraisals ordered for the three parcels in the RPZ that the airport wishes to purchase. I am also in the process of updating the airport land use map which identifies all areas of future land acquisitions for development, and will obtain values for these parcels as well. The FAA has already informed that purchasing property for future development will be difficult to obtain, but the acquisitions for the property in the RPZ is likely to occur because it is improving airport safety. I am awaiting the return on appraisals for airport owned property available for development, and also have a plan for creating a marketing brochure that consists of our land use map, parcel dimensions, etc. It has been several years since FSM has actively sought air service development. Personally, I speak often with the airline managers about their service and the potential, and I also speak with their regional managers when they are at FSM. I have



also recently given a tour of FSM to the Regional Sales Director and Business Development Manager of Delta Vacations, promoting the airport. Since it has been several years since FSM has used a consultant to study and assist with air service development, I believe that going forward this is something we should do. An air service development consultant firm would have the ability to provide statistical data on various locations and potential air service providers. As airport director, I would attend air service conferences and meetings (AAAE, ACI, etc.) to market FSM.

# Contact Information for FSM

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PLEASE MAKE SURE TO FILL OUT THIS TOP PORTION

Candidate Name: Robert McNally

Current Employer Name: Lincoln Airport Authority

Title: Deputy Director, Operations

Phone Number: 402 700-4600

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## Questionnaire for FSM Airport Director

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Please respond to the following questions, send back to us in PDF format and ensure your response in total for questions 1 – 5 is ***no greater than 1500 words (approximately 300 words per question)***

1. Share your experience in working collaboratively with the FAA, TSA and you state aviation department with respect to compliance and funding. The Federal Aviation Administration (FAA), Transportation Security Administration (TSA) and, in Lincoln Airport's case, the Nebraska Department of Aeronautics (NDA) are just a few of the airport stakeholders with whom I routinely work on a collaborative basis. My dealings with the FAA have been all encompassing. Among the FAA groups with whom I have successfully interacted include Airport Certification, Air Traffic, Tech Ops, Runway Safety and Planning and Programming. Over the years, the vast majority of that interaction has been successful and has included compliance with FAR Part 139, aircraft operator safety measures, navigational aid maintenance, runway safety initiatives and AIP project design and management. I am currently leading work on a significant issue with FAA Air Traffic, including discussions with Minneapolis Center personnel, to resolve a difference of opinion over runway designations at LNK. My interaction with FAA staff has always been both professional and productive. I have been involved with the TSA since its inception. As LNK's original airport security coordinator, my dealings with TSA have been extensive, detailed and occasionally challenging. Today, through our long history of issues, we continue to have an excellent working relationship with our Federal Security Director, his assistants, the screening staff and the local TSA inspectors. In Nebraska, NDA plays a minimized role with regard to the federal funding process. As a result, interaction with NDA is typically limited to the planning process. I have worked with them in that regard and, in addition, enjoy a close relationship based on our existing tenant/landlord arrangement.
2. Fort Smith Regional Airport intends to begin developing a master plan for the airport to accommodate future growth. Please describe your experience related to coordinating and implementing airport master plans. I have been involved in the development and/or update of airport master plans on four separate occasions. Two of those efforts were extensive, from-the-ground-up processes involving significant stakeholder and community input. The other two times were essentially updates to the master plan that were less involved. I understand that each airport's master plan is unique based on the local conditions. As a result, the master plan for FSM will be a different product, and perhaps a

slightly different process, as compared to what we have done at LNK. My experience has been that each major effort to update a master plan must be a comprehensive study of the airport and needs to describe the short-term, medium-term, and long-term development plans. The elements of each of our master planning processes varied in complexity and level of detail, depending on the extent of the update. If there is a single key to a successful master planning process, it is the selection of a suitable consultant. A less-than-competent firm will doom any such effort to ultimate failure. The consultant selection process is critical to developing a useable master plan. The master plan updates that we accomplished served us well in the planning period for which they were intended. They met the goal of providing the framework needed to guide LNK's development and were a primary reason the airport has a very solid operational infrastructure.

3. Fort Smith Regional Airport will be building a new ARFF facility soon. Tell us about your experience related to funding, bidding and the construction portions of similar major capital improvement projects. Oversight of aircraft rescue and firefighting (ARFF) operations has been my responsibility for a couple of decades. When I began management of ARFF, LNK provided all equipment, material and supplies to meet ARFF requirements but contracted with the City of Lincoln to provide the firefighters to operate the equipment. It was under this arrangement where I worked with the FAA and the fire crews to write specifications for, and ultimately procured with AIP funds, two 1500 gallon ARFF rigs – one OSHKOSH and one E-One. In the late 1990's, the Nebraska Air National Guard transitioned from RF-4 Phantom fighters to KC-135 aerial refueling tankers. With this change, the ANG upgraded their ARFF capabilities and we negotiated an agreement through the Airport Joint Use Agreement (AJUA) process for the ANG to provide ARFF services to meet FAR Part 139 requirement. As part of this upgrade, the ANG required a new fire station and I was requested by the military to assist them in designing that facility in order to see that the ANG's newly-acquired civilian responsibilities were factored into the station layout. I routinely work on ARFF issues with the ANG to ensure FAA compliance. In addition, though not an ARFF station, I am currently collaborating with Lincoln Fire and Rescue on the design of a City of Lincoln fire station that is to be built on airport property and will primarily serve our industrial park.
4. Share your experience working with the various internal and external stakeholders, presenting information to governing officials, and collaborating with other airport staff members. At LNK, where we have two commercial service airlines, four commercial general aviation tenants with a total employee population of over 1200 people, 200 individually occupied hangars, nearly 20 corporate flight departments, the Nebraska Air National Guard, the Nebraska Army National Guard, and over 100 industrial park tenants, there is certainly no shortage of stakeholders. My ability and experience in working with stakeholders goes well beyond these groups as I have successfully worked with the Environmental Protection Agency, the US Army Corps of Engineers, US Air Force, the Secret Service, the Nebraska Department of Roads, Nebraska Department of Environmental Quality, City of Lincoln, Lancaster County and many, many others. Preparing the material and participating in briefings of state legislators and congressional staff is something I have done many times. As with most airport senior staff, I spend large amounts of time promoting the benefits of the airport. It happens at all types of gatherings. In fact, a significant amount of that promotion occurs on an informal basis. I believe such interactions, those on a one-to-one basis or in a small group setting, are the most effective way to communicate a message. In addition, I have presented information to many local fraternal and community groups and I lead multiple large meetings each year as we prepare for special operations or

events. Furthermore, I am frequently the point-of-contact for local media. When it comes to airport staff members, I bring the following skills, characteristics and philosophies to the position: Team player. I do not need personal accolades or attention. The success of the organization is most important to me. Regardless of whether the situation requires me to be in the spotlight or negotiate and operate in the background, I can fill either role with ease. Leadership. I believe that one best leads by example and education. I have a "can-do" attitude and expect the people who work for me to exhibit that same approach to their duties. Enthusiasm. I enjoy working in this industry and I show that in my daily interaction with tenants, vendors, customers and employees. Management style. As all good managers know, the secret to success is to surround yourself with talented people and to allow those people to contribute to the process. I encourage input from all credible sources – inside and outside the organization. People person: Nothing is accomplished unless one can work with other people and I have always been committed to successfully working with all stakeholders. Airport patrons are also stakeholders. In 2014, I led a focused effort to reinvigorate our customer service program. This program was initiated to significantly improve the level of service provided to all airline passengers. It was designed as a continuous training regimen where providers learn to treat customers with care and compassion. With some cajoling and convincing, I was able to get all our terminal tenants to participate. This program has demonstrably improved the level of service provided to these stakeholders.

5. Describe your experience and successes in land acquisition and air service development efforts. Land was last acquired at LNK in the late 1980's. I was only peripherally involved in that process. In contrast, I have in recent years become involved with the disposition of airport land. While not precisely the same process, one must be fairly familiar with the acquisition process to justify the disposition of property. We were able to successfully arrange for the sale of unnecessary property with the FAA's approval. With regard to air service, I have been involved in air service enhancement in a variety of ways. I am currently working with a subcommittee of our Airport Board to develop a community-supported Minimum Revenue Guarantee (MRG) program. This program is intended to become a standing reservoir of community-provided funds to allow LNK to provide revenue guarantees to entice air carriers to provide additional service to LNK. We see this to be a tremendously valuable tool to enhance LNK's attractiveness to new air carriers. Participation in the MRG program by local business, universities and organizations fosters a sense of buy-in and commitment that we see as critical to support of any future air service additions. The MRG fund will also put LNK in a position to offer guarantees, if required, on short notice and not force the airport to pursue a grant thereby avoiding what could be a significant delay that could be a deal-breaker.