

**The Headwaters Fund
Grant Fund Application Coversheet**

Date of application: 8/19/2021

Organization Name: Redwood Region Economic Development Commission

Director/CEO: Gregg Foster, Executive Director

Contact Person Name and Title: Gregg Foster, Executive Director

Contact Phone: 707-445-
Contact Email: gregg@rredc.com

Contact Address: 520 E Street, Eureka, CA 95501

Total current year organizational budget: 539,789 # of FTE employees: 3.5

Summarize the organization's mission (in the space provided):

See attached #1.

Project title: ACV Passenger Survey

Please provide a less than 250 word summary of your project which answers the following questions: How will your project lead to improving the local economy and increasing the quality of life for local residents? What exactly are you going to do and for whom? Why is it necessary? What will be accomplished? How will you accomplish this?

See attached #2.

Amount requested: 25,000 Total project cost: 39,320

Grant timeline: Period covered: 4/1/22 to 3/31/22

Total match amount: \$ 14,320.00

Match amount as % of total project budget % 36

(Required 50% total project match for implementation, 25% of total project for planning)

Cash match: \$ 4,320

Cash match as % of total project budget 12 %

(Required: 25% of total project for implementation, 12% of total project for planning)

In-kind match: \$ 11,000

In-kind match as % of total project budget 28 %

Number of new FTE jobs created, if funded: n/a

Number of FTE jobs retained, if funded (jobs that would otherwise be eliminated): n/a

Number of permanent, long term, private sector jobs to be created: n/a

Please provide a brief explanation of how job creation/retention numbers were calculated:

n/a

Type of project: Planning Implementation

Geographic focus of project: County of Humboldt

Which Industry is your project working with (check off all that apply):

- Diversified Health Care
- Specialty Food, Flowers and Beverages
- Building and Systems Construction
- Investment Support Services
- Management and Innovation Services
- Niche Manufacturing
- Tourism
- Forest Products
- Arts and Culture
- Alternative Agriculture

Strategy being employed to promote economic development (check off all that apply):

- Supporting development of pre-permitted commercial space
- Reducing regulatory bottlenecks for business retention or creation
- Supporting economic development infrastructure
- Developing new strategies for economic development
- Providing access to external markets or plugs the economic leaks
- Retaining and growing existing businesses
- Providing workforce training
- Increasing the number of new businesses
- Leveraging future funding or projects
- Reducing poverty by helping people to develop business skills
- Other (describe):

Are any of the following components required, and if so are they in place already? (check off in left column if required, then check of "yes" or "no" for if they are in place already)

- | | | |
|---|---|-----------------------------|
| <input type="checkbox"/> Building permits | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| <input checked="" type="checkbox"/> Market research | <input checked="" type="checkbox"/> Yes | <input type="checkbox"/> No |
| <input type="checkbox"/> Legal review | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| <input type="checkbox"/> Regulatory approval | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| <input type="checkbox"/> Consultants hired | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| <input type="checkbox"/> Staff hired | <input type="checkbox"/> Yes | <input type="checkbox"/> No |

#1.

The Redwood Region Economic Development Commission (RREDC) is a collaboration of Humboldt County communities dedicated to expanding economic opportunity in Humboldt County. We create opportunity and support the growth of local businesses. We lead projects of regional significance, make loans, and offer business consulting through our partner, the North Coast Small Business Development Center.

#2

This project will involve in-terminal surveys of arriving and departing passengers at ACV. Working with noted air service consultant Volaire Aviation, RREDC will convene local stakeholders to develop a survey instrument. Volaire will prepare an on-line survey using its in-house software subscriptions, allowing survey-takers to do so quickly and electronically in the airline terminal. The survey will include questions to delve into travel patterns, demand for service, the quality of current service, and other pertinent market research. It will include limited demographic information questions.

Once the instrument is developed and tested, a statistically valid survey design will be determined. This will be done using published airline schedules to determine the days and times that the survey will be conducted. The survey will be delivered over the course of a full year so that seasonally relevant data will be collected. Interim reports will be developed and shared as appropriate.

At the conclusion of the survey period, Volaire will prepare a report of results; then present the results and Consultant's recommendations based on those results, during a visit to the community. All relevant data will be shared with our tourism, economic, and other development partners.

Project Narrative

Project Need/Objectives (Question 1)

RREDC, through its “Fly Humboldt” initiative has been working closely with the County of Humboldt and ACV to recruit and retain passenger air service. This project started in 2003 with the first service recruitment of Alaska Airlines service to Los Angeles Airport. After a period of contraction, from 2011 to 2015, we have been successful in building new service, having added two new carriers and two new destinations in the past few months. This followed a period of contraction due to the COVID 19 pandemic and an overall increase in capacity over 2019.

While much data on travel patterns is available, these data lack specific market information that can further help with our air service development efforts, improve customer service, and provide intelligence to local tourism and business entities on the amount, type, and preferences of our flying public. A more sophisticated understanding of our customer market is needed as we evolve and strengthen our air service development program.

Fly Humboldt and air service development in general have received very positive public support for our efforts. Over 100 business and individuals have donated hundreds of thousands of dollars to our recruitment program. These funds are primarily used to provide minimum revenue guarantees for new service.

General Project Description and Objectives (Questions 2 and 3)

This project will involve in-terminal surveys of arriving and departing passengers at ACV. Working with noted air service consultant Volaire Aviation, RREDC will convene local stakeholders to develop a survey instrument. Volaire will prepare an on-line survey using its in-house software subscriptions, allowing survey-takers to do so quickly and electronically in the airline terminal. The survey will include questions to delve into travel patterns, demand for service, the quality of current service, and other pertinent market research. It will include limited demographic information questions.

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At the conclusion of the survey period, Volaire will prepare a report of results; then present the results and Consultant’s recommendations based on those results, during a visit to the community.

ACV and its air service development program will be the primary beneficiary of this project. Specifically, the survey will be used for the following:

- Provide customer and market data, which will be used in our discussions with the incumbent airlines to retain and expand existing service.
- Better understand unmet travel needs, which will be used in service proposals for new airlines and new destinations.
- Identify potential for develop/expanding in-terminal services, such as food/beverages, gift stores, ground transportation or other business services.

However, another critical goal is to develop information that can be used by local businesses, tourism entities, chambers of commerce, and others. These entities will be engaged at the commencement of the project to incorporate, to the extent practical, questions that will benefit their efforts. For example:

- Questions regarding tourism that can help local tourist entities better market our region, determine customer satisfaction for the local tourist experience, and/or identify goods/services that can be better provided via the airport.
- Business opportunities for ground transportation, customer service, business support, or retail could be shared with local chambers of commerce, which could develop or market these opportunities to their members.

Completed Work (Question 4)

We recently completed an extensive market analysis, known as a “Leakage Study” that gives us a detailed overview of the air travel patterns of people living in Humboldt County. This study has been provided to the Headwaters fund previously. While this data gives us a good overview of travel patterns, it does not provide the detailed marketing information that only an in-person survey can do. The in-person survey will provide us and the community with the detailed market data to supplement and leverage the leakage data.

Direct Jobs (Question 5)

N/A

Improvement of Natural Environment (Question 6)

N/A

Improvement of Quality of Live (Question 7)

This project can lead to the improvement of existing infrastructure, specifically the ACV airport. Increased use of facilities there will require expansion of the terminal, airfield, and ancillary support structures. These improvements would be funded via the FAA Airport Improvement Program. Increased air service will be required to justify these investments.

Project Management (Question 8)

Gregg Foster, Executive Director of RREDC, will be the project manager. Mr. Foster has over 30 years of experience in project management and has led air service development efforts for RREDC and ACV since 2003. He has been executive director of RREDC since 1999, with two “intermissions” to manage local radio stations and work as a commercial lender for Redwood Capital Bank. Mr. Foster has managed federal, state, and locally funded projects throughout the state since 1989. Foster has a degree in Political Science from the University of California, Davis.

Working closely with Foster will be Humboldt County Director of Aviation, Cody Roggatz. Mr. Roggatz is an expert in airport operations and has led ACV for over a year. Roggatz has more than 16 years of experience in the aviation industry. He has worked on a wide variety of capital improvement projects at previous airports he has served, including Runway, Taxiway, Apron, Drainage and Equipment Improvement Projects. In his 4-plus years serving as the Transportation Director for the City of Aberdeen, he led his department to more than \$15 million in airfield, facility and equipment improvements while simultaneously improving safety and growing passenger traffic.

Jack Penning, Volaire's Managing Partner and President will be assigned as the project lead. Jack has been an airport consultant since 2001 when he was recruited by Sixel Consulting Group from his previous career as an aviation journalist. For almost two decades, Jack has been considered a leading expert in air service expansion, strategic business planning, and airline schedule planning. In his career, Jack has helped to recruit service to more than 150 underserved routes around the world. A mark of success: 84% of routes Jack recruited in his career are still operating.

Also joining the project team is Dr. Ara Pachmayer of Humboldt State University's Recreation Administration program. Her research interests include understanding how visitors experience tourism at a destination and the impacts of tourism development on communities and individuals. Ara has collaborated on many projects regarding tourism development in rural areas. As well, she has experience working in the tourism industry in a variety of capacities. Dr. Pachmayer has a Master of Science in Recreation Management and Tourism and a Doctorate in Community Resources and Development. She has been a Professor at Humboldt State University since 2016. Dr. Pachmayer will assist with the development of the survey instrument and will manage the delivery of the survey using students in her classes.

Outside Expertise (Question 9)

One of the project team members, Volaire Aviation, is not located in Humboldt County. They have extensive experience in the aviation industry in general and Humboldt County aviation specifically. There are no comparable contractors in Humboldt County.

ATTACHMENTS


Project Budget

Item	Grant Funded	In-Kind Match	Total
Project Management (RREDC)	0	\$5,000 (RREDC)	\$5,000
Project Management (ACV)	0	\$5,000 (ACV)	\$5,000
Voltaire Aviation (Stakeholder meetings, survey development, training, consulting during survey period, final presentation)	\$10,000	0	\$10,000
Humboldt State University (Student stipends, materials, instructional fees)	\$13,000	0	\$13,000
Presentation materials, meeting supplies, marketing, signage, travel, stipends, etc.	\$2,000	\$4,320 (RREDC)	\$6,320
Total	\$25,000	\$14,320	\$39,320

RREDC Board of Directors

City of Arcata – Brett Watson
 City of Blue Lake – Summer Daugherty
 City of Eureka – Leslie Castellano
 City of Ferndale – Phillip Ostler
 City of Fortuna – Sue Long
 City of Rio Dell – Amanda Carter
 City of Trinidad – Steven Ladwig
 County of Humboldt – Michelle Bushnell
 Hoopa Valley Tribe – no member appointed
 Humboldt Bay Harbor, Recreation, & Conservation District – Greg Dale
 Humboldt Bay Municipal Water District – Neal Latt
 Humboldt Community Services District – Heidi Benzonelli
 Manila Community Services District – Danielle Muniz
 McKinleyville Community Services District – Joellen Clark-Peterson
 Orick Community Services District – no member appointed
 Orleans Community Services District – no member appointed
 Redway Community Services District – Michael McKaskle
 Redwoods Community College District – Danny Kelley
 Willow Creek Community Services District – Riley Morrison

Organizational Budget

 Redwood Region Economic Development Commission	FY 2022 BUDGET - Adopted				Agencywide
	Core Operations				
	EDA RLF	EDA RLF 2	EDA RLF 3	GENERAL FUND	TOTAL
Grant Revenue					
Loan Interest Paid	182,000	28,340	182,000	15,600	407,940
Loan Fees	6,250	1,250	22,500	1,500	31,500
Loan Service Fee - Headwaters	4,497	8,188		24,663	37,348
Investment Interest	20,000	1,000	10,000	500	31,500
Rental income				44,400	44,400
Support Services	-	-	-	20,000	20,000
TOTAL INCOME	212,747	38,778	214,500	106,663	552,688
EXPENSES					
Personnel					
Salaries & Wages	121,221	18,876	121,221	10,390	271,708
Fringe - FICA	10,229	1,593	10,272	795	22,889
Fringe-Health Insurance	12,492	1,945	12,492	12,492	39,421
Fringe-Workers Comp	788	123	788	68	1,766
Retirement	6,061	944	6,061	520	13,585
Subtotal Personnel	150,791	23,480	150,834	24,264	349,369
Other Expenses					
Rent	15,308	2,384	15,308	36,600	69,600
Utilities	-	-	-	7,500	7,500
Phone/Communications	2,320	580	2,320	580	5,800
Insurance	-	-	-	5,000	5,000
Janitorial	-	-	-	7,650	7,650
Janitorial Paper Products	-	-	-	1,800	1,800
Facilities Maint & Repair	-	-	-	2,400	2,400
Legal	800	200	800	200	2,000
Audit	6,400	1,600	6,400	1,600	16,000
Professional Services	1,000	250	1,000	250	2,500
Credit Investigation	600	150	600	150	1,500
Depreciation	240	60	240	60	600
Supplies	2,000	500	2,000	500	5,000
Postage	480	120	480	120	1,200
Copying and Printing	-	-	-	-	-
Printing	200	50	200	50	500
Equip Maint & Repair	200	50	200	50	500
Lease/Purch Equip	2,208	552	2,208	552	5,520
Computer Systems	2,400	600	2,400	600	6,000
Marketing	3,000	750	3,000	750	7,500
Special Programs	4,800	1,200	4,800	1,200	12,000
Board Expenses	720	180	720	180	1,800
Professional Development	300	75	300	75	750
Books/Pubs/Subscript	200	50	200	50	500
Membership Dues	1,440	360	1,440	360	3,600
Travel-Local	200	50	200	250	700
Travel-Out of Town	800	200	800	200	2,000
Miscellaneous	1,000	250	1,000	250	2,500
Contractual	-	-	-	10,000	10,000
Subtotal Other Expenses	46,616	10,211	46,616	78,977	182,420
OPERATING EXPENSES	197,407	33,691	197,450	103,241	531,789
NET OPERATING REVENUE	15,340	5,087	17,050	3,421	20,899
EXPENSES/REVENUE	92.8%	87%	92%	97%	96%
EDA PROGRAM SUPPORT	111,332	17,336	111,332	-	240,000
NET INCOME	126,672	22,423	128,382	3,421	260,899

Project Timeline

The general timeline is as follows:

January 2022 – Project kickoff, stakeholders meeting, student surveyor training, content developed, survey schedule developed.

February 2022 – In-terminal survey delivery commences.

May 2022 – Analysis and presentation of first quarter results. Project adjustments, if needed, will be made.

August 2022 - Analysis and presentation of second quarter results. Project adjustments, if needed, will be made.

November 2022 - Analysis and presentation of third quarter results. Project adjustments, if needed, will be made.

January 2023 - Analysis and presentation of final results. These results will be published and available publicly via the Fly Humboldt and airport websites. Presentations to local business and community organizations will commence with Director of Aviation and RREDC Executive Director.

Contact

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Eureka, CA 95501
707-445-9651
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www.linkedin.com/in/
greggfoster95536
flyhumboldt.org
www.rredc.com

Top Skills

Strategic Planning
Economic Development
New Business Development

Languages

English

Gregg Foster

Economic and Air Service Development - Redwood Region
Economic Development Commission
Ferndale

Summary

Experienced Executive Director with a demonstrated history of working in the financial services industry. Twenty-five years experience in lending with specific emphasis on small business. Manages a \$13 million small business loan fund. Extensive experience in organizational management, budgeting, finance, and public policy. Eighteen years of air service development experience representing ACV on the Redwood Coast of California. I've done other stuff too, like being a banker and helping run radio stations. I've also bred and raised goats...

Experience

Redwood Region Economic Development Commission
Executive Director
July 2015 - Present (6 years 2 months)
Eureka, California

Responsible for overseeing operation of a countywide economic development Joint Powers Authority. Key initiatives included airline service recruitment (creation of the Fly Humboldt initiative) and broadband infrastructure development. Supervise operation of \$13.5 million business revolving loan fund. Report to a nineteen member Board of Directors and to Federal Economic Development Administration. Prepare grant applications and administer grants for the benefit of local organizations and communities. Contract with private entities to provide economic development services. Regularly interact with local media including preparing news releases, writing newspaper columns and making television and radio appearances. Participate in economic development planning and business services delivery with a variety of partner agencies. Provide support to local organization's and local communities' economic development efforts. Manage the "Prosperity Center for Business," a business and economic development facility shared by a variety of organizations. Hire and supervise staff.

Fly Humboldt

Air Service Developer

January 2004 - Present (17 years 8 months)

Eureka, California, United States

Redwood Capital Bank

Vice President - Commercial Relationship Manager

March 2012 - July 2015 (3 years 5 months)

Arcata, California, USA

Commercial loan officer for the area's only locally-owned community bank. Responsible for business development, loan application analysis, and managing portfolio of business loans. Consistently exceeded loan origination goals with emphasis on SBA finance. Undertook key initiatives including review and standardization of bank forms, design of bank intranet site for commercial lending. Represented bank in public meetings and in paid advertising. Originated over \$25 million in small business financing.

Redwood Region Economic Development Commission

Executive Director

August 2009 - March 2012 (2 years 8 months)

Eureka, California

Responsible for overseeing operation of a countywide economic development Joint Powers Authority. Key initiatives included airline service recruitment (creation of the Fly Humboldt initiative) and broadband infrastructure development. Supervise operation of \$6.5 million business revolving loan fund. Report to a nineteen member Board of Directors and to Federal Economic Development Administration. Prepare grant applications and administer grants for the benefit of local organizations and communities. Contract with private entities to provide economic development services. Regularly interact with local media including preparing news releases, writing newspaper columns and making television and radio appearances. Participate in economic development planning and business services delivery with a variety of partner agencies. Provide support to local organization's and local communities' economic development efforts. Manage the "Prosperity Center for Business," a business and economic development facility shared by a variety of organizations. Hire and supervise staff.

Lost Coast Communications, Inc.

Director, Business Development

July 2007 - July 2009 (2 years 1 month)

Ferndale, California

Responsible for overseeing six member advertising sales team and promotions for a three FM music radio station group in Humboldt County. Grew advertising sales during recession. Created new system for writing and tracking contracts, managing inventory, and customer relations. Created advertising copy and marketing materials. Voiced commercials. Developed and produced station and advertiser promotional events. Updated station website.

Redwood Region Economic Development Commission

Executive Director

June 1999 - July 2007 (8 years 2 months)

Eureka, California

Responsible for overseeing operation of a countywide economic development Joint Powers Authority. Key initiatives included airline service recruitment and broadband infrastructure development. Supervise operation of \$6.5 million business revolving loan fund. Report to a nineteen member Board of Directors and to Federal Economic Development Administration. Prepare grant applications and administer grants for the benefit of local organizations and communities. Contract with private entities to provide economic development services. Regularly interact with local media including preparing news releases, writing newspaper columns and making television and radio appearances. Participate in economic development planning and business services delivery with a variety of partner agencies. Provide support to local organization's and local communities' economic development efforts. Manage the "Prosperity Center for Business," a business and economic development facility shared by a variety of organizations. Hire and supervise staff.

Humboldt Area Foundation

Program Coordinator

August 1996 - June 1999 (2 years 11 months)

Eureka, California

Managed key projects and provided administrative support to an economic development program of a community foundation. Facilitated group of business and community leaders addressing economic development issues. Managed project to create a countywide industrial and commercial property inventory. Coordinated multi-agency business retention and expansion survey, analyzed results, and prepared survey report and recommendations. Identified, researched, and analyzed economic data. Prepared position statements on local economic development issues. Organized forum on

development of Humboldt Bay. Assisted with preparation of grant that secured \$700,000 in funding for local workforce development.

Gainer & Associates

Consultant/Business Manager

May 1991 - August 1996 (5 years 4 months)

Arcata, California

Business Manager

Responsible for oversight of administrative and accounting systems for an eleven employee consulting firm. Hired and supervised staff. Prepared annual budgets. Prepared and reviewed contracts. Reviewed financial performance of individual contracts and consultants. Improved invoicing and accounts receivable procedures to increase cash flow. Researched and selected employee medical benefit package.

Consultant

Managed over 25 local and state contracts and grants in community economic development, organizational development, and waste reduction. Prepared strategic plans for four Recycling Market Development Zones (RMDZs) and consulted on the implementation and evaluation of the State RMDZ program. Coordinated Humboldt County's RMDZ (including the marketing of low-interest loan program and pre-screening of loan applicants). Prepared and facilitated a multi-part training on community economic development and strategic planning for a Native American Tribe. Prepared and presented trainings on economics and business opportunities to solid waste managers in Arizona, Nevada and New Jersey. Conducted feasibility research and product development for businesses.

R.W. Beck

Project Manager/Recycling Specialist

December 1989 - May 1991 (1 year 6 months)

Sacramento, California Area

Performed a variety of contracted projects, primarily in planning and public education. Prepared educational material for governments preparing compliance documents for State of California. Led research and prepared recommendations for a comprehensive management, financial, and policy analysis of California's "Bottle Bill." Produced various public events and concerts including 1990 Earth Day Celebration at California State Capitol.

Local Government Commission

Solid Waste Policy Director

December 1988 - December 1989 (1 year 1 month)

Coordinated the Local Government Commission's recycling education programs for local elected officials and staff. Planned and organized conferences and workshops. Coordinated publication of guidebooks. Identified funding sources.

Education

University of California, Davis

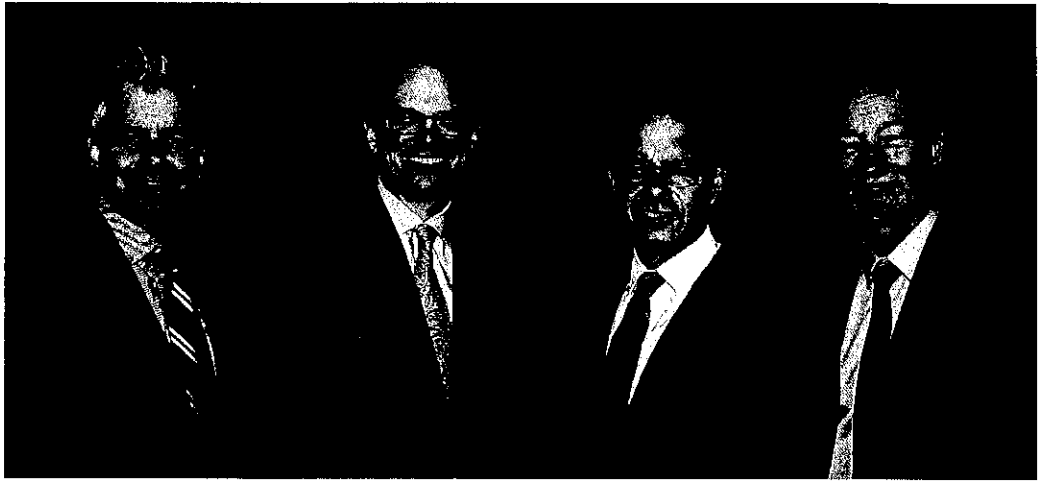
Bachelors, Political Science, Public Service · (1983 - 1988)

National Development Council

Business Credit Analysis and Finance · (1993 - 1993)

History of the Firm

Volaire Aviation, Inc. was formed in January 2017 by Jack Penning, Jeffrey Hayes, Michael Lum, and Michael Mooney after working together for approximately eight years at Sixel Consulting Group. Volaire was formed after Sixel became insolvent. Volaire is incorporated in the State of Indiana as an S Corporation.



Volaire's four managing partners: Hayes, Penning, Lum, and Mooney

Primary Contact, Project Lead, and Headquarters Address

Jack Penning
Managing Partner and President
Volaire Aviation, Inc.
8500 E. 116th Street; Suite 728
Fishers, IN 46038
503-515-3972 (office/cell)
jack.penning@volaireaviation.com

Ownership Interests and Condition of the Business

Each of the four managing partners of Volaire, Jack Penning, Jeffrey Hayes, Michael Lum, and Michael Mooney own an equal 25% share of the firm. Since January 2017, Volaire has done business with clients in 40 states, Puerto Rico and Ontario in Canada. Volaire's business is growing. Revenue increased 24.5% from 2017 to 2018, and further revenue growth of at least 20% is projected by the end of 2019.

Overall Qualifications of the Business to Provide Requested Services

The management team and the employees of Volaire have significant experience providing airport consulting. Each of the four partners has served as air service and business strategy consultants for at least ten years. The project lead, Jack Penning, has been a consultant for 18 years.

Volaire's success in assisting clients in analyzing and developing market intelligence is unparalleled among airport consulting firms. In the 35 months since Volaire was formed, we have provided assistance to secure more than 100 new routes for our client airports.

NEW AIR SERVICE SUCCESS

Our team prides itself on the quality of our work, and our consultants are highly regarded not just by their airport clients, but also by airline decision makers, and other aviation firms. We measure our success in two primary and tangible ways: new routes launched by airlines and the growth of passenger traffic. Exhibit 1 contains a list of the 100 new routes Volaire's consulting team has helped secure for our client airports since January 2017. The number of new routes launched based on Volaire's analysis speaks to its quality and how trusted it is by airlines throughout the industry.

Exhibit 1. List of New Air Service by Market and Volaire Managing Partner/Consultant 2017-2019.

	Market	Year	Airline	Consultant		Market	Year	Airline	Consultant
1	Bakersfield-Dallas/Ft. Worth	2019	American	Lum	51	Hilton Head-Washington Reagan	2019	American	Mooney
2	Bellingham-Denver	2018	Allegiant	Penning	52	Joplin-Chicago	2019	American	Mooney
3	Burlington-Denver	2019	United	Lum	53	Kallispell-Chicago	2019	American	Mooney
4	Burlington-Denver	2019	Frontier	Lum	54	Kallispell-Dallas/Ft. Worth	2019	American	Mooney
5	Cape Girardeau-Chicago	2017	United	Mooney	55	Kallispell-Los Angeles	2018	United	Mooney
6	Champaign/Urbana-Charlotte	2018	American	Penning	56	Kallispell-Los Angeles	2019	American	Mooney
7	Champaign/Urbana-Chicago	2017	United	Penning	57	Kallispell-Phoenix/Mesa	2019	Allegiant	Mooney
8	Charlotte-Gaudalajara	2018	Volaris	Penning	58	Keamey-Denver	2018	United	Mooney
9	Chattanooga-New York LaGuardia	2018	Delta	Lum	59	Key West-Chicago	2019	American	Lum
10	Chattanooga-Philadelphia	2019	American	Lum	60	Key West-Dallas/Ft. Worth	2018	American	Lum
11	Chattanooga-Washington Dulles	2018	United	Lum	61	Key West-New York LaGuardia	2019	Delta	Lum
12	Clarksburg-Chicago	2017	United	Mooney	62	Key West-Philadelphia	2019	American	Lum
13	Clarksburg-Washington	2017	United	Mooney	63	LaughlinBullhead City-Phoenix	2017	American	Penning
14	Columbus, GA - Charlotte	2017	American	Penning	64	Lewisburg/Greenbriar-Chicago	2018	United	Mooney
15	Concord-Ft. Walton Beach	2018	Allegiant	Penning	65	Lewisburg/Greenbriar-Washington	2018	United	Mooney
16	Dayton-Houston	2018	United	Lum	66	Liberal-Denver	2018	United	Mooney
17	Dayton-Myrtle Beach	2017	American	Lum	67	Meridian-Chicago	2017	American	Mooney
18	Dodge City-Denver	2018	Boutique Air	Mooney	68	MidAmerica St. Louis-Ft. Lauderdale	2017	Allegiant	Penning
19	Eagle/Vail-Los Angeles	2018	United	Lum	69	MidAmerica St. Louis-Myrtle Beach	2017	Allegiant	Penning
20	Eagle/Vail-New York Laguardia	2018	American	Lum	70	MidAmerica St. Louis-Phoenix	2017	Allegiant	Penning
21	Eureka/Arcata-Denver	2019	United	Penning	71	Mobile-Chicago	2019	Frontier	Lum
22	Eureka/Arcata-Los Angeles	2018	United	Penning	72	Mobile-Denver	2019	Frontier	Lum
23	Ft. Walton Beach-Austin	2017	Allegiant	Penning	73	Northwest Arkansas-Denver	2019	Frontier	Lum
24	Ft. Walton Beach-Baltimore	2017	Allegiant	Penning	74	Northwest Arkansas-Ft. Walton Beach	2018	Allegiant	Lum
25	Ft. Walton Beach-Chicago	2019	American	Penning	75	Northwest Arkansas-Nashville	2019	Allegiant	Lum
26	Ft. Walton Beach-Cleveland	2017	Allegiant	Penning	76	Northwest Arkansas-Washington	2017	American	Lum
27	Ft. Walton Beach-Columbus, OH	2017	Allegiant	Penning	77	Pasco-Los Angeles	2019	United	Penning
28	Ft. Walton Beach-Denver	2019	United	Penning	78	Plattsburgh-Washington Dulles	2018	United	Penning
29	Ft. Walton Beach-Huntington	2019	Allegiant	Penning	79	Prescott-Denver	2018	United	Mooney
30	Ft. Walton Beach-Indianapolis	2017	Allegiant	Penning	80	Prescott-Los Angeles	2018	United	Mooney
31	Ft. Walton Beach-Kansas City	2017	Allegiant	Penning	81	Presque Isle-Newark	2018	United	Penning
32	Ft. Walton Beach-Louisville	2017	Allegiant	Penning	82	Pueblo-Denver	2017	United	Mooney
33	Ft. Walton Beach-Nashville	2018	Allegiant	Penning	83	Rochester, MN-Chicago	2017	United	Penning
34	Ft. Walton Beach-Newark	2017	Allegiant	Penning	84	San Luis Obispo-Dallas/Ft. Worth	2019	American	Penning
35	Ft. Walton Beach-Orlando	2019	Silver	Penning	85	San Luis Obispo-Denver	2017	United	Penning
36	Ft. Walton Beach-Peoria	2017	Allegiant	Penning	86	Shenandoah Valley-Chicago	2018	United	Mooney
37	Ft. Walton Beach-Pittsburgh	2017	Allegiant	Penning	87	Shenandoah Valley-Washington Dulles	2018	United	Mooney
38	Ft. Walton Beach-Rockford	2019	Allegiant	Penning	88	St. Petersburg-Phoenix	2017	Allegiant	Penning
39	Ft. Walton Beach-Springfield, MO	2017	Allegiant	Penning	89	Tallahassee-Washington Reagan	2018	American	Lum
40	Ft. Walton Beach-Washington Reagan	2018	American	Penning	90	Tri-Cities (TN/VA)-Dallas/Ft. Worth	2019	American	Lum
41	Grand Junction-Chicago	2019	United	Lum	91	Tucson-Bellingham	2018	Allegiant	Penning
42	Grand Junction-Los Angeles	2017	American	Lum	92	Tucson-Charlotte	2018	American	Penning
43	Grand Junction-Phoenix/Mesa	2019	Allegiant	Lum	93	Tucson-Chicago	2017	United	Penning
44	Green Bay-Denver	2019	Frontier	Mooney	94	Tucson-Denver	2018	Frontier	Penning
45	Hagerstown-Myrtle Beach	2019	Allegiant	Lum	95	Tucson-Minneapolis/St. Paul	2017	Sun Country	Penning
46	Hilton Head-Atlanta	2019	Delta	Mooney	96	Tucson-Provo	2018	Allegiant	Penning
47	Hilton Head-Chicago	2019	United	Mooney	97	Tucson-San Jose	2017	Alaska	Penning
48	Hilton Head-New York LaGuardia	2019	Delta	Mooney	98	Tulsa-Los Angeles	2019	American	Penning
49	Hilton Head-Newark	2019	United	Mooney	99	Windsor-Montreal	2018	Air Canada	Penning
50	Hilton Head-Washington Dulles	2019	United	Mooney	100	Windsor-Samana	2017	Air Transat	Penning

QUALIFICATIONS AND REFERENCES

Client List

Volaire consultants have extensive experience working with a wide range of clients across the United States, in Canada, and in the Caribbean. Our experience and the relationships our engagement managers have with airlines, airports, and communities have enabled us to grow our client list quickly.

Although the company was formed in January 2017, Volaire has already performed contracted consulting services for 77 airports, several airlines, and a number of other aviation-related firms. In some cases, we cannot disclose the firm or airline we have worked for due to active non-disclosure agreements (NDAs).

A complete list of our client airports, not subject to NDAs, since Volaire was founded is shown in Exhibit 2; the list is ranked in descending order of FAA preliminary 2017 enplanements.

Exhibit 2. Volaire Aviation Consulting Client List Ranked by FAA Preliminary 2017 Enplanements

Rank	Code	Client Airport Name	FAA CY 2017 Preliminary Enplanements	Rank	Code	Client Airport Name	FAA CY 2017 Preliminary Enplanements
1	SJU	San Juan PR Luis Munoz International	3,717,757	40	ACV	Humboldt County	65,932
2	TUS	Tucson Airport Authority	1,669,818	41	EAT	Pangborn Memorial Airport	60,331
3	TUL	Tulsa International Airport	1,374,390	42	PGV	Pitt-Greenville Airport	51,964
4	PIE	St. Pete-Clearwater International Airport	1,023,462	43	LCH	Lake Charles Regional Airport	50,899
5	DAY	City of Dayton Department of Aviation	935,364	44	CSG	Columbus Airport	49,771
6	XNA	Northwest Arkansas Regional Airport	698,255	45	YNG	Youngstown-Warren Regional Airport	36,455
7	PGD	Charlotte County Airport Authority	643,551	46	JLN	Joplin Regional Airport	35,498
8	BTV	Burlington International Airport	578,008	47	ALO	Waterloo Regional Airport	27,358
9	VPS	Destin-FL Walton Beach Airport	567,633	48	GCK	Garden City Regional Airport	26,687
10	FSD	Sioux Falls Regional Airport	540,862	49	CKB	North Central West Virginia Airport	25,105
11	CHA	Chattanooga Metropolitan Airport	482,104	50	MEI	Meridian Airport Authority	23,923
12	MFR	Rogue Valley International-Medford Airport	440,492	51	EAU	Chippewa Valley Regional Airport	22,822
13	EYW	Key West International Airport	392,381	52	ART	Watertown International Airport	22,785
14	PSC	Tri-Cities Airport, Port of Pasco	378,043	53	IPT	Williamsport Regional Airport	18,321
15	TLH	Tallahassee International Airport	350,167	54	RKS	Rock Springs Sweetwater County Airport	18,109
16	MOB	Mobile Regional Airport	288,222	55	CCR	Del Norte County Regional Airport	14,508
17	GRB	Austin Straubel International	283,823	56	OTH	Southwest Oregon Regional Airport	12,967
18	BIS	Bismarck Municipal Airport	275,098	57	PQI	Northern Maine Regional Airport at Presque Isle	12,735
19	GPI	Glacier Park International Airport	272,271	58	PIB	Hattiesburg-Laurel Regional Airport	11,724
20	GJT	Grand Junction Regional Airport	223,441	59	UST	Northeast Florida Regional Airport	11,427
21	PHF	Newport News/Williamsburg Intl Airport	197,994	60	APN	Alpena County Regional Airport	11,317
22	SBP	San Luis Obispo County Regional Airport	197,594	61	MVA	Veterans Airport of Southern Illinois	10,979
23	TRI	Tri-Cities Airport	193,068	62	HYS	Hays Regional Airport	9,460
24	YQG	Windsor International Airport	155,720	63	VRB	Vero Beach Regional Airport	9,089
25	EGE	Eagle County Regional Airport	154,572	64	SHD	Shenandoah Valley Regional Airport	6,605
26	IDA	Idaho Falls Regional Airport	147,721	65	CGI	Cape Girardeau Regional Airport	6,321
27	AZO	Kalamazoo/Battle Creek International Airport	146,308	66	GLH	Greenville Mid Delta Airport	5,646
28	RST	Rochester International Airport	143,814	67	CDR	Chadron Airport	5,532
29	PBG	Plattsburgh International Airport	139,398	68	LWB	Greenbrier Valley Airport	5,495
30	BLV	MidAmerica St. Louis Airport	123,841	69	FOE	Topeka Regional Airport	4,899
31	USA	Concord Regional Airport	120,041	70	EAR	Keamey Regional Airport	4,602
32	BRO	Brownsville/South Padre Intl Airport	116,184	71	PUB	Pueblo Memorial Airport	3,833
33	IFP	Laughlin/Bullhead International Airport	115,338	72	AIA	Alliance Airport	2,408
34	RFD	Chicago Rockford International Airport	112,860	73	DKB	DeKalb Taylor Municipal Airport	(None)
35	CMH	University of Illinois - Willard Airport	100,131	74	FPR	Treasure Coast International, Fort Pierce FL	(None)
36	BFL	Meadows Field Airport	99,472	75	IYK	Inyokern Airport	(None)
37	SCK	Stockton Metropolitan Airport	96,006	76	MDH	Southern Illinois Airport Authority	(None)
38	SPI	Abraham Lincoln Capital Airport	92,043	77	NQA	Millington-Memphis Regional Jetport	(None)
39	CLL	Eastwood Airport	73,430				

PROJECT TEAM AND QUALIFICATIONS

Project Lead: Jack Penning, Managing Partner and President

Jack Penning, Volaire's Managing Partner and President, will be assigned as the project lead. Jack has been an airport consultant since 2001 when he was recruited by Sixel Consulting Group from his previous career as an aviation journalist.

Jack will be the point of contact. Unlike some other consulting firms, Volaire Aviation does not delegate business analysis to junior members of the firm, outside vendors, or sub-contractors.

For almost two decades, Jack has been considered a leading expert in air service expansion, strategic business planning, and airline schedule planning. In his career, Jack has helped to recruit service to more than 150 underserved routes around the world. A mark of success, 84% of routes Jack recruited in his career are still operating.

Before moving to consulting, Jack was the aviation reporter for KGW-TV, the NBC affiliate in Portland, Oregon. He was honored with both Emmy and Edward R. Murrow awards for his journalism. This background helps Jack tell compelling stories that attract greater attention. Jack earned his Bachelor of Science degree from the University of Illinois at Urbana-Champaign.



In addition to his client work, Jack is the President and Chairman of the Board of Directors of Volaire Aviation, charged with charting the strategic direction of the firm. His leadership has grown Volaire from just four team members to nine today and has helped Volaire grow its revenue by a quarter in the last 12 months.

Organizational Structure and Chart

Voltaire Aviation Consulting is based near Indianapolis, Indiana and was formed in January 2017. While our firm is relatively new, the eight founding members of our team have worked together beginning in 2008 at Sixel Consulting Group. Will Berchermann joined Voltaire in April 2019. Voltaire's organizational structure includes four managing partners, who each own a 25% share of the company, and five employees. *All work is performed by Voltaire employees; Voltaire does not sub-contract any work to other firms.*

The Voltaire team has extensive experience in airline planning, air service development and airport



marketing, promotion, advertising and geographic information systems. As previously detailed, the four managing partners are Jack Penning, Michael Lum, Michael Mooney, and Jeffrey Hayes. The company has five other employees, including Kris Nichter, Executive Director; Will Berchermann, Director of Air

Service Development; Elizabeth Flores, Senior Consultant; Melissa Galvan-Peterson, Senior Consultant; and Lauren Mishler, Demographic Analyst.

The organizational structure of the firm and the city and state where each member of our team is based is illustrated below in Exhibit 3.

Exhibit 3. Volaire Aviation Consulting Organizational Structure.



Voltaire has extensive experience in airport planning, strategic business planning, customer service research, direct airline operations, network planning, revenue management, and scheduling. Mike Lum was a lead for American Eagle planning for more than 15 years, while also working on consulting projects to TWA. Mike Mooney was the vice president of network planning and revenue management for Midwest Airlines for two decades. Jeff Hayes was a project lead in planning for American Trans Air. And, as mentioned, Will Berchelmann has more than 20 years of experience in planning, scheduling, and revenue management for both American and Southwest.

ARA PACHMAYER

1 Harpst Street, KA 305, Arcata, CA 95521 707 – 826 – 4128 aap583@humboldt.edu

EDUCATION

- PhD Doctor of Philosophy in Community Resources and Development, College of Public Programs, Arizona State University, Phoenix, AZ, May 2014.
- MS Master of Science in Recreation Management and Tourism, College of Public Programs, Arizona State University, Tempe, AZ, May 1998.
- BA Bachelor of Arts in International Political Economy and Policy Studies, University of Wisconsin, Madison, WI, May 1994.

PROFESSIONAL EXPERIENCE

Assistant Professor

July 2016 - present

Humboldt State University Arcata, CA

- Distill complex content into digestible formats in writing and in-person for a variety of audiences including students, community members, organizations and professionals in multiple industries.
- Create connections within our community to strengthen university-community relations and provide hands-on applied experiences for students.
- Direct experience with both narrative writing and report writing for a variety of audiences.
- Design, implement and manage projects in support of short and long-range big picture goals.
- Conduct research, analysis and reporting on a variety of research projects, economic impact and community development studies using traditional and non-traditional research methods including quantitative, qualitative and mixed methods.

Research Assistant and Faculty Associate

August 2010 – July 2016

Arizona State University Phoenix, AZ

- Taught a variety of courses to undergraduate and graduate students in both in-person and online formats. Updated prior course structures and developed significant new content.
- Restructured courses to online format following the Quality Matters standards and developed additional new content to encourage interaction and discussion within the online environment.
- Served as Co-Director and Instructor for the Australia and Fiji Study Abroad Summer program.
- Worked with community and economic indicators, interpreting data and determining relationships.
- Determined survey administration strategies and implemented and tracked complex survey distribution plans for pre and post-tests, longitudinal studies and one-time evaluations.
- Wrote descriptive and informational reports for community members, organizations, university staff and faculty and presented results to stakeholders.
- Delivered presentations at national and international conferences on a variety of topics.

Special Projects and Research Assistant

October 2010 – May 2014

CEA Study Abroad, Academic Affairs Phoenix, AZ

- Collaborated in development of survey delivery plans and administration of the Global Perspectives Inventory (GPI) pre/post survey to study abroad students at 22 locations worldwide.
- Compiled raw data into functional and descriptive files to aid in analysis and reporting.
- Analyzed data for trends, successes and concerns. Drafted summaries and reports on results.
- Created reports and presented findings with recommendations for best practices and plans for improvement and training to supervisor and key stakeholders.

ARA PACHMAYER

Director

Global Education Office Vanderbilt University Nashville, TN

September 2008 – July 2010

- Managed the day-to-day operations of the office and program offerings on matters including evaluation, budgeting, safety and development of policies and procedures.
- Supervised, mentored and motivated 6-9 staff members. Conducted annual staff evaluations.
- Responsible for maintaining risk management records and information on all students abroad.
- Developed curriculum for cultural competencies workshops tied with an intro TEFL program.
- Developed and implemented faculty trainings. Initiated, maintained, and evaluated programs.
- Advised and assisted a diverse population with sensitivity, understanding and professionalism.
- Served as a representative of the department at conferences, regional and national meetings.

Associate Director

January 2006 – August 2008

Center for Global Education Arizona State University Tempe, AZ

Assistant Director

January 2003 – December 2005

Summer Study Abroad Arizona State University Tempe, AZ

- Directed all operations leading to outstanding programs including marketing, budgeting, hiring and training personnel, goal setting, organizing staff, executing and evaluating programs.
- Effectively managed a \$4 million budget by, monitoring budgets to operate within established limitations, maintaining appropriate records and controls to assure fiscal accountability.
- Supervised, mentored and motivated five staff members. Improved department efficiency by determining efficient use of personnel and capital assets. Conducted annual staff evaluations.
- Oversaw the production of monthly and annual reports, brochures, newsletters, web pages, student & faculty handbooks, and mass email communications distributed by the office.
- Cultivated and sustained worldwide contacts in education, media, and the private sector.
- Served as a representative of the office locally, nationally and internationally.

PUBLICATIONS AND PRESENTATIONS

Peer Reviewed Articles

Pachmayer, A., & Andereck, K. (2019). Enlightened Travelers? Cultural Attitudes, Competencies, and Study Abroad. *Tourism, Culture & Communication*, 19(3), 165-182.

Book Chapters

Pachmayer, A., Andereck, K.L. & Goodman, R. (2017). Internationalizing the tourism curriculum through study abroad. In *International Handbook of Teaching and Learning in Tourism*, Benckendorff, P. & Zehrer, A. (Eds).

Pachmayer, A., Zhao, S., & Andereck, K. L. (2015). Theoretical perspectives in the study of community residents and tourism. In *Demystifying theories in tourism*, Bricker, K. S. & Donohue, H. (Eds). Wallingford, UK: CABI Publishing.

Work in Progress

Pachmayer, A. (2019). Cannabis Tourism: Resident Attitudes in Humboldt County California. Manuscript submitted for publication.

ARA PACHMAYER

Refereed Proceedings/Presentations and invited guest talks

Pachmayer, A. Cannabis Tourism: Resident Attitudes in Humboldt County, CA, Greater Western Travel and Tourism Research Association conference, Sacramento, CA, March 2019.

Pachmayer, A. Tourism Flight for Entrepreneurs, North Coast Small Business Development Center, Eureka, CA, October 2017.

Pachmayer, A. & Andereck, K.L., Photo elicitation in tourism research: investigating the travel experiences of study abroad participants, Travel and Tourism Research Association conference, Quebec City, Canada, June 2017.

Goodman, R. & Pachmayer, A., How study abroad can supplement traditional tourism curricula, Tourism Education Futures Initiatives Annual Conference, Oxford, England, April 2013.

Andereck, K.L., Pachmayer, A. & Zhao, S.N., Resident attitude towards tourism – The state of knowledge, Travel and Tourism Research Association Annual Conference, Virginia Beach, VA, June 2012.

Lee, W. & Pachmayer, A., The impact of visualization and expectation on tourists' emotion and satisfaction at the destination, Travel and Tourism Research Association Annual Conference, Virginia Beach, VA, June 2012.

Pachmayer, A. Tourism and cultural understanding, Travel & Tourism Research Association Graduate Symposium, Virginia Beach, VA, June 2012.

Pachmayer, A. How can study abroad teach us to be better tourists? Arizona State University College of Public Programs Graduate Symposium, Phoenix, AZ, December 2010.

Tyrrell, T.J., Pachmayer, A., and Zhao, S.N. Scottsdale China tourist market. Scottsdale Convention and Visitors Bureau, Scottsdale, AZ: Scottsdale CVB, October 2010.

Reports – funded and unfunded

Pachmayer, A. (February 2018). Resident attitudes towards tourism in Humboldt County. College of Professional Studies, Humboldt State University.

Andereck, K.L, Pachmayer, A. & Callahan, J. (June 2013). Southwest Valley Visitor Study. School of Community Resources and Development, Arizona State University.

Tyrrell, T., Phillips, R., Biaett, V., Murphey, E., Pachmayer, A., Poudel, S., Stone, M.T., & Zhao, S. (2011). Where the old west meets the new west, Maricopa, AZ. ASU Megapolitan Tourism Research Center, College of Public Programs, Arizona State University.

Pachmayer, A., Talmage, C., Poudel, S., & Yu Ti-Te (2011). Making Arizona competitive: 21st century infrastructure. School of Community Resources and Development, Arizona State University and City of Phoenix, Arizona, USA.