

**APPLICATION FORM  
FINANCING FOR INDUSTRY PROGRAM**

**COMMUNITY INVESTMENT FUND  
THE HEADWATERS FUND OF HUMBOLDT COUNTY**

**RECEIVED**  
**NOV - 5 2019**  
**ECONOMIC DEVELOPMENT**

Use this form to begin applying for loan and/or grant project financing. Send or drop off two (2) copies of this application package to: Headwaters Fund Coordinator, 520 E Street, Eureka, CA 95501. Please also email this completed application to [kspain1@co.humboldt.ca.us](mailto:kspain1@co.humboldt.ca.us).

Before completing this form, you must read the *Overview and Application Instructions* for the "Financing for Industry Program" (available online at [www.theheadwatersfund.org](http://www.theheadwatersfund.org) under the Community Investment Fund section). It is strongly suggested that you contact the Coordinator in advance of submitting your application. Staff are available to guide you in the application process. As the Headwaters Fund is a public program, any funding application is available for review by the public.

Please type, word process (this form may be downloaded from our website) or print neatly.

**A. Applicant Information**

1. Date of application: November 5, 2019
2. Legal Name of Applicant: Redwood Region Economic Development Commission
3. Type of Applicant (specify City, Special District, Non-Profit, Joint Powers Authority, Assessment District, Redevelopment Agency, Mello-Roos Community Facilities District, or other (specify

Joint Powers Authority

4. Mailing Address: 520 E Street, Eureka, CA 95501

5. Contact Person

Name: Gregg Foster Title: Executive Director  
Address (if different): \_\_\_\_\_  
Phone: 707-445-9651 Fax: 707-445-9652  
e-Mail: gregg@rredc.com

**B. Project Summary**

6. Name of Project: ACV Passenger Survey
7. Location/Address of Project (attach site map if applicable): California Redwood Coast – Humboldt County Airport (ACV)
8. Brief Description of Project Seeking Headwaters Funding: ACV is experiencing significant growth in passenger traffic. While we have good general data, there is no current data available on passenger demographics or travel patterns. This project will survey passengers to get better data on their transportation needs, satisfaction with available transportation and terminal services, and travel patterns. The data can be used to better align services to the market and in crafting presentation materials for new service retention and recruitment.

9. Project Start Date: January 2020 10. Project End Date: January 2021

11. Period grant will cover: January 1, 2020 – January 31, 2021.

12. Status of Project

- A. Is Technical Feasibility Study complete? N/A
- B. Is Preliminary Design complete? N/A
- C. Is Cost Analysis complete? N/A
- D. Is Final Design complete? N/A
- E. Have construction bids been submitted? N/A
- F. What is the site control status? N/A
- G. Any other comments on project status? N/A

13. Expected/determined level of required environmental clearance:

- A. Is a Notice of Exemption required? No
- B. Is a Negative Declaration required? No
- C. Is an Environmental Impact Report required? No

14. What is the status of CEQA compliance (*Not Started/In-Progress/Adopted*; specify completion date if applicable)? N/A Completion date: \_\_\_\_\_

*If completed, attach a date stamped copy of the Notice of Determination filed with the local County Clerk's office.*

**C. Project Financing**

15. Requested Loan Amount: \_\_\_\_\_ 16. Requested Grant Amount: \$25,000

17. Estimated Loan Term: N/A

18. Source of Loan Repayment: N/A

*Attach most current audited financial statement reflecting the loan repayment source*

19. Specify any outstanding debt secured by this repayment source: N/A

20. Loan Security (description and value): N/A

21. Summary Project Budget: specify cost category (e.g. design, land, construction, equipment) and amount for each category

22. Total match amount: \$11,000 Cash match: \_\_\_\_\_ In-kind match: \$11,000

23. List all match/other funding sources for this project. For each source, list:

- A. Amount committed or expected
- B. Whether the amount is received, committed, application pending, or not yet solicited
- C. Receipt date of funds (actual or expected)
- D. Restrictions on funds (if any)
- E. If appropriate, describe your plans for future fund raising.

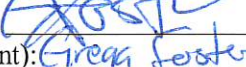
#### D. Project Narrative

For this section, attach pages as needed up to a maximum of five pages (single-sided, 12 point font; number responses and include them in numerical order).

24. Describe the existing facilities and the need/problem.
25. Describe the project (e.g. proposed changes/improvement).
26. What are the project's goals and benefits?
  - Describe who will be the primary/major beneficiary of the project and why.
  - Describe and quantify, if possible, the economic benefit to the primary/major beneficiary and Humboldt County (e.g. jobs created, businesses retained). Explain how outcomes were calculated – e.g. explain how you estimated the number of jobs created by the project (be specific and state assumptions). Distinguish between jobs/economic impact during the project construction/set-up phase and the long-term.
27. Will any entity, other than the Applicant or another governmental entity, derive any special benefits or rights from the Project? (For example, will an entity own, lease, manage, operate, acquire the output of, obtain a priority right or other special arrangement with respect to, or otherwise derive a direct economic benefit from the Project. Priority rights or special rates and charges anticipated for a particular user or group of users should also be explained.)
28. Provide a general timeline for the project, with major milestones noted.
29. Describe the public support and opposition to this project.
30. How will the project be sustained after the grant?
31. Explain what would happen to the project if Headwaters Funds were not granted.

#### E. Acknowledgement and Signature

I, the undersigned, have reviewed the Overview and Application Instructions for the Financing for Industries program of the Headwaters Fund's Community Investment Fund. I certify that I am an authorized representative of the Applicant, and that I have been authorized by the Applicant to execute this Preliminary Application for funding.

Signature:  Date: 11-4-19  
Name (print): Greg Foster  
Title (print): Executive Director

## 21. Summary Project Budget

Item	Grant Funded	In-Kind Match	Total
Project Management (RREDC)	0	\$5,000	\$5,000
Project Management (ACV)	0	\$5,000	\$5,000
Volaire 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 etc.	\$2,000	\$1,000	\$3,000
Total	\$25,000	\$11,000	\$36,000

## Project Narrative

### 24. Project Need

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 both Los Angeles and Denver to the flight schedule in the past two years.

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.

### 25. General Project Description and Management

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.

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. 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 14 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 an Associate 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.

## **26. Project Goals and Benefits**

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.

**27. Will any entity, other than the Applicant or another governmental entity, derive any special benefits or rights from the Project?**

No special benefits or rights will accrue to any outside entity.

**28. General timeline for the project and major milestones.**

The general timeline is as follows:

January 2020 – Project kickoff, stakeholders meeting, student surveyor training, content developed, survey schedule developed.

February 2020 – In-terminal survey delivery commences.

May 2020 – Analysis and presentation of first quarter results. Project adjustments, if needed, will be made.

August 2020 - Analysis and presentation of second quarter results. Project adjustments, if needed, will be made.

November 2020 - Analysis and presentation of third quarter results. Project adjustments, if needed, will be made.

January 2021 - 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.

**29. Describe the public support and opposition to this project.**

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.

**30. How will the project be sustained after the grant?**

The data used will provide support for air service development for at least one to two years. In addition, the airport could use it to entice new services to the terminal to meet the identified customer needs. For tourism organizations and chambers of commerce, this data could be used to target marketing efforts or information to members to support their businesses.

**31. Explain what would happen to the project if Headwaters Funds were not granted.**

At this time, neither RREDC nor ACV have the funds to complete this project. If the grant was not awarded, it would be deferred until such time as an alternative source could be found.



# **GREGG FOSTER**

727 Rose Avenue, P.O. Box 1469, Ferndale, CA, 95536 707-496-3378

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## **Experience**

### **Executive Director**

#### **Region Economic Development Commission**

June 1999 – July 2007, August 2009 – March 2012, July 2015 - Present

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 \$8.0 million business revolving loan fund. Reported to a nineteen-member Board of Directors and to Federal Economic Development Administration. Prepared grant applications and administer grants for the benefit of local organizations and communities. Contracted with private entities to provide economic development services. Regularly interacted with local media including preparing news releases, writing newspaper columns and making television and radio appearances. Participated in economic development planning and business services delivery with a variety of partner agencies. Provided support to local organization's and local communities' economic development efforts. Managed the "Prosperity Center for Business," a business and economic development facility shared by a variety of organizations. Hired and supervised staff.

### **Vice President - Commercial Relationship Manager**

#### **Redwood Capital Bank**

2012 – 2015

Commercial loan officer for locally-owned community bank. Responsible for business development, loan application analysis and managing portfolio of business loans. Duties include outreach to local businesses, compiling and reviewing loan applications, structuring financing packages, working with underwriter to finalize credit memos and making recommendations for approval. Packaged and service SBA 7a and Express loans. Responsible for ensuring the performance of loans including, reviewing of financial performance, conducting site visits, and reporting loan status to the Chief Credit Officer.

### **Director, Business Development**

#### **Lost Coast Communications, Inc.**

July 2007 – July 2009

Responsible for overseeing advertising sales team and promotions. Created new system for writing and tracking contracts, managing inventory, and customer relations. Created advertising copy and marketing materials. Developed station and advertiser promotional events.

### **Program Coordinator**

#### **HUMBOLDT AREA FOUNDATION**

January 1996 – January 1999

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.

### **Consultant/Business Manager**

#### **Gainer & Associates**

May 1991 – August 1996

#### **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.

## **Recycling Specialist.**

### **R.W. Beck**

December 1989 – May 1991

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.

## **Solid Waste Policy Director**

### **Local Government Commission**

December 1988 – December 1989

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**

### **National Development Council**

Business Credit Analysis and Finance

### **University of California, Davis**

Bachelors, Political Science/Public Service

Selected as an Outstanding Graduating Senior

## **Organizations**

- Humboldt Area Foundation Investment Committee (Present)
- Humboldt Area Access, Board of Directors (Present)
- Eureka Concert and Film Center Board of Directors (Present)
- Humboldt State University Center Board of Directors (Present)
- Humboldt Convention and Visitors Bureau Board of Directors (2008 - 2018)
- Rotary Club of Arcata, Sunrise. Member (Present), President (1999-2000)
- St. Joseph Hospital Foundation Board of Directors (2012-2017), President (2015-2017.)
- North Coast Small Business Resource Center Board of Directors (2000–2017), President (2004- 2017)
- Humboldt County Aviation Advisory Committee, Chair (2010-2012)
- Eureka Main Street Board of Directors (2006-2012)
- Eureka Rotary Club Board of Directors (2007-2009)
- Redwood Technology Consortium Board of Directors (2005-2007)
- Ferndale Senior Resource Agency Founding Board of Directors (2005-2006)
- Humboldt Area Access Board of Conveners (2005-2006)
- Redwood Discovery Museum Board of Directors, 2002-2005, President (2004)
- Sunrise Rotary Club of Arcata (1995-2001), President (1999-2000)
- Tiffany's Garden for Children, President (1994-1996)
- California Resource Recovery Association, Board of Directors (1993-1995), President (1995)



**Professional Profile**

- Proven record of leading, training and fostering professional growth of employees and coworkers
- Extensive experience using the Microsoft Office Suite and specialized aviation software
- Private Pilot Certificate
- AAAE-Certified Member (C.M.)
- Former Aberdeen Area Chamber of Commerce Board Member
- Former President of the South Dakota Airport Management Association
- Former Dakota Transit Assoc. Board Member

**Professional Experience**

County of Humboldt  
September 2018-Present  
**Director of Aviation**

**Achievements:**

- Led the California Redwood Coast-Humboldt County Airport (ACV) to a 25% annual passenger increase in first year
- Added daily airline service to/from Denver International Airport (DEN) with United Airlines/SkyWest Airlines
- Added two new full-time positions to the Aviation Department
- Implemented new training procedures for Operations and Maintenance Staff
- Revised the entire Airport Security Program (ASP) bringing it up-to-date with current Transportation Security Administration (TSA) Standards

**Responsibilities:**

- Lead 12 Department of Aviation Employees
- Manage one commercial service airport (ACV) and five General Aviation (GA) airports (EKA, FOT, O16, O19, D63)
- Ensure the ACV Airport is compliant with FAA Part 139 and TSA Part 1542 through oversight of the Airport Certification Manual and Airport Security Program
- Develop and execute the Department of Aviation Capital Improvement Plan
- Negotiate leases and ensure compliance with lease terms

City of Aberdeen  
May 2014-September 2018  
**Transportation Director**

**Achievements:**

- Led the airport to the four highest years of airline passenger traffic levels in 2014-2017 in the last 12 years
- Safely planned, executed and completed a multi-phase \$7 Million Storm Water Improvement and Wildlife Mitigation Project through the AIP in 2014 and 2015
- Improved airfield safety and performance during the FAA Annual Airport Safety Certification Process. Decreased discrepancies from six during our 2014 Annual Inspection to only one discrepancy in both 2015 and 2016.
- Safely planned, executed and completed a multi-phase \$6.75 Million Runway Decoupling Project in 2016-2017

Responsibilities:

- Manage the City of Aberdeen's Regional Airport and Ride Line Transportation Program
- Lead 11 Aberdeen Regional Airport Employees and 17 Ride Line Employees
- Ensure Aberdeen Regional Airport is compliant with FAA Part 139 and TSA Part 1542 through oversight of the Airport Certification Manual and Airport Security Program
- Develop and execute the Transportation Department Capital Improvement Plan
- Negotiate leases and ensure compliance with lease terms
- Coordinate with City of Aberdeen Planning and Zoning for acceptable city development on and surrounding the Aberdeen Regional Airport
- Write and execute Federal and State Grants for operating, administering and capital improvements for the Aberdeen Ride Line Transit Program

King County International Airport/Boeing Field

December 2011-April 2014

**Airport Duty Manager**

Achievements:

- Developed an airfield safety training program for all General Aviation Tenants
- Constructed, negotiated and executed numerous operating agreements
- Identified, planned and executed airfield security updates to improve efficiencies and safety for all General Aviation Users

Responsibilities:

- Construction Safety and Phasing Plan development with Air Traffic Control Management, engineers and tenants for a \$21 million taxiway rehabilitation project ensuring proper traffic flow for ATC while also ensuring continued access for users and minimizing impacts to operations
- Develop, execute and manage multiple operating agreements for airfield users
- Conduct safety inspections of multiple construction projects ensuring compliance with Construction Safety and Phasing Plans
- Manage the Airport Security System
- Develop contracts and supervise construction of security system upgrades
- Train all airport users on safe airfield operating practices

Lubbock International Airport

August 2009-October 2011

**Airport Operations Agent**

Responsibilities:

- Ensure safety and security of all users of the Lubbock International Airport
- Train all tenants on airport safety and security procedures
- Manage gate utilization by air carrier tenants
- Perform airfield and terminal inspections ensuring compliance with all Federal, State, City and Airport rules, regulations and procedures
- Develop and implement training standards for Airport Operations Agents
- Insure compliance with the Airport Security Program (ASP) and Airport Certification Manual (ACM)
- Issue and cancel notices to airmen (NOTAMs)
- Supervise and coordinate winter operations in accordance with the Snow and Ice Control Plan (SICP)

## **Education**

University of North Dakota, Grand Forks, ND

**Bachelor of Business Administration in Airport Management and Economics Minor**  
**May 2009**

Montevideo Senior High School, Montevideo, MN

**High School Diploma**  
**June 2005**

### **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](mailto: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	Kearney-Denver	2018	United	Mooney
9	Chattanooga-New York Lagaurdia	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 Lagaurdia	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 LaGaurdia	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	BTU	Burlington International Airport	578,008	47	ALO	Waterloo Regional Airport	27,358
9	VPS	Destin-Ft. 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	376,043	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 Int'l 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	143,614	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	Kearney Regional Airport	4,602
32	BRO	Brownsville/South Padre Int'l 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	CMI	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	Easterwood 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 Berchemmann 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 Berchemmann, Director of Air

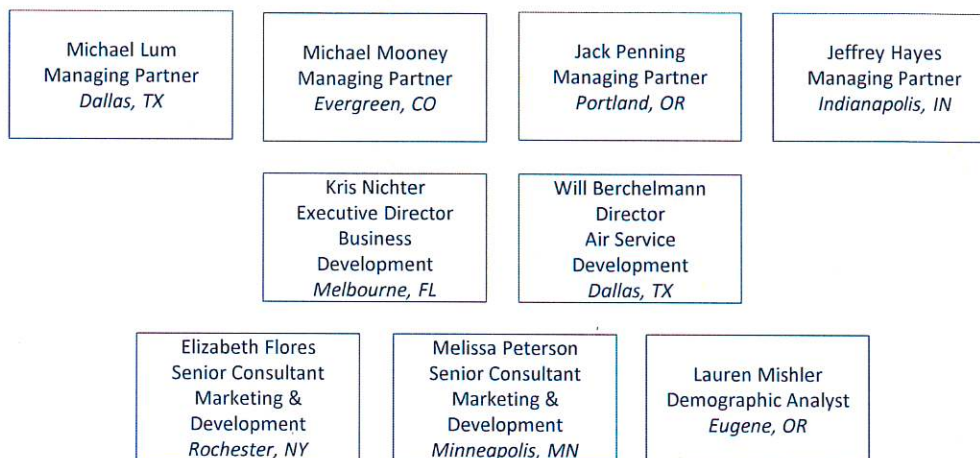




Service Development; Elizabeth Flores, Senior Consultant; Melissa Galvan-Peterson, Senior Consultant; and Lauren Mishler, Demographic Analyst.

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.



Volaire 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.