

Photo Courtesy of CDOT

QUALIFICATIONS FOR

AIRPORT CONSULTANT AND ENGINEERING SERVICES

MOFFAT COUNTY, COLORADO

Contact:

Paul Anslow

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5670 Greenwood Plaza Blvd

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303-531-8848 | Bolton-Menk.com

JUNE 5, 2024

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**BOLTON
& MENK**

Real People. Real Solutions.

June 5, 2024

Candace Miller, Craig-Moffat County Airport Manager
Moffat County, Colorado
1198 W. Victory Way | Suite 107 | Craig, CO 81625

RE: Qualifications for Airport Consulting and Engineering Services

Dear Candace and Selection Committee:



Real People. Real Solutions.

5670 Greenwood Plaza Blvd
Suite W505, Denver, CO 80111
303-531-8848 | Bolton-Menk.com

Craig-Moffat County Airport (CAG) is seeking a consultant to provide airport consulting and engineering services for the next five years. Throughout the duration of the contract, numerous projects will demand close collaboration for successful completion. Bolton & Menk, Inc. understands the value of efficient operations and cost-effective solutions, delivering projects that not only enhance airport functionality but also provide long-term value to our clients. We know what it takes to successfully complete each project the airport wants to undertake.

WE UNDERSTAND AIRPORT MANAGEMENT – We recognize that running and managing an airport is a significant commitment, demanding both time and resources. At Bolton & Menk, we're dedicated to lightening your workload, providing expert guidance, and supporting Moffat County in constructing an airport poised for long-term growth and success. We take great pride in designing and managing projects prioritizing safety, reliability, and value. Moffat County's priorities will truly become our priorities.

EXPERIENCED PARTNER – Bolton & Menk operates a dedicated aviation department of engineers and planners with the expertise and experience required to lead you through future projects. As your project manager, I will bring my extensive experience as a former Marine Aviator for more than 21 years, a Marine One Presidential Pilot for two Presidents, and as an airport director in Hawaii and Colorado. All of this combined experience will help me and my team understand and personalize your needs as an active general aviation (GA) airport, and I will gladly be a guide and resource for the airport and county staff. My tenure as an airport director allowed me to address common issues with GA airports, such as evaluating hangar and ground lease rates, as well as understanding marketing trends to bring in development opportunities and aviation businesses. We are also experts in finding funding solutions and capital partners to help with your vision. Together, we will create a long-term relationship with you through conducting regular site visits and continuously communicating to ensure all needs are met and exceeded.

FAA AND CDOT EXPERIENCE – Our aviation department has strong working relationships with the FAA and Colorado Department of Transportation (CDOT) Division of Aeronautics office and have earned their trust. We are in constant communication with both agencies throughout projects to develop the scope of work, secure funding, and allow them to provide feedback on project status. Our deep ties with both agencies allows projects to remain on schedule and within budget.

ACCOUNTABILITY AND TRUST – We pride ourselves on accountability and transparency and will serve as a true partner to Moffat County, City of Craig, and the airport. With this partnership, the airport gets an established, full-service firm with a track record of excellent service and a reputation of accountability. We build relationships and integrate into communities, it's in our corporate philosophy and our DNA. We take pride in maintaining and nurturing these relationships, ensuring their continued growth and longevity into the future.

We are excited at the opportunity to work with Moffat County, City of Craig, and your airport staff to provide comprehensive airport consulting and engineering services. I will serve as your lead client contact and project manager. Please contact me at 720-793-3717 or Paul.Anslow@bolton-menk.com if you have any questions regarding our proposal.

Respectfully submitted,

Bolton & Menk, Inc.

Paul Anslow | Aviation Strategic Development Director, Pilot

FIRM PROFILE

We believe all people should live in safe, sustainable, and beautiful communities and we take pride in our ability to make that happen. It's why we get out of bed every morning.

Our commitment to communities began in 1949 with two hard working professionals—John Bolton and Martin Menk. They saw people in their surrounding communities who had dreams of a bright future, a desire to grow, and a common challenge of aging infrastructure. John and Martin's goal was to help communities make progress by listening to what people want, finding the best solutions for their needs, and treating them right. Their legacy lives on. Today, Bolton & Menk has more than 1,000 employees including a professional staff of more than 300 engineers, aviation planners, landscape architects, and surveyors.

We want to take care of our clients by providing the best services and solutions for them. From advocating for our communities, to designing their dreams, to securing funding, we take pride in our work because we live here too. We believe in the power of face-to-face meetings, friendly conversations, and a collaborative decision-making process to keep your projects on schedule, within budget, and focused on real, workable solutions.

AVIATION SERVICES

Since 1966, Bolton & Menk has operated an aviation work group helping our clients maintain and develop their airports. Our aviation clients rely on our experience at airports nationwide to provide responsive and effective solutions to their specific needs. With our aviation team's extensive experience and expertise, we have the capability to conceptualize projects and provide innovative and cost-effective solutions to meet your needs.

PROJECT MANAGEMENT

Beyond our technical experience and skills, our service is also based on project management and product delivery strategies we have developed over time. We use the following building blocks in our project management approach:

- » Listen to the client's needs and wants
- » Learn the characteristics and personality of each client
- » Communicate proactively with staff, stakeholders, and the public
- » Develop effective solutions through consensus building
- » Achieve the client's vision
- » Foster long-term relationships



https://www.youtube.com/watch?v=72_HF8vH7EU

Use the link above
or scan the QR
code to view our
aviation services
video:



COMPANY ORGANIZATIONAL STRUCTURE

The ownership of Bolton & Menk is divided between the professionals who manage the firm and an Employee Stock Ownership Trust (ESOT). Our managers serve as officers and active project managers who are committed to serving our clients to the client's satisfaction.

The ESOT is structured so when key owners retire or leave the firm, there are no concerns for saleability of stock. Radical changes in ownership or mergers with larger firms will not be disruptive. The ownership structure of Bolton & Menk has proven to be very stable.

At Bolton and Menk, we believe in transparent and supportive client partnerships. We don't believe in nickel and diming our clients; instead, we strive to keep our fees under a grant funded project whenever possible. We are available whenever you need us, ready to address your concerns promptly and effectively.

In the event that your needs require a deeper level of service, we offer a retainer-based compensation model. This allows us the time and resources necessary to conduct thorough research and ensure we meet your requirements. Your satisfaction and success are our top priorities, and we're committed to providing you with exceptional service every step of the way.

AIRPORT CONSULTING SERVICES

HOW WE SERVE YOU

We are available when you need us. Airport support, client/project management, design, planning, and FAA/CDOT coordination will be provided from our Denver location. With this setup, you can count on Bolton & Menk to be available when you need us, whether by phone, email, or in-person. After recent FAA discussions regarding the airport's CIP, it's confirmed that BIL funds can support hangar site development or ramp rehab.

AIRPORT SERVICE EXPERIENCE

Our experienced aviation personnel and quality service have made Bolton & Menk a leader in serving general aviation airports. We assist our clients with a variety of airport improvement projects including planning, environmental, architectural, design, construction administration, and GIS solutions. Our full-service aviation team has the experience to allow Bolton & Menk to be your singular point of contact for any airport-related project. **We strive to become an extension of county and airport staff to leverage our strong technical knowledge of airport regulations and relationships with FAA and CDOT personnel to provide you with a successful project.** Below is a map outlining the cities and counties we provide aviation services for across Colorado, Minnesota, Iowa, North Carolina, and South Carolina.

CLIENT SERVICE AND COMMITMENT

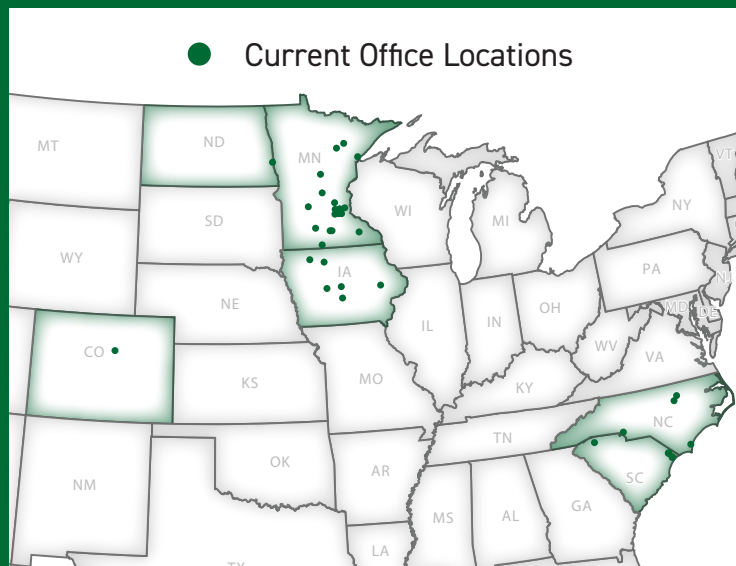
Bolton & Menk specializes in serving GA airports similar in size to CAG. Our philosophy is to only undertake new projects and clients when our team has the capacity to provide responsive service to meet your needs. We strive to develop a long-standing relationship with our clients. This is accomplished by providing responsive client service with strong technical capabilities to best serve your airport. Bolton & Menk delivers on our client commitments with the following process:

Knowledge of your airport: After visiting your airport and meeting with airport staff, we know that to best serve you, we need to understand your airport, the challenges you are currently facing, and your vision for the future. Our staff will also be available for any future meetings, airport commission, and CIP outreach meetings with FAA and CDOT personnel at no cost. Bolton & Menk only receives compensation when a project moves forward, allowing the Moffat County to expend all available funding on the airport.

Routine communication: A successful project is one where all parties are continually updated on project status. Our team will provide weekly communication with you during projects to ensure you are up-to-date on all of the project's moving parts. These communications will include in-person meetings, email communication, project memorandum updates, and attendance of any county meetings or airport commission meetings. By following this plan, we can avoid any unforeseen issues and address any complications before they arise.

Capital Improvement Program (CIP): Developing a realistic CIP is imperative for future airport development. Our team will work with you to identify projects, find funding sources, develop cost estimates, and provide estimated consultant fees to allow you to plan locally for the project as well as for FAA and CDOT to allocate funding. We will communicate with Moffat County, FAA, and CDOT personnel on all major improvement projects that require additional federal funding and attend all CIP meetings at no cost.

**We're committed to our
52 GA clients nationwide, providing
tailored support and communication.**



AVIATION QUALIFICATIONS

Bolton & Menk provides comprehensive aviation planning, engineering, and architectural services to help deliver your future projects. Our approach to every project is to ensure collaboration between all stakeholders to build consensus on the path to follow. Providing clear direction allows FAA and CDOT to get on board to provide funding and approvals.

AIRPORT MANAGEMENT SERVICES

Project Manager, Paul Anslow, and the Bolton & Menk team have the experience to help you manage your airport. With years of expertise in small to medium-sized GA airports, we're well-equipped to help elevate your airport to a first-class standard of success. Paul will take the time to understand your vision for your airport and work diligently to turn that vision into reality. He will assist in many different ways to include hangar and lease rate market analysis, create or update your primary guiding documents, and bring in development partners to build the proper type of hangars for your client and tenant base. They will use industry projections on aviation growth and local knowledge of your airport and the type of demand it has and will have in the future.

AVIATION PLANNING

Airport planning projects impact not only the airport but also the surrounding community. Developing a plan to maintain and expand your airport facilities is an integral part of a successful airport. Bolton & Menk has extensive experience leading our clients through ALL levels of planning, up to and including a master plan. A master plan will provide the airport with a clear vision for the future. The plan will identify the needs of existing airport users, future users, runway extensions, hangar improvements, and overall land use. The airport needs will be drawn on the airport layout plan (ALP) which is required to be up to date to receive federal and state funding. The result is a development plan for your airport identifying short-term (0-5 years), mid-term (6-10 years), and long-term (11-20 years) projects that all parties of the airport agree to. The completion of a master plan update will then be reflected in the airport CIP to identify funding for development. We recognize the uniqueness of each airport and provide customized plans to guide you through the planning process effectively. We tailor our services to match the scope of your project to ensure the final deliverable provides a realistic solution to meet your needs.

We approach each planning project with the same mindset of how we can help you reach your goal. Below is a range of aviation planning services we provide:

- » Airport master plans
- » ALPs
- » Airport zoning ordinances
- » Airport airspace analysis
- » CIP development
- » Financial feasibility analysis
- » Economic impact studies
- » Funding and grant administration strategies
- » Public involvement programs



ENVIRONMENTAL

Bolton & Menk provides a full range of environmental services and has the experts required to complete the detailed analysis needed for each impact area. Our environmental team works closely with our aviation planners during airport planning projects to identify all possible environmental impacts for future development early in the process. This includes completing environmental overview, wetland delineations, critical habitat and protected species review, and water quality impacts. Our environmental team has extensive knowledge of the FAA National Environmental Policy Act (NEPA) process and completes all environmental reviews in accordance with FAA Order 1050.1, Environmental Impacts Policies and Procedures, and FAA Order 5050.4, NEPA Implementing Instructions for Airport Actions.

Bolton & Menk's environmental team is qualified to complete a review for each of the following NEPA Impact Categories:

- » Affected environment
- » Air quality
- » Climate impacts
- » Wetland impacts
- » Water source impacts
- » Farmland
- » Noise and compatible land use
- » Natural resources overview
- » Historical and architectural overview
- » Section 4(F) impacts
- » Visual impacts
- » Construction and hazardous waste impacts

LAND ACQUISITION

Identifying land to be acquired for future development is a critical part of the master plan process. FAA and CDOT each have land use safety policies in place required for future development to proceed. As part of any airport planning study, the airport's Exhibit "A" Property Map is required to be updated. Bolton & Menk's team of aviation planners and surveyors are well versed with FAA Standard Operating Procedure 3.00 Exhibit "A" Airport Property Inventory Map which details the requirements of airport sponsors to accurately reflect existing and future land use.

Once future development or enforcement of an FAA land use policy triggers the requirement of land acquisition, our team closely follows the process detailed in FAA AC 150/5100-17 Land Acquisition and Relocation Assistance for AIP Projects. Critical for the success of any land acquisition process is to ensure close collaboration between the city, property owner, and FAA to ensure the process follows FAA policy to secure funding. Bolton & Menk has recently completed numerous successful land acquisition projects nationwide and will provide our expertise to CAG. We follow the following process to acquire land:

- » Initial owners and encumbrance report
- » Survey legal description of proposed acquisition
- » Appraisal and review appraisal process
- » Relocation assistance (if necessary)
- » Negotiation process
- » Execute purchase agreement and record
- » Conveyance document
- » Update Exhibit "A" property map to reflect acquisitions

DESIGN AND CONSTRUCTION SERVICES

Our team of aviation experts have experience with all types of airport engineering and architectural projects identified in your CIP. We work on projects of all scales and sizes at airports throughout the country. Our team is familiar with FAA Design Advisory Circulars and will provide engineering to projects that meet all local, federal, and state requirements.

Bolton & Menk has been on the forefront of specifying environmentally friendly and innovative construction methods to best complete airport projects. This includes using the full-depth reclamation (FDR) process to reconstruct bituminous pavements, LED lighting for navigational aids (NAVAIDs) and edge lighting, and non-emulsion-based pavement seal coats.

Completing design services is only half of the service we provide. Overseeing the project through construction is equally as important. We provide a dedicated resident engineer to be on-site during construction to ensure the contractor is meeting all requirements of the plan and specifications. Our resident engineer will be experienced working on airports and working with FAA and CDOT technical specifications. Having personnel on-site also allows you to visit the project and be provided real time construction updates.

ARCHITECTURAL SERVICES

Our team has recently been implementing the design-build process for aircraft hangars and snow removal equipment buildings. With the design-build process, our staff works closely with you to specify all minimum requirements of the building and then prepares a request for qualifications for contractors to complete the final design. Other airport sponsors in the state have completed successful building projects using the design-build process and we propose the same for future projects at CAG.

UNMANNED AERIAL VEHICLES (UAV)

Bolton & Menk applies the latest innovations in technology to assist with projects at your airport. UAVs are an excellent tool we provide aiding in planning, design, and construction. The high-resolution aerial imagery can be used in planning and design documents, aid our construction observation personnel in monitoring construction activities and progress, and provide analysis of airport obstructions. The imagery obtained is also used to create visual layouts of future projects to aid in the airport and its decision makers' understanding of the project.



AWOS/ASOS

Bolton & Menk has been chosen to handle 25 AWOS installations/relocations in Minnesota in 2024. With our expertise in Automated Weather Observation System (AWOS), we're primed to deliver exceptional solutions for CAG as well. The airport wants to relocate an Automated Surface Observing Systems (ASOS) to aid pilots with local weather information. We are very familiar with FAA Order 6560.20C Siting Criteria for AWOS/ASOS Systems and will bring our experience and expertise to CAG.

Compliance with FAA AWOS/ASOS siting criteria is crucial for any system installed at CAG. These standards necessitate a 500-foot clear critical radius around AWOS sensors, prohibiting any buildings, trees, or obstructions within this zone. It's essential to adhere to these requirements for optimal system performance and safety at the airport.



UNDERSTANDING AND APPROACH

CAG is a critical aviation hub for the Yampa Valley. We understand that the airport needs a consultant who can lead and be a guide into the future with strategic planning and development. We also will assist in the multitude of tasks required to run a first-class airport, allowing the staff to focus more on their day-to-day responsibilities. Our team of experts, led by Paul Anslow, will be your 24-7 on-call support staff who will be there for you in all situations, from the mundane to the critical.

Innovation and value engineering are often keys to success during project development. Our streamlined process integrates planning, design, construction, and communication. We take advantage of work already completed during previous phases to save time and costs for the next phase.

Bolton & Menk takes a direct and informative approach to project development. We are committed to keeping the airport informed every step of the way. We understand the importance of not only achieving the desired project outcome, but also completing the project on time and within budget. Long-term client relationships is a critical role in providing high quality professional service and superior client service. Our plan is to guide staff and board members on projects, FAA communication, project schedule deadlines, and new FAA and CDOT regulations and funding opportunities.



Photo Courtesy of CDOT

AIRPORT MANAGEMENT SERVICES

Paul and the Bolton & Menk team are experts at finding and increasing recurring revenue to become or help maintain financial self-sustainability. Our services include:

- » Airport overview and market analysis
- » Primary guiding document reviews
- » Land rent surveys
- » FBO overviews and market analysis
- » Supply/Demand analysis
- » Hangar rent analysis
- » Feasibility studies
- » Business plans to increase recurring revenue

Hangar and lease rate analysis and review is one of the most important areas for small GA airports that often bring the highest return on investment. We have years of experience in hangar and lease rate analysis, market comparison for local and statewide airports, reviewing leases to ensure FAA compliance, and helping to steadily increase revenue. We can also review your existing and future contracts and leases, ensuring updated guidelines are followed.

Our state-of-the-art facility management includes a pavement management service driven by GIS technology that will save you time and money. Our software gives you the power to track maintenance, conditions, and schedule work orders to ensure your pavement is in the best shape possible now and in the future. We understand the increasing role GIS plays in managing organizational data. We also understand now, more than ever, organizations must work efficiently, cost effectively, and interdependently. We recognize the value and broad potential GIS offers in helping clients attain these performance levels. When expertly applied, GIS can be an elegant means of converting creative ideas into tangible tools; tools that are illustrative and intuitive, helping users extract, manipulate, and analyze data with relative ease.

Bolton & Menk has successfully completed several GIS projects for public clients; our understanding of the details and real-world applications sets us apart from other firms.

Applying the latest innovations in technology to assist with projects at CAG. UAVs are an excellent tool we provide aiding in planning, design, and construction. The high-resolution aerial imagery can be used in planning and design documents, aid our construction observation personnel in monitoring construction activities and progress, and provide analysis of airport obstructions. The imagery obtained is also used to create visual layouts of future projects to aid in the airport and its decision-makers' understanding of the project.

Growing your airport is critical to your success and financial well-being. As part of a long-term strategy, we will help create a business plan that reviews operations and safety, creates a highest and best use plan, develops a financial strategy focused on growth, and looks for development opportunities. We also conduct on-site visits and stakeholder engagement to understand history and background of your airport, while also visiting with the sponsor and airport staff that will enable us to produce a strength, weakness, opportunity, and threat evaluation that can be used to drive success.

If needed, we also offer minimum standards, rules, and regulations review and creation where we further engage stakeholders, review FAA grant assurances, and review existing business models. This will set the standard for operating businesses and tenants while elevating the overall professionalism of your airport.

AWOS/ASOS RELOCATION

The existing ASOS needs relocation. It was originally scheduled for 2024 with BIL funds and has been rescheduled for 2027. Bolton & Menk has successfully completed numerous new installations and relocation of existing ASOS equipment. This requires coordination with the National Weather Service (NWS) and the FAA for operations and location siting approvals prior to relocation. Following recent discussions with the FAA, approval for a reimbursement agreement is contingent upon their assessment of both the relocation site and equipment for the AWOS/ASOS.

HANGAR DEVELOPMENT

Developing hangars is a challenge for many airports throughout the country. An initial discussion with stakeholders will identify the appropriate hangar type and size to address the needs of CAG. We think outside the box for funding sources to successfully accomplish the construction of new hangars for CAG. This will include Federal Entitlement and BIL funds, private/public partnership, general obligation bonding, and congressional directed spending. Should there be a business and employment associated with the hangar our funding group will look at economic development grants.

PAVEMENT MAINTENANCE - APRON AND TAXIWAYS

Ongoing pavement maintenance is critical in maintaining the existing pavements on the airfield. Per FAA requirements, a sponsor must have all airside pavement needs met before federal funds can be used on a revenue-generating project like a new hangar.

MAIN APRON REHABILITATION

Last constructed in 2006 with a PCI of 65 in 2022, this portion of the apron is ready for rehabilitation. With your BIL funds that were originally identified for use on the ASOS relocation, which is now delayed until 2027, the BIL funds could be used on this eligible project. Key to a successful apron rehabilitation project is the construction phasing that ensures airport operations by key stakeholders continue throughout the duration of the project. We will review the existing grades and drainage of the apron and provide recommendations to improve the overall drainage and functionality to better serve the aircraft using this area on a daily basis. We have a cost-effective method of rehabilitating existing asphalt pavement with full-depth recycling. This is an environmentally friendly way of using the existing pavement aggregate and asphalt surface while saving FAA entitlements and local matching funds for projects.

TAXIWAY AND CONNECTORS CONSTRUCTION

The existing dual taxiway connectors are out of compliance. A new taxiway connector and associated apron is shown in the airport layout plan that will meet current geometric FAA requirements.

Our team has led planning, design, and construction management for several critical taxiway projects. One of the critical elements of this project will be maintaining operations while under construction. We have pilots that will be a key part of the planning and design of the parallel taxiway, specifically the construction management plan, which includes maintaining operations while under construction as much as possible and minimizing the impacts to the stakeholder pilots. This will include phasing to allow continue access from the apron to the existing Runway 7/25.

WEST APRON AND TAXILANE EXPANSION

A west apron expansion and associated taxilanes is proposed to support the development of future hangars. The aforementioned BIL funds that were originally identified for use on the ASOS relocation, could also be considered for this project. Bolton & Menk has completed numerous apron and taxilane projects that support the growth of revenue generating projects like hangars. The key is to first identify the future hangar facility necessary to meet the present needs of CAG.

RUNWAY MAINTENANCE

Runway 7/25 is currently in good condition with a 2022 PCI of 50 and ready for crack repair and seal costing. The crack repair will seal all random cracks to prevent premature deterioration and applying a seal coat will penetrate the asphalt surface and rejuvenate the asphalt binder. New pavement markings would then be painted. Pavements are the most critical infrastructure for airports and maintaining your investment in them is critical. Routine maintenance can help pavements reach and exceed their 20-year design life. We understand that this project will be completed in 2024.



SCOPE OF WORK

Bolton and Menk are highly skilled and consistently demonstrate our attention to detail. We excel in managing and implementing the five phases of engineering services outlined in the RFQ. We recognize and will exceed all of the listed tasks from the distinct and sequential phases.

PRELIMINARY PHASE

The preliminary design phase provides a systematic and comprehensive approach to planning and designing the airport project. The key to the preliminary design phase is listening. Bolton & Menk will take a direct and informative approach to the preliminary design phase for each project. It is our commitment to facilitate a process that listens to your needs and identifies the operational criteria for each project. We understand the importance of not only achieving the desired outcome of the project, but also completing projects on time and within budget.

DESIGN PHASE

Bolton & Menk will provide a structured and comprehensive approach, engaging stakeholders and adhering to the highest standards of safety, sustainability, and efficiency. The primary objective of the design phase is to ensure a comprehensive and detailed design that meets the functional, safety, and regulatory requirements of a modern airport. The design phase is critical in setting the foundation for the subsequent bidding construction and closeout.

Two critical components Bolton & Menk will provide CAG is:

- » Develop a construction phasing plan that fully accounts for needs of the airport, FBO, and airport users and dovetails with funding availability for the project
- » Develop bid schedules to allow flexibility of project scope in order to match funding availability of a particular year without extra cost to the airport

BIDDING OR NEGOTIATION PHASE

Bolton & Menk adheres to a strict process that meets the requirements of state laws for bidding and procurement. This ensures that the airport then meets every legal criteria to receive a low bid from an approved contractor.

CONSTRUCTION PHASE

When airport projects move from design into the construction phase, Bolton & Menk's approach to achieving success is to lead an "owner-engineer-contractor team" that accomplishes:

- » Keeping the airport operating safely throughout construction
- » Promoting partnership of owner, consultant, and contractor for your airport project while maintaining roles and responsibilities of each entity
- » Providing a strong construction engineering presence during construction
- » Implementing the construction phasing plan while keeping users of the airport up-to-date on status and changes in each phase through project newsletters, web site, etc.
- » Overcoming any construction issues through appropriate changes and directives with a budget control objective
- » Return the airport back to full operation on or before the contract completion schedule

PROJECT CLOSEOUT PHASE

The closeout phase is necessary to document and present the project to the FAA meeting all grant requirements and FAA standards. Bolton & Menk is committed to completing this phase within 90 days of finishing the construction project to ensure that CAG will receive their final grant reimbursement funds in a timely manner.

ADDITIONAL SERVICES

Bolton & Menk is prepared to take on any project that arises. Our team is proficient in all areas and ready to lead the way on any additional projects that may be assigned to us.



EXPERIENCE WITH STATE AND FEDERAL GRANT PROGRAMS AND FAA AND CDOT EXPERIENCE

Bolton & Menk's team of aviation experts has a strong technical understanding of all FAA and CDOT airport regulations. This includes the FAA AIP Handbook (FAA Order 5100.38) which details project eligibility and all FAA Design Advisory Circulars, primarily the FAA Airport Design Circular AC 150/5300-13 which details design standards for your airport. Our experience working with FAA and CDOT allows us to identify appropriate funding for projects to allow them to move forward.

For major improvement projects, it's imperative you follow the FAA project formulation process. Our team has extensive experience working with our clients, FAA, and CDOT to identify major improvement projects required and ensure all FAA grant administration requirements are met. Oftentimes the process must begin five years prior to construction to ensure all FAA requirements are met. The process begins with ensuring your airport planning is complete and the project is identified in your CIP.

From there our team will begin discussions to secure additional federal funding at least three years in advance. Completing all necessary environmental documentation is required before beginning project design. **Our goal is to ensure your project is successful.**



ADDITIONAL FUNDING EXPERIENCE IS HIGHLIGHTED ON THE FOLLOWING PAGE.

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GRANTS AND FUNDING EXPERTISE

Before any project can begin, funding to complete the project needs to be secured. Bolton & Menk has a strong understanding of funding sources available to airports and will provide our expertise to you. Our team has a strong knowledge of project funding eligibility and will discuss each project with FAA and CDOT personnel to establish a feasible funding plan to meet your needs. The following are funding options available to Colorado airports.

FAA NON-PRIMARY ENTITLEMENT FUNDING: Up to \$150,000 each year which can be accumulated for a maximum of four years for eligible projects.

FAA BIPARTISAN INFRASTRUCTURE LAW (BIL) FUNDING: Between \$144,000-159,000 for the years of 2022-2026, which can be accumulated for a maximum of four years for eligible projects.

FAA STATE APPORTIONMENT FUNDING: Assigned yearly to each state to projects assigned priority by FAA and CDOT personnel; projects typically designated several years in advance.

FAA DISCRETIONARY FUNDING: Turned back entitlement funds which are distributed to high priority projects at the end of the FAA fiscal year; safety enhancements and runway improvements receive the most funding.

CDOT GRANT FUNDING: CDOT will provide five-percent matching funds for federal AIP and BIL funded projects and provide 90 percent funding for all state funded projects.

EDA Economic Adjustment Assistance Program - This program invests in projects that serve regions experiencing adverse economic changes that may have occurred suddenly or over time, as well as economic development needs and priorities of local and regional stakeholders. Airport related projects will help bring about tourism, job creation, and potential new residents to an area. 50% match required. Typical awards are \$150,000-\$2.5 million. **We have helped secure \$20 million in grants.**

USDOT Rebuilding American Infrastructure with Sustainability and Equity Program (RAISE) Program - This program is for surface transportation infrastructure projects that will have a significant local or regional impact, which aligns nicely with airport work. 20% match required. Previous round of funding had \$1.5 billion total to distribute. **We have helped secure \$17 million and currently have \$228 million in applications currently under review.**

USDOT Infrastructure for Rebuilding America (INFRA) - These programs will focus on funding transportation projects of national and regional significance that result in good-paying jobs, improve safety, address barriers to opportunity, and address climate control. **Typically 20% match required. Between all programs, \$5.1 billion is available. We have helped secure \$40 million and currently have \$211 million in applications currently under review.**

USDOT Charging and Fueling Infrastructure (CFI) Program - A newer grant program that funds the strategic deployment of electric charging and alternative fueling infrastructure.

USDOT Strengthening Mobility and Revolutionizing Transportation (SMART) Program - This funding source focuses on advancing smart city initiatives or technology, system integration within an area to improve transportation efficiency, and safety, autonomous bus routes, etc.

Community Project Funding - Funding through Senate and House Representatives for high-impact projects that have a lot of community support and are ready for construction soon. **Match amounts vary by category but are typically 20-25%. We have helped secure \$76 million in FY22-24 funding.**

Community Foundations - Community Foundation funding is a great source to help cover any local match funding requirement for grant pursuits. The foundations available depend on specific location.

MPO/COG Funding - MPO and COG funding is another great place to look for funding. **We have helped the City of Greeley secure \$7.9 million in funding for multiple projects** through the North Front Range MPO under their MMOF call for projects funding source.

PROJECT TEAM

MOFFAT COUNTY AND CITY OF CRAIG

MANAGEMENT



PAUL ANSLOW

Aviation Strategic Development
Director, Pilot

AVAILABILITY: 50%



RON ROETZEL, PE

Senior Principal,
Aviation Group Leader

AVAILABILITY: 30%

DESIGN



SILAS PARMAR, PE

Principal Aviation Engineer

AVAILABILITY: 40%



NICK GRAHEK, PE

Project Engineer

AVAILABILITY: 35%

PLANNING



CHRIS GARDNER

Airport Planning Lead, Pilot

AVAILABILITY: 50%



JUSTIN VOSSEN

Aviation Planner

AVAILABILITY: 60%

CONSTRUCTION/GEOTECHNICAL



KRISTIN DAHM, PE

Project Engineer

AVAILABILITY: 40%



BOB BRANDEBERRY, PLS

Principal Surveyor

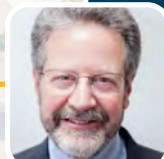
AVAILABILITY: 30%



DWIGHT FADEL

Geotechnical Group Manager

AVAILABILITY: 50%



JONATHAN SPENCER, PE

Vice President Federal
Tranist and Aviation Services

AVAILABILITY: 50%

FUNDING



MADISON BURKE

Funding Specialist

AVAILABILITY: 50%

- BOLTON & MENK
- TERRACON
- SGM
- LS GALLEGOS

KEY PERSONNEL

The Bolton & Menk team serves as an extension of airport staff, maintaining close coordination between county staff and our aviation team. The proposed team provides the optimum combination of accessibility, community knowledge, and specialized expertise. Team lead, Paul Anslow, will be supported by key individuals and support staff. Bolton & Menk can draw upon more than 1,000 other team members throughout our firm, as needed, to meet your needs. A short bio for each team member is listed below. Full résumés are available in Appendix A.



PAUL ANSLOW

Aviation Strategic Development Director, Pilot

Paul will lead the team and be your main contact 24/7. His availability will help the Moffat County Airport answer questions and concerns in real time.

Paul Anslow is the Aviation Strategic Development Director at Bolton & Menk. He has worked within the aviation industry since 1988, beginning when he was a helicopter pilot in the Marine Corps. Paul was an airport director where he oversaw and managed more than 1700 acres, and carried out successful improvement plans year after year. His expertise lies in building consensus and airport management, development, and monetary operations. Paul takes pride in creating positive change in our client communities.



RONALD ROETZEL, PE

Senior Principal, Aviation Group Leader

Ron will provide project management support for Paul and ensure that he has the staff necessary to serve CAG.

Ron's favorite part of his job is the people he works with and the ability to solve their problems. He enjoys making his client's job easier. Ron joined Bolton & Menk in 1984 and leads the firm's aviation work group. He has extensive experience working with general aviation airports across Colorado, Minnesota, and Iowa and setting up large projects for successful funding. He manages expectations of agencies as well as the general public. Ron leads sponsors through challenges to complete projects on time and within budget.



SILAS PARMAR, PE

Principal Aviation Engineer

Silas will be the design group leader for the preliminary and final design, bidding and construction engineering for each airport improvement project.

Silas began his profession in 2006, gaining experience in airport design and client management for numerous commercial service and general aviation airports throughout Minnesota, Iowa, and Wisconsin. As project manager, Silas assists clients with the design, construction, and funding for a variety of projects involving both concrete and bituminous runways, taxiways, and aprons. In addition to airfield pavement design, his experience includes airfield lighting, signage, and NAVAID design. Silas is passionate about client interaction. He uses his knowledge in business development, project scoping, contract negotiations, and construction administration to provide the best outcome for his clients. He has consistently attended and presented project updates at public meetings for approvals. Silas is no stranger to airport funding, working closely with the FAA, state DOTs to secure project funds.



NICK GRAHEK, PE

Project Engineer

Nick will work with Silas to complete the preliminary and final design and bidding for each airport improvement project.

Nick is an aviation project engineer who began his career in 2018. Excelling in aerospace, heavy civil construction, and quality control, Nick focuses on airport design and construction observation.



CHRIS GARDNER

Airport Planning Lead, Pilot

Chris will work with each facility development opportunity to ensure that FAA rules and regulations are followed and incorporated into all airport improvement projects.

Chris began his career in 2010, gaining experience with GIS remote sensing. He is knowledgeable in many facets of aviation planning and design, including FAA Advisory Circulars, airspace obstruction analysis, and airport master plans. Chris is experienced in developing safety zones required at airports throughout the country. His knowledge and training in aviation, coupled with his GIS expertise, ensures he has the skills required to manage data for a number of airports. Additionally, he is a licensed and active private pilot.



JUSTIN VOSSEN

Aviation Planner

Justin will work with Chris to complete planning for each airport improvement project.

An aviation planner at Bolton & Menk, Justin began his career in 2022. He is knowledgeable in GIS and planning, and is responsible for GIS research, assisting with airport master plans, airport layout plans, and airport zoning. Justin's passion stems from being a self-proclaimed aviation geek his entire life.



KRISTIN DAHM, PE

Project Engineer

Kristin will work with Silas and Nick on the preliminary and final design and bidding for each airport improvement project.

Kristin is a project engineer who began her professional career in 2013. Her expertise lies in design and reconstruction. Kristin is responsible for stakeholder and general project coordination, and preliminary and final design. Her passion stems from the rewarding feeling she gets seeing a project go from conception to construction and knowing that her designs are assisting other people every day.



MADISON BURKE

Funding Specialist

Madison will look for funding opportunities to enhance project development.

Madison assists airports through the entire funding process—from finding funding to applying for funding to administering the funding requirements. She began her career in 2008. In her role, she is responsible for tracking all funding sources that are applicable to airports. She communicates funding updates to project managers and their airport partners.

SUBCONSULTANTS



Since our founding in 1965, Terracon has evolved into a employee-owned, engineering consulting firm delivering facilities, environmental, geotechnical, and materials services. Their more than 6,000 employees include engineers, scientists, architects, facilities experts, and field professionals focused on solving engineering and technical challenges from more than 175 locations.

In Colorado, their team has more than 175+ professionals spans across five offices along the Front Range. Their in-house exploration team owns and operates 13 drill rigs. They have served public and private clients across the Colorado including over 400 projects for municipal and regional airports. Including, 20 geotechnical projects and 11 environmental projects within three miles of CAG. Their team is accustomed to security requirements and FAA regulations that come with airport work—making them a trusted partner.



DWIGHT FADEL • Geotechnical Group Manager

Dwight will lead the geotechnical and materials testing for each project.

Dwight is the group manager for their geotechnical team in Denver with more than six years of experience. He has a background in both geotechnical project management and fieldwork, as well as in construction materials testing. He is responsible for managing the everyday logistics of their projects and their geotechnical team while working closely with their drilling department. His recent work includes managing geotechnical services for taxiway reconstruction at the Rocky Mountain Metropolitan Airport.



For more than three decades, SGM employees have lived and raised families in the Western Slope communities they have helped build. Their roots trace back to its founding in 1986 by Dean Gordon and Louis Meyer. They continue to embrace a journey of growth while preserving our small-company feel.

This vision has paved the way for a new generation of engineers, surveyors and scientists. As we evolved, our team has expanded to over 100 dedicated professionals and continues to grow. Maintaining our commitment to a close-knit community, SGM takes pride in the fact that they are privately owned with all of our shareholders being active employees.



BOB BRANDEBERRY, PLS • Principal Surveyor

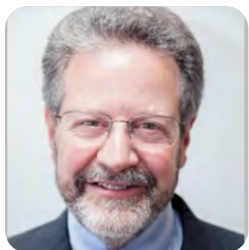
Bob will lead and complete all site topo and survey needs for CAG.

Bob is SGM's principal surveyor and will lead all surveying efforts for the project. He brings more than 21 years of experience to the team. Bob has been the surveyor of record on many projects throughout Western Colorado. He leads a diverse team of professional land surveyors and technicians in each of SGM's offices.



(LSG) - DBE, is not just building infrastructure; they're managing programs for the future. With more than 35 years of excellence and innovation, they pride themselves on turning complex challenges into lasting achievements. **As a proud woman-owned small business**, LSG partners with both large and small engineering and

program management companies to offer management, technical, and subject matter expertise. These partnerships position LSG as an industry leader and trusted partner in delivering complex transportation capital improvement programs and projects, notably in the airport infrastructure industry.



JONATHAN SPENCER, PE • Vice President Federal Transit and Aviation Services

Jonathan will support the design and construction team on project cost estimating and construction engineering.

Jonathan has more than 37 years of experience in program and project management ranging from conceptual planning through implementation. He has provided construction management/safety certification of the MAX Bus Rapid Transit (BRT) system in Fort Collins, CO. Jonathan has coordinated and directed project activities to meet client needs at major transportation hubs including Amtrak's Northeast Corridor, NYC Transit and Port Authority Trans Hudson (PATH) commuter rail facilities, and John F. Kennedy, LaGuardia and Newark Airports. Jonathan has served as a Task Order Manager on several FTA PMOC assignments.

SIMILAR EXPERIENCE

We have highlighted several projects as examples of recent and related team experience. Client satisfaction remains a top priority for us as evidenced by quality deliverables, cost-effective rates, and timely project delivery. Please feel free to contact any of these references to evaluate our performance. Additional project information is available upon request.



LONG-TERM STRATEGIC BUSINESS PLAN CITY OF GREELEY, COLORADO

Bolton & Menk is leading a long-term growth strategy for Greeley Airport and the City of Greeley. Under Paul's leadership, our team initiated talks with a major aviation manufacturer for a 200,000 square foot facility at the airport. This move promotes significant economic benefits and job opportunities. With our expertise, we're ensuring this partnership aligns with long-term sustainability goals, cementing Greeley's position as an aviation hub.

Similarities for Craig Moffat County Airport:

- » Long-term growth, structured, and funded
- » Developing a five year CIP with funding options

REFERENCE:

Paul Trombino, Public Works Director
paul.trombino@greeleygov.com | 608-652-3809



RUNWAY 14/32 RELOCATION AND EXTENSION

CITY OF PERRY, IOWA

Perry Municipal Airport's existing runway was experiencing early pavement failure. The concrete was deteriorating due to poor aggregate from construction, high water table, and age. Aircraft have continued to increase in size and frequency, triggering a vast need for additional runway length.

Working with FAA staff, Bolton & Menk secured discretionary money to reconstruct Runway 14/32. The current runway location could not accommodate the increased traffic nor the larger planned future aircraft. Our team worked with FAA officials to determine the correct action, which was to reconstruct the runway in a new location to meet the future needs of the airport and its users. We also worked with the Dallas County Board of Supervisors to establish a new zoning ordinance and collaborated with their engineer to assist with construction.

Runway 14/32 will be shifted from its current location and a new parallel taxiway will be built using the old runway. This requires land acquisition, design, and construction oversight for the new runway, conversion of the current runway to a taxiway, construction of a new airport electrical vault, and AGIS approach development for both new runway ends. This will allow future growth at the airport while creating a safer environment for aircraft.

Similarities for Craig Moffat County Airport:

- » Address runway and taxiway needs
- » Airside pavement rehab

REFERENCE:

Jack Butler, Airport Manager
perrypwd@aol.com | 515-360-7271



MULTI-BAY HANGAR

CITY OF HUTCHINSON, MINNESOTA

As part of the BIL, Hutchinson will receive between \$145,000-159,000 of federal funding in addition to their entitlement funds. With all other airside needs met, Hutchinson elected to use their BIL funds to construct a multi-bay hangar. Bolton & Menk reverse engineered the project to specify a hangar size that would match the estimated amount of BIL funding available (\$739,000). Based on recent hangar construction cost, Bolton & Menk recommended a 112-foot by 52-foot multi-bay hangar project.

By using the BIL fund proration method, Hutchinson will complete construction of the hangar in 2024 and receive federal reimbursement in years 2024-2026. Runway 14/32 will be shifted from its current location and a new parallel taxiway will be built using the old runway. This requires land acquisition, design, and construction oversight for the new runway, conversion of the current runway to a taxiway, construction of a new airport electrical vault, and AGIS approach development for both new runway ends. This will allow future growth at the airport while creating a safer environment for aircraft.

Similarities for Craig Moffat County Airport:

- » Hangar development
- » Funding assistance

REFERENCE:

John Olson, Public Works Manager
jolson@ci.hutchinson.mn.us | 320-583-8145



AIRPORT ENGINEERING AND PLANNING

CITY OF WILLMAR, MINNESOTA

AWOS INSTALLATION

MnDOT informed Willmar in December 2021 that their current AWOS needed to be replaced as parts to maintain the existing systems were difficult to obtain. Bolton & Menk worked with MnDOT to select a location of the new AWOS to ensure it will meet FAA siting criteria. Bolton & Menk proposed a location east of Runway 13/31 adjacent to the VOR to place the new AWOS. MnDOT provided a state grant for all civil site work construction which included design and construction for the AWOS and sensor foundations and power. MnDOT funded the new AWOS system entirely and final setup and approval.

Similarities for Craig Moffat County Airport:

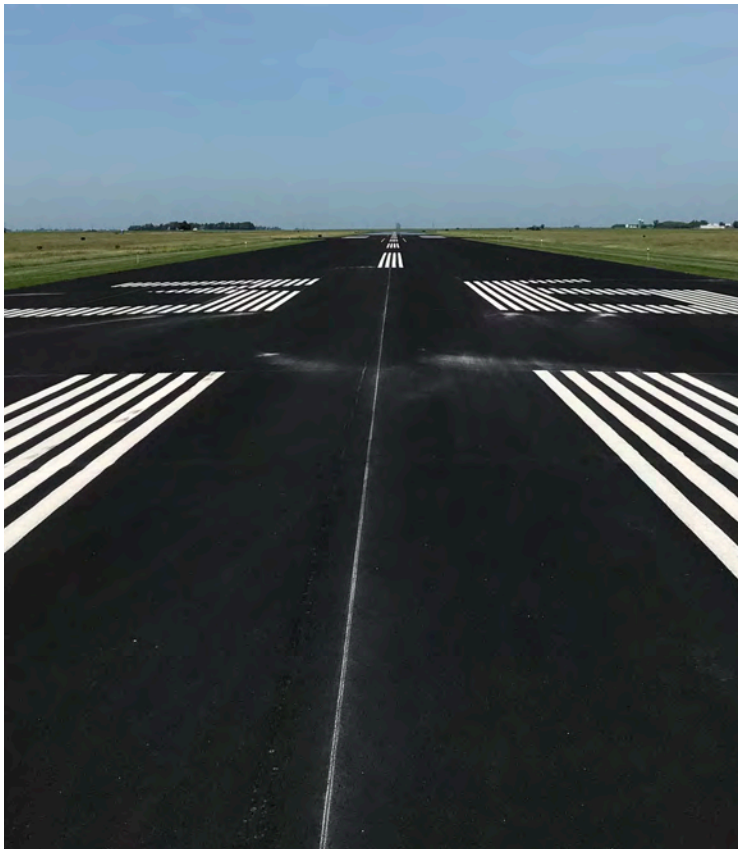
- » Replacing ASOS
- » Airside pavement rehab

RUNWAY REHABILITATION

Our team has completed a Runway 13/31 length evaluation to determine the future and ultimate runway length to meet the needs of current and future airport users, crosswind Runway 8/26 extension and bituminous paving alternatives, FAA Part 77 airspace obstruction analysis to identify and mitigate any approach surface penetrations, evaluation of future areas for building area expansion, and completion of a financial implementation plan to identify funding opportunities for airport development projects. NV5 completed the FAA AGIS obstruction data collection required to ensure the existing approaches to Runway 13/31 were clear of all obstacles.

REFERENCE:

Eric Rudningen, Airport Manager
ERUDNINGEN@TDS.NET | 320-235-4913



AIRPORT ENGINEERING AND PLANNING

CITY OF WORTHINGTON, MINNESOTA

RUNWAY 11/29 AND 18/36 PAVEMENT REHABILITATION

At the Worthington Municipal Airport, Runways 11/29 and 18/36 needed pavement rehabilitation. Bolton & Menk oversaw crack repair, transverse pavement joint patching, and asphalt seal coat application for both runways. These measures effectively extended the pavement life and saved the city costly pavement repairs. The transverse control joints on the southern portion of Taxiway C from the apron to runway were exhibiting signs of major distress. Similar to the Taxiway B pavement rehabilitation, each control joint was patched, longitudinal paving joints sealed, and random cracks rout and sealed. This project also applied an emulsified asphalt seal coat to rejuvenate the existing asphalt binder.

Similarities for Craig Moffat County Airport:

- » Pavement maintenance - aprons and taxiways
- » Runway maintenance

REFERENCE:

Todd Wietzema, Public Works Directors
 TWIETZEMA@CI.WORTHINGTON.MN.US
 507-372-8650

MEETING SCHEDULES

Bolton & Menk is focused strongly on the successful delivery of your projects. Paul, Ron, and our team understand your need for a cost-effective project through all phases, from scoping through design, smart design choices, and managing construction risks and costs. We will coordinate the work, so all tasks and design elements are targeted to meet the contract schedule. Our commitment to on-time delivery also strengthens our ability to meet contract budget requirements.

We look forward to presenting and discussing our schedule and budget management approach with you in more detail, including our success on similar projects. Below is our project history for the past five years, showing our ability to meet project goals.



WE CONSISTENTLY DELIVER AIRPORT PROJECTS ON TIME AND BUDGET, meeting projected schedules 100 percent of the time and coming under budget on 92 percent of our airport projects.



The table below provides a snapshot of our team's capability to not only meet but also surpass project timelines and budgets. Additional projects examples can be provided if requested.

Airport	Project Name	Engineers Estimate (≈Project Budget)	Actual Bid Cost	% Change Project Budget vs. Bid Cost	Final Cost	% Change Project Budget vs. Final Cost	Completed on Schedule
Independence	Replace AWOS	\$206,975.00	\$155,710	-25%	\$155,709.75	-24.8%	✓
Redwood Falls	7 Bay Hangars Construction	\$1,406,271	\$1,296,032	-9%	\$1,290,682	0%	✓
Pine River	Apron Pavement Reclamation	\$236,980	\$213,675	-11%	\$213,442	0%	✓
Boone	Taxilane Reconstruction	\$244,761.00	\$220,017	-10%	\$216,267	-11.6%	✓
Aitkin	Construct Taxilanes	\$445,905	\$426,960	-4%	\$420,116	-2%	✓
Willmar	Runway 13/31 Pavement Maintenance	\$1,100,500	\$1,008,255	-9%	\$978,621	-3%	✓
Creston	Reconstruct Runway 16/34 - Reconstruction	\$4,500,000.00	\$4,014,594.20	-11%	\$3,773,550	-16.1%	✓

Photo Courtesy of CDOT

TEAM RESUMES



Paul Anslow

Aviation Strategic Development Director



**BOLTON
& MENK**

Real People. Real Solutions.

Education

Bachelor of Art - Criminal Justice
Kent State University

Notable Accomplishments

Balchen Post Award - Airport Snow and Ice Control - 2023

Chief of Naval Operations(CNO) Aviation Safety Award -
2010, 2011, 2012, 2013, 2014, 2015

Presidential Helicopter Pilot for
Presidents Clinton and Bush

Summary

Paul Anslow is the Aviation Strategic Development Director at Bolton & Menk. He has worked within the aviation industry since 1988, beginning when he was a helicopter pilot in the Marine Corps. Paul was an airport director where he oversaw and managed more than 1700 acres, and carried out successful improvement plans year after year. His expertise lies in building consensus airport management, development, and monetary operations. Paul takes pride in creating positive change in our client communities.

Experience

Long-Term Strategic Business Plan, City of Greeley, CO

Paul is assisting Greeley airport and the City of Greeley, Colorado with a long- term strategic business plan to intelligently grow the airport and surrounding city.

Airport Improvements, Rocky Mountain Metropolitan Airport, City of Broomfield, CO

As airport director, Paul directed, managed, and oversaw 1700 acres of airport property and 26 staff members. Through his incredible drive and leadership, the Rocky Mountain Metropolitan Airport was the fastest growing airport in Colorado for four straight years. Paul was able to negotiate and sign leases with Sheltair FBO and Pilatus Aircraft for a Completion Center. Finally, Rocky Mountain Metropolitan Airport also won the prestigious Balchen Post Award for snow removal in 2023

- Director of Colorado's third busiest and fastest growing airport
- Created new revenues and increased recurring revenue, taking the airport from a projected negative \$4 million to a surplus of more than \$7 million in a five year time span
- Increased operations by 51% and fuel sales by 53%
- Leased more than 65 acres of aeronautical land for development creating 370,000 square feet of aeronautical buildings
- Managed \$56 million in airport improvement projects and other capital improvement projects

Director of Safety at Marine Corps Air Station – Kaneohe Bay, City of Kaneohe Bay, HI

Paul went to work as the director of safety for Marine Corps Air Station Kaneohe Bay. During Paul's five years as the director of safety, his leadership, outside the box thinking and ability to create culture change, enabled him to win the prestigious Chief of Naval Warfare (CNO) Aviation Safety Award five straight years in a row.

Paul Anslow, Aviation Strategic Development Director

Deputy Airfield Manager at Marine Corps Air Station – Kaneohe Bay, City of Kaneohe Bay, HI

After a successful five years as the director of safety, Paul was promoted to be the deputy airfield manager where he oversaw the daily operations of a Marine Corps Air Station.

- Managed six different divisions; air traffic control, airfield maintenance, aircraft rescue and fire fighting, airfield operations, flight planning, and transient services
- Coordinated and scheduled air support for the 1st Marine Aviation Wing for the Global War on Terror
- Coordinated with NASA, Marine aviation units, and Navy units for training and mission support
- Ensured all federal, state, and department of defense safety regulations
- Ensured proper documentation of naval air training and operations procedures standardization (NATOPS)

United States Marine Corps

Paul started his career in the United States Marine Corps as a helicopter pilot. Paul's 21 years of flying helicopters for the Marines led him to many countries and gave him a strong background in leadership and aviation knowledge. Paul was also served as one of the only Marine aviators to do two tours as an instructor pilot in both the CH53D and the CH53E.

- Multiple combat tours and deployments
- Coordinated worldwide Presidential travel as the White House Liaison Officer
- Four year tour as a Presidential Pilot for Presidents Bill Clinton and George Bush
- Helicopter Pilot
 - T-34 Mentor
 - CH-57
 - CH-53E
 - MH-53
 - CH53D
 - H-3
 - H-60



Ronald Roetzel, PE
Senior Principal Aviation Engineer



Real People. Real Solutions.

Education

Bachelor of Science - Transportation Engineering
University of Minnesota

Bachelor of Science - Civil Engineering
University of Minnesota

Registration

- Professional Engineer, MN
- Professional Engineer, NC
- Professional Engineer, ND

Organizations

American Association of Airport Executives
American Society of Professional Engineers
Institute of Transportation Engineers
Minnesota Council of Airports
Minnesota Society of Professional Engineers
Minnesota Surveyors and Engineers Society

Summary

Ron's favorite part of his job is the people he works with and the ability to solve their problems. He enjoys making his client's job easier. Ron joined Bolton & Menk in 1984 and leads the firm's aviation work group. He has extensive experience working with general aviation airports across the Midwest and setting up large projects for successful funding. He manages expectations of agencies as well as the general public. Ron leads sponsors through challenges to complete projects on time and within budget.

Experience

Airport Zoning Update, City of Hutchinson, Minnesota

The airport completed a master plan update in 2016 which identified a proposed location for construction of a new turf crosswind runway. While the airport has no plan to construct the runway in the short term they did want to protect the surrounding land via an update to the zoning ordinance. This way when construction of the runway begins the location will still meet state laws.

Runway 9/27 Design, City of Winsted, Minnesota

The City of Winsted needed to make updates to Runway 9/27. To implement the improvements, wetland delineation and subsequent wetland replacement plans and permitting was required. Bolton & Menk determined deficiencies in the runway and how it's viewed under the Wetland Conservation Act and Clean Water Act.

Pine River Regional Airport Master Plan Update, City of Pine River, Minnesota

The City of Pine River needed to update an airport master plan to maintain grant assurances for federal eligibility. Through master plan meetings and airport user surveys, the future needs of the airport were identified, and a plan was developed to keep the airport moving forward.

DMFS Relocation, Des Moines International Airport, Iowa

The Des Moines International Airport could no longer meet the demand for increased passenger traffic spurred by the growth in the Des Moines metro area. The only way to accommodate a new terminal was to relocate the Des Moines Flying Service building, a fixed-base operator at the airport. Bolton & Menk worked with Des Moines Flying Service to relocate them from one end of the airport property to the other. A new terminal will replace Des Moines Flying Service building and will meet increased passenger demand, allow more room for aircraft, and increase aircraft sales and passenger traffic.

South Concrete Apron, City of Worthington, Minnesota

The south concrete apron was deteriorating rapidly due to alkali-silica reactivity and needed to be reconstructed. Bolton & Menk led the reconstruction project. By reconstructing the failing pavement, the south concrete apron now provides a safer surface for airplanes to taxi on and also improved the surface drainage of the area.

Runway 12/30 Threshold AGIS, City of Iowa City, Iowa

The Iowa City Airport has been clearing obstruction around the field since the last master plan update to maximize runway length and lower approach minimums. Bolton & Menk established new approaches to the airport.

Snow Removal Equipment Building Design and Construction, City of Litchfield, Minnesota

The City of Litchfield needed a snow removal equipment (SRE) building to store equipment used for airport maintenance. Bolton & Menk led the design and construction of a 52-foot by 48-foot post framed SRE building. By working with the city to develop the minimum building requirements, we were able to develop a set of design/build bidding documents to allow contractors to propose final design and cost options for the SRE building.

Airport Master Plan, Houston County, Minnesota

The airport needed to update their 20-year master plan to identify existing facility needs and plans for future development. Bolton & Menk led the county through the FAA Master Plan update process. By completing the master plan update, the county is now aware of how vital the airport is to the community and how continued development is critical for success of Houston County.

Multi-Bay Hangars, City of Redwood Falls, Minnesota

The City of Redwood Falls needed to construct new airport hangers to meet increasing demand. Bolton & Menk designed seven bay hangers to accommodate business and private pilot needs and helped the city secure federal funding for their construction.

Milaca Municipal Airport ALP Update, City of Milaca, Minnesota

MnDOT recommended the City of Milaca update their ALP to meet current design standards, evaluate the building area for hangar development, and identify possibilities of a future crosswind runway. Bolton & Menk evaluated the existing and future projected-based aircraft and wind coverage of Runway 16/34 to aid in development of the recommended future building area and crosswind runway.

Long Prairie Municipal Airport Master Plan Updates, City of Long Prairie, Minnesota

The City of Long Prairie and Todd County needed to update an airport master plan to maintain grant assurances for federal eligibility. Through master plan meetings and airport user surveys, the future needs of the airport were identified, and a plan was developed to keep the airport moving forward.

Owatonna Airport Hangar Phase 1 and Taxiway, City of Owatonna, Minnesota

Bolton & Menk worked with the City of Owatonna to design the concrete foundation for a hangar building. The hangar was a pre-engineered metal building as specified by the architect. The project involved coordination with an architect and electrical engineering consultant.

East Taxilanes Reclamation, City of Willmar, Minnesota

The City of Willmar's east taxi lanes faced surface drainage issues. Bolton & Menk used a bituminous full-depth reclamation process to form and pave a reclaimed asphalt base layer, immediately improving surface drainage upon project completion.

Runway 34 Extension RPZ, City of Long Prairie, Minnesota

The existing 3,000-foot runway was inadequate for pilots. After extending the runway an additional 500-feet, the city noticed an increase in operations.

Runway 14/32 Relocation and Extension, City of Perry, Iowa

Perry Municipal Airport's existing runway was experiencing early pavement failure. Working with FAA staff, Bolton & Menk reconstructed the runway in a new location to meet the future needs of the airport and its users.



Silas Parmar, PE
Principal Aviation Engineer



Real People. Real Solutions.

Education

Bachelor of Science - Civil Engineering
University of Minnesota

Registration

- Professional Engineer, IA
- Professional Engineer, MN

Summary

Silas began his profession in 2006, gaining experience in airport design and client management for numerous commercial service and general aviation airports throughout Minnesota, Iowa, and Wisconsin. As project manager, Silas assists clients with the design, construction, and funding for a variety of projects involving both concrete and bituminous runways, taxiways, and aprons. In addition to airfield pavement design, his experience includes airfield lighting, signage, and NAVAID design.

Silas is passionate about client interaction. He uses his knowledge in business development, project scoping, contract negotiations, and construction administration to provide the best outcome for his clients. He has consistently attended and presented project updates at public meetings for approvals. Silas is no stranger to airport funding, working closely with the FAA, MnDOT Office of Aeronautics, and WisDOT Bureau of Aeronautics to secure project funds.

Experience

Airport Master Plan, Houston County, Minnesota

The airport needed to update their 20-year master plan to identify existing facility needs and plans for future development. Silas served as the project manager, leading the county through the FAA Master Plan update process. By completing the master plan update, the county is now aware of how vital the airport is to the community and how continued development is critical for success of Houston County.

8-Unit T-Hangar, City of Hutchinson, Minnesota

The City of Hutchinson had a waiting list of pilots wanting to base their aircraft at the airport but did not have any hangars available for rent. Silas served as the project manager for the construction of an 8-unit T-Hangar. By constructing a new 8-unit T-Hangar, the city now has eight additional aircraft based at Hutchinson which will bring additional revenue to the city via hangar rental and fuel sales.

East Taxilanes Reclamation, City of Willmar, Minnesota

The east taxilanes' surface drainage was so poor that water continually backed up into hangars during rain and snow melt events. Silas served as the project manager for the reconstruction of the east taxilanes and led the design effort. By reconstructing the east taxilanes with an inverted center crown and installing a concrete valley gutter down the middle, surface drainage now flows away from the hangars and into the grassy area.

Airport Master Plan Update, City of Pipestone, Minnesota

Silas served as your primary contact and oversaw the master plan process. He established the schedule and ensure routine communication so all information was included in the plan. Silas also coordinated with the FAA and MnDOT about master plan progress and request agency reviews when required.

South Concrete Apron, City of Worthington, Minnesota

The South Concrete Apron was deteriorating rapidly due to alkali-silica reactivity and needed to be reconstructed. Silas served as the project manager for the reconstruction of the South Concrete Apron. By reconstructing the failing pavement, the South Concrete Apron now provides a safer surface for airplanes to taxi on and also improved the surface drainage of the area.

Runway 34 Extension RPZ, City of Long Prairie, Minnesota

The City of Long Prairie needed to extend their runway in order to accommodate the aircraft using the airport. Silas served as the project manager for the 500-foot extension to Runway 16/34. By extending Runway 16/34 to a total length of 3,500 feet, the local meat packing businesses in town were able to fly into the Long Prairie airport more routinely without any weight restrictions.



Nick Grahek, PE
Aviation Project Engineer



Real People. Real Solutions.

Education

Bachelor of Science - Civil Engineering
University of Minnesota - Duluth

Registration

- Professional Engineer, MN
- Professional Engineer, ND

Certifications

American Concrete Institute

- Concrete Field I

Summary

Nick is an aviation project engineer who began his career in 2018. Excelling in aerospace, heavy civil construction, and quality control, Nick focuses on airport design and construction observation.

Experience

Airport Master Plan Update, City of Redwood Falls, Minnesota

With Runway 12/30 pavement requiring reconstruction and a new airfield lighting system desired by the city, FAA recommended the city complete a master plan update. The primary focus of the study was justifying the length of Runway 12/30. Bolton & Menk completed a business user survey to identify all corporate aircraft models and number of operations they have at RWF. Secondly, based aircrafts were researched to document operations of those requiring 4,000 feet length to operate. We submitted all support documentation on why Runway 12/30 is justified to be reconstructed at 4,000 feet by 75 feet. FAA approved the runway length analysis.

Airport Master Plan Update, City of Pipestone, Minnesota

Bolton & Menk worked with the City of Pipestone to make improvements to the city's municipal airport. The project included Phase I cultural resources survey for the proposed improvements, background research, and client meetings.

Additional Airport Experience

- Long Prairie Municipal Airport Master Plan Updates, City of Long Prairie, Minnesota
- Airport Master Plan Update, City of Forest Lake, Minnesota
- AWOS Installation, City of Willmar, Minnesota
- Re-Light Runway 1/19, City of Ames, Iowa
- Airport Master Plan Update, City of Aitkin, Minnesota
- Runway 7/25 And Runway 12/30 Approach Development, Iowa City Municipal Airport
- Land Acquisition, Rockwell City Municipal Airport
- Multi-Bay Hangar, City of Hutchinson, Minnesota
- Runway Evaluation, City of Willmar, Minnesota
- AWOS Replacement, City of Benson, Minnesota
- AWOS Replacement, City of Pine River, Minnesota
- Airfield Pavement Maintenance, City of Hawley, Minnesota
- Airfield Lighting Replacement, City of Hutchinson, Minnesota
- Concrete Joint Rehabilitation, City of Blue Earth, Minnesota
- T-Hangar, City of Granite Falls, Minnesota
- Airfield Pavement Maintenance and Taxiway Reconstruction, City of Litchfield, Minnesota
- Runway 14/32 Relocation and Extension, City of Perry, Iowa
- Airfield Pavement Maintenance, Dunn County Airport, North Dakota
- Multibay Hangar, Dunn County Airport, North Dakota
- Houston Co/CHU Runway 13/31 Culvert, Houston County, Minnesota
- Owatonna Airport Hangar Phase 1 and Taxiway, City of Owatonna, Minnesota



Christopher Gardner
Aviation Planner



Real People. Real Solutions.

Education

Bachelor of Science - Biology
Minnesota State University, Mankato

Graduate Certificate - Geographic Information Systems
Technology
Minnesota State University, Mankato

Summary

Chris began his career in 2010, gaining experience with GIS remote sensing. He is knowledgeable in many facets of aviation planning and design, including FAA Advisory Circulars, airspace obstruction analysis, and airport master plans. Chris is experienced in developing MnDOT safety zones required at airports throughout Minnesota. His knowledge and training in aviation, coupled with his GIS expertise, ensures he has the skills required to manage data for a number of airports. Additionally, he is a licensed and active private pilot.

Experience

Airport Master Plan Update, City of Pipestone, Minnesota

Chris led the master planning effort and be responsible for development of reports and graphics. He will coordinate with support staff for airport feature analysis. Chris will also lead the development of the ALP in GIS.

Long Prairie Municipal Airport Master Plan Updates, City of Long Prairie, Minnesota

The City of Long Prairie and Todd County needed to update an airport master plan to maintain grant assurances for federal eligibility. Chris served as the planning lead for the airport layout plan and master plan update at Todd Fields. Through master plan meetings and airport user surveys, the future needs of the airport were identified, and a plan was developed to keep the airport moving forward.

Pine River Regional Airport Master Plan Update, City of Pine River, Minnesota

Chris led the update of Pine River's airport master plan to maintain federal grant eligibility. They identified future needs through meetings and surveys, crafting a plan to propel the airport forward.

Runway 12/30 Threshold AGIS, City of Iowa City, Iowa

The Iowa City Airport has been clearing obstruction around the field since the last master plan update to maximize runway length and lower approach minimums. Chris served as the lead aviation planner in establishing new approaches to the airport. Through coordination with FAA, airport stakeholders, and the City of Iowa City, Chris has been able to coordinate the procedure modifications and runway extensions with minimal downtime.

Airport Zoning Update, City of Hutchinson, Minnesota

The City of Hutchinson needed to update the airport zoning ordinance based on recent master plan changes. Chris served as the lead GIS specialist in developing the zoning around the airport. Zoning was established with exclusions made for established neighborhoods in coordination with the state.

Runway Evaluation, City of Willmar, Minnesota

Chris used UAS technology to capture high resolution imagery of the entire airfield. This UAS imagery was used to calculate the quantities of patch, seal, etc. needed for the rehabilitation project. A record is then kept of the pavement condition at a specific time.



Justin Vossen
Aviation Planner



Real People. Real Solutions.

Education

Certificate - Graphic Information Science - GIS
South Central College

Master of Arts - Urban Planning
Minnesota State University, Mankato

Certifications

Federal Aviation Administration

- Remote Pilot

Summary

An aviation planner at Bolton & Menk, Justin began his career in 2022. He is knowledgeable in GIS and planning, and is responsible for GIS research, assisting with airport master plans, airport layout plans, and airport zoning. Justin's passion stems from being a self-proclaimed aviation geek his entire life. In his free time, Justin enjoys watching old movies, Maverick hockey, and the Minnesota Twins!

Experience

Airport Master Plan Update, City of Pipestone, Minnesota

Bolton & Menk worked with the City of Pipestone to make improvements to the city's municipal airport. The project included Phase I cultural resources survey for the proposed improvements, background research, and client meetings.

Airfield Pavement Maintenance and Taxilane Reconstruction, City of Litchfield, Minnesota

Runway 13/31, Taxiway A, and the apron at the Litchfield Municipal Airport were reconstructed in 2015. To maintain the integrity and extend the life of the pavements, a pavement maintenance project was recommended for 2022. The project included crack repair and sealcoat of all airfield pavements. The East Taxilanes on the airfield had a very low pavement condition index and were reconstructed using the full depth reclamation process as part of the project.

Long Prairie Municipal Airport Master Plan Updates, City of Long Prairie, Minnesota

The City of Long Prairie and Todd County needed to update an airport master plan to maintain grant assurances for federal eligibility. Through master plan meetings and airport user surveys, the future needs of the airport were identified, and a plan was developed to keep the airport moving forward.

Additional Airport Experience

- AWOS Replacement, City of Benson, Minnesota
- AWOS Replacement, City of Pipestone, Minnesota
- Long Prairie Municipal Airport Master Plan Updates, City of Long Prairie, Minnesota
- Airport Master Plan Update, City of Redwood Falls, Minnesota
- Airport Master Plan Update, City of Benson, Minnesota
- Airport Master Plan Update, City of Aitkin, Minnesota
- Multi-Bay Hangar, City of Hutchinson, Minnesota
- Transportation and Utility Plan, City of Le Sueur, Minnesota
- Runway, Taxiway and Apron Pavement Rehabilitation Belle Plaine Municipal Airport, City of Belle Plaine, Minnesota
- Airfield Lighting Replacement, City of Hutchinson, Minnesota
- AWOS Replacement, City of Albert Lea, Minnesota
- NAVAID Replacement, Aitkin Municipal Airport, Minnesota
- Multibay Hangar, Dunn County Airport, North Dakota
- Multibay Hangar, Hawley Municipal Airport, Minnesota
- Airfield Pavement Maintenance, City of Hawley, Minnesota



Kristin Dahm, PE
Project Engineer



Real People. Real Solutions.

Education

Bachelor of Science - Civil Engineering
Iowa State University

Registration

- Professional Engineer, MN
- Professional Engineer, CO

Certifications

Minnesota Department of Transportation (MnDOT)
• Aggregate Production

Bolton-Menk Authorized Trainer

- Low Salt Design Strategies - LSID TM

Summary

Kristin is a project engineer who began her professional career in 2013. Her expertise lies in roadway design and reconstruction, sidewalk and trail design, and ADA requirements. Kristin is responsible for municipal design, stakeholder and general project coordination, and preliminary and final design. Her passion stems from the rewarding feeling she gets seeing a project go from conception to construction, and knowing that her designs are assisting other people every day.

Experience

MPDG Grant Application: Mobility Enhancements for Regional Growth and Equity, City of Greeley, Colorado

The City of Greeley wants to construct a regional mobility hub that integrates with the proposed interchanges on 35th and 47th Avenues with people, goods, and services locally and regionally. In order to advance construction, the city is applying for a federal Infrastructure For Rebuilding America (INFRA) grant and seeks support from partners to strengthen the grant application. Bolton & Menk led the grant application process, which included developing and refining the project concepts; preparing the benefits-cost analysis for each element of the project; and writing the narrative elements and preparing the illustrations and maps for the \$117 million federal grant application.

Multibay Hangar, Dunn County Airport, North Dakota

Dunn County Airport only had one bay hangar and was looking to construct additional hangar units to expand the number of aircrafts based there and increase future funding opportunities. Bolton & Menk designed a four-unit multibay hangar adjacent to the existing taxiline to address the airport's goals. Our team provided an alternative that included two finished floor elevations, along with a solution for the hangar apron grades to accommodate the design. The Bolton & Menk team then assisted in creating an RFP for the inclusion of a fully-heated building, insulation, wifi-controlled thermostats, and epoxy-coated flooring, among other amenities requested by the airport. Ultimately, the hangar design catered to the airport's needs and will produce a high-quality, desirable deliverable to airport users and potential tenants.

Milaca Municipal Airport Parking Lot and Entrance Road Improvements, City of Milaca, Minnesota

The City of Milaca's Capital Improvement Plan (CIP) identified the need to pave the access road to and parking lot of the Milaca Municipal Airport. The CIP also recommended the paving of 110th Avenue, which is adjacent to the airport. The Bolton & Menk team collaborated with MnDOT Aeronautics and region representatives, explaining the advantages and cost savings of combining the projects and accelerating the timeline to complete the improvements a year earlier than originally planned. Recognizing the value in modifying the plan, MnDOT granted the city funds to complete both projects in accordance with the new timeline. This project is ongoing and set to be constructed in June 2024.



Madison Burke
Senior Funding Specialist



Real People. Real Solutions.

Education

Bachelor of Science - Business Administration
AIB College of Business

Certifications

San Diego State University
• Grant Writing

Notable Accomplishments

Iowa Rural Development Council Vice President (as of
1/26/24)

Summary

Madison enjoys getting to know the communities that Bolton & Menk serves and finding funding sources that align with their needs. Madison assists Iowa communities through the entire funding process—from finding funding to applying for funding to administering the funding requirements. She began her career in 2008. In her role, she is responsible for tracking all funding sources that are applicable to Iowa communities. She communicates funding updates to project managers and their communities.

Experience

2022 Airport Services, City of Storm Lake, Iowa

Madison provided valuable assistance to the airport by leveraging her expertise in funding and staying updated on the latest developments from both IEDA (Iowa Economic Development Authority) and IFA (Iowa Finance Authority).

Airport Consultant 23-27, City of Muscatine, Iowa

Madison played a crucial role in supporting Muscatine airport by offering her specialized knowledge in funding and ensuring they stayed up to date of the latest updates from both IEDA and IFA.

Airport SOQ, City of Estherville, Iowa

Madison was instrumental in assisting the airport by providing her expertise in funding and delivering timely updates from both IEDA and IFA, thereby enhancing the airport's financial strategies and decision-making processes.

MPDG Grant Application: Mobility Enhancements for Regional Growth and Equity, City of Greeley, Colorado

The City of Greeley wants to construct a regional mobility hub that integrates with the proposed interchanges on 35th and 47th Avenues with people, goods, and services locally and regionally. In order to advance construction, the city is applying for a federal Infrastructure For Rebuilding America (INFRA) grant and seeks support from partners to strengthen the grant application. Bolton & Menk led the grant application process, which included developing and refining the project concepts; preparing the benefits-cost analysis for each project element; and writing the narrative elements and preparing the illustrations and maps for the \$117 million federal grant application.

Additional Airport Experience

- Runway 14/32 Analysis, City of Perry, Iowa
- General Airport Improvements, City of Emmetsburg, Iowa
- 2015 Airport Master Plan, City of Storm Lake, Iowa

Photo Courtesy of CDOT

REQUIRED FORMS

BID FORM FOR PROJECT NO. 202408 Airport Consultant & Engineering Services
TO THE MOFFAT COUNTY BOARD OF COUNTY COMMISSIONERS, Moffat County, Colorado:

I/We have examined the Scope of Work, Plans, and Specifications and the site of the proposed work and receipt of Addendum No(s). 1 of 1 is hereby acknowledged.

I/We hereby propose to furnish all labor, materials and supplies, and to sustain all the expense incurred in doing the work pursuant to in RFP 202408 – Airport Consultant & Engineering Services, as advertised by Moffat County, Colorado, 05/08/2024 and 05/15/2024 a copy of which advertisement is attached and made a part hereof. I/We agree to protect my/our employees on this contract, if awarded to Bolton & Menk, Inc. (Consultant), by adequate Workers' Compensation Insurance.

I/We hereby agree to execute a Contract and supply Insurance Endorsement forms within fifteen (15) days (or such further time as may be allowed in writing by BOCC) after receiving notification of the Award of Contract based on this bid, and in case I/we do not, the BOCC may proceed to award the contract to another, re-advertise the work for bids, or proceed in any lawful manner they deem advisable.

I/We hereby agree to commence the work within the specified time frame following the date of award unless such time for beginning the work is changed by BOCC in the "Notice to Proceed".

Respectfully submitted,


May 30, 2024

Signature _____ Date _____

Ronald Roetzel, PE

Name _____

Principal-in-Charge _____

Title _____

Bolton & Menk, Inc.

Company Name _____

1960 Premier Drive

Mailing Address _____

1960 Premier Drive

Physical Address _____

Mankato, MN 56001

City/State/Zip Code _____

612-770-6012

Phone No. _____

Ronald.Roetzel@bolton-menk.com

Email _____

DUNS No.: 064752041 (UEI: K6FDNK9LKPP7)

Attested: _____

State of: Minnesota

(Seal)

Please print clearly:



County of: Blue Earth

(Bid must be signed in ink by the bidder with the signature in full. When a firm is bidder, the agent who signs the firm name to the Bid shall state, in addition, the names and addresses of the individuals composing the firm. When a corporation is a bidder, the person signing shall state under the laws of what State the corporation was chartered and the name and the title of the officer having authority under the by-laws to sign contracts. The Bid shall also bear the seal of the corporation attested by its secretary. Anyone signing the Bid as agent must file with it legal evidence of his authority to do so. Mailing address, County and State must be given after the signature.)

Each Bid should contain a unit bid price for each item shown in the Scope of Work, a completed Certificate of Intent to Subcontract, and a signed Anti Collusion Affidavit.



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

05/23/2024

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an **ADDITIONAL INSURED**, the policy(ies) must have **ADDITIONAL INSURED** provisions or be endorsed. If **SUBROGATION IS WAIVED**, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Brown & Brown Insurance Services, Inc. 1120 South Avenue North Mankato MN 56003		CONTACT NAME: Mary Portner, CISR PHONE (A/C, No, Ext): (507) 344-4505 E-MAIL ADDRESS: Mary.Portner@bbrown.com FAX (A/C, No): (866) 800-6599	
INSURED Bolton and Menk, Inc. 1960 Premier Dr. Mankato MN 56001		INSURER(S) AFFORDING COVERAGE INSURER A: EMCASCO Insurance Company INSURER B: Employers Mutual Casualty Company INSURER C: Continental Casualty Company INSURER D: INSURER E: INSURER F:	
		NAIC # 21407 21415	

COVERAGES**CERTIFICATE NUMBER:** 2024-25 Bolton**REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	☒ COMMERCIAL GENERAL LIABILITY ☐ CLAIMS-MADE ☒ OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: ☐ POLICY ☒ PRO-JECT ☐ LOC OTHER:	Y		6D50852	01/01/2024	01/01/2025	EACH OCCURRENCE \$ 2,000,000
	DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000						
	MED EXP (Any one person) \$ 10,000						
	PERSONAL & ADV INJURY \$ 2,000,000						
B	☒ AUTOMOBILE LIABILITY ☒ ANY AUTO OWNED AUTOS ONLY ☐ SCHEDULED AUTOS ☒ HIRED AUTOS ONLY ☒ NON-OWNED AUTOS ONLY			6E50852	01/01/2024	01/01/2025	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000
	BODILY INJURY (Per person) \$						
	BODILY INJURY (Per accident) \$						
	PROPERTY DAMAGE (Per accident) \$						
B	☐ UMBRELLA LIAB ☒ OCCUR ☒ EXCESS LIAB ☐ CLAIMS-MADE DED ☒ RETENTION \$ 0			6J50852	01/01/2024	01/01/2025	EACH OCCURRENCE \$ 10,000,000
	AGGREGATE \$ 10,000,000						
	\$						
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y / N ☒ N	N / A	6H50852	01/01/2024	01/01/2025	☒ PER STATUTE ☐ OTH-ER
	E.L. EACH ACCIDENT \$ 1,000,000						
	E.L. DISEASE - EA EMPLOYEE \$ 1,000,000						
	E.L. DISEASE - POLICY LIMIT \$ 1,000,000						
C	Professional/Pollution Liability E&O Deductible \$25,000			AEH114019718	12/31/2023	12/31/2024	Per Claim Limit \$5,000,000
	Aggregate Limit \$10,000,000						
	Retro Active Date 12/31/1997						

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

Moffat County, all elected and appointed officials, all employees and volunteers, all boards, commissions and/or authorities and board members, including employees and volunteers thereof are additional insured regarding general liability.

CERTIFICATE HOLDER**CANCELLATION**

Moffat County Development Services 1198 W Victory Way, Ste 107 Craig CO 81625	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE 
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ANTI-COLLUSION AFFIDAVIT

I hereby attest that I am the person responsible within my firm for the final decision as to the price(s) and amount of this bid or, if not, that I have written authorization, enclosed herewith, from that person to make the statements set out below on his or her behalf and on behalf of my firm.

I further attest that:

1. The price(s) and amount of this bid have been arrived at independently, without consultation, communication, or agreement for the purpose or with the effect of restricting competition with any other firm or person who is a bidder or potential prime bidder.
- 2A. Neither the price(s) nor the amount of this bid have been disclosed to any other firm or person who is a bidder or potential prime bidder on this project and will not be so disclosed prior to bid opening.
- 2B. Neither the price(s) nor the amount of the bid of any other firm or person who is a bidder or potential prime bidder on this project have been disclosed to me or my firm.
- 3A. No attempt has been made or will be made to solicit, cause or induce any firm or person who is a bidder or potential prime bidder to refrain from bidding on this project, or to submit a bid higher than the bid of this firm, or any intentionally high noncompetitive bid or other form of complementary bid.
- 3B. No agreement has been promised or solicited for any other firm or person who is a bidder or potential prime bidder on this project to submit an intentionally high, noncompetitive or other form of complementary bid on this project.
4. The bid of my firm is made in good faith and not pursuant to any consultation, communication, agreement or discussion with, or inducement or solicitation by or from any firm or person to submit any intentionally high, noncompetitive or other form of complementary bid.
5. My firm has not offered or entered into a subcontract or agreement regarding the purchase or sale of materials or services from any firm or person, or offered, promised or paid cash or anything of value to any firm or person, whether in connection with this or any other project, in consideration for an agreement or promise by any firm or person to refrain from bidding or to submit any intentionally high, non-competitive or other form of complementary bid or agreeing or promising to do so on this project.
6. My firm has not accepted or been promised any subcontract or agreement regarding the sale of materials or services to any firm or person, and has not been promised or paid cash or anything of value by any firm or person, whether in connection with this or any other project, in consideration for my firm's submitting any intentionally high, noncompetitive or other form of complementary bid, or agreeing or promising to do so, on this project.
7. I have made a diligent inquiry of all members, officers, employees, and agents of my firm with responsibilities relating to the preparation, approval or submission of my firm's bid on this project and have been advised by each of them that he or she has not participated in any communication, consultation, discussion, agreement, collusion, or other conduct inconsistent with any of the statements and representations made in this affidavit.
8. I understand, and my firm understands that any misstatement in this affidavit is and shall be treated as a fraudulent concealment from Moffat County, Colorado of the true facts relating to submission of bids for this contract.

I DECLARE UNDER PENALTY OF PERJURY IN THE SECOND DEGREE, AND ANY OTHER APPLICABLE STATE OR FEDERAL LAWS, THAT THE STATEMENTS MADE ON THIS DOCUMENT ARE TRUE AND COMPLETE TO THE BEST OF MY KNOWLEDGE.

Vendor's Firm or Company Name:

Bolton & Menk, Inc.

Signature

[Handwritten Signature]

Title

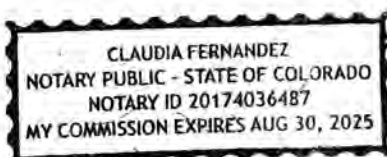
Sr. Principal

Date

5/21/24

The foregoing instrument was acknowledged before me this 21 day of May, 2024.

Notary Public



ACKNOWLEDGEMENT

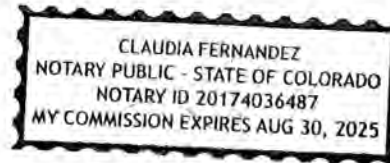
State of Colorado
County of Mapahoe

On May 21, 2024 before me, Claudia Fernandez, a notary
public, personally appeared Ronald A Roetz el

who proved to me on the basis of satisfactory evidence to be the person(s) whose name(s)
is/are subscribed to the within instrument and acknowledged to me that he/she/they
executed the same in his/her/their authorized capacity(ies), and that by his/her/their
signature(s) on the instrument the person(s), or the entity upon behalf of which the
person(s) acted, executed the instrument.

Witness my hand and official seal.

Signature [Signature] (Seal)
Printed Name Claudia Fernandez
Commission Expires 8/30/25



CERTIFICATE OF INTENT TO SUBCONTRACT

In accordance with Section 108.01 of the Standard Specifications, the successful bidder may subcontract a portion of the contract. The bidder hereby certifies that if awarded the contract, he/she:

_____ **Does Or** _____ **Does Not** intend to subcontract a portion of the work. (Insert Check Boxes)

Following are the names and addresses of proposed subcontractors and the items and cost of the work each will subcontract. Any changes made to this list after award of contract must be approved in writing by the Project Manager.

Name/Address	Subcontract Item	Project Cost

Company

Name (Please Print)

Title

Signature

Date



**BOLTON
& MENK**

Real People. Real Solutions.

1960 Premier Drive
Mankato, MN 56001-5900

Ph: (507) 625-4171
Fax: (507) 625-4177
Bolton-Menk.com

May 30, 2024

RE: Corporate Resolution

To Whom It May Concern,

Officers, Directors, and Principal Owners of Bolton & Menk, Inc. are authorized to negotiate, enter into, and execute and deliver in the name of and on behalf of the Corporation any contract or agreement which they deem to be reasonable and necessary for the business of the Corporation.

Officers and Directors of Bolton & Menk, Inc. are Bradley DeWolf, Kreg Schmidt, Seth Peterson, Chris Chromy, Marcus Thomas, Dan Lonnes, Wesley Brown, Chuck DeWolf, and David Martini.

In addition, the firm has 113 additional Principal Owners authorized to sign on behalf of the company, including Ronald A. Roetzel. A complete listing of our Principal-in-Charge is available upon request.

Sincerely,

Bolton & Menk, Inc.

Bradley C. DeWolf, P.E.
President/CEO