



DECEMBER 2, 2025

## PROFESSIONAL ENGINEERING SERVICES: TRACTOR PROCUREMENT SPECIFICATION DEVELOPMENT

**Contact:**

Joe Roenfeldt, PE  
515-240-4329  
[Joe.Roenfeldt@bolton-menk.com](mailto:Joe.Roenfeldt@bolton-menk.com)

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**BOLTON  
& MENK**

Real People. Real Solutions.



December 2, 2025

**Brett Soukup**

Airport Director  
Independence Municipal Airport  
331 1<sup>st</sup> Street East  
Independence, IA 50644

**Bolton & Menk, Inc.**

401 1<sup>st</sup> Street SE | Suite 201  
Cedar Rapids, IA 52401  
319-362-3219 | Bolton-Menk.com

**RE: STATEMENT OF  
QUALIFICATIONS FOR  
PROFESSIONAL ENGINEERING  
SERVICES - TRACTOR  
PROCUREMENT SPECIFICATION  
DEVELOPMENT**

Dear Brett:

Independence Municipal Airport is looking to procure a tractor and supporting attachments for snow removal using FAA funds. This procurement must meet FAA Buy American provision requirements, the needs of the Independence Municipal Airport, and support timely airfield snow removal operations for the foreseeable future. Bolton & Menk has ample experience procuring snow removal equipment (SRE) and is readily available to help. With our team, you get:

**EXPERIENCED LEADERSHIP**

I have helped numerous airports procure SRE for their airfield snow removal needs. My experience spans all corners of the State of Iowa and makes me uniquely qualified to get you the right equipment to meet the Independence Municipal Airport's operational needs.

**FAMILIAR FACES**

As your airport consultant, we know your preferences and expectations! Our team has helped navigate challenges at your airport for years and is readily available to assist you with SRE procurement.

**COST-EFFECTIVE SOLUTIONS**

Bolton & Menk understands that you're watching your bottom line. With this necessity, it's important to procure the SRE without breaking the bank. With FY26 95 percent FAA funding lined up for the project, we will work with you to get the project bid, meeting grant deadlines and ensuring you get the equipment and features you need.

In continued service to Independence Municipal Airport, we are excited at the opportunity to complete the Tractor Procurement project. I will serve as a shared primary client contact and project manager. Please contact me at 515-240-4329 or [Joe.Roenfeldt@bolton-menk.com](mailto:Joe.Roenfeldt@bolton-menk.com) if you have any questions regarding our proposal.

Respectfully submitted,  
**Bolton & Menk, Inc.**

Joe Roenfeldt, PE  
Principal Aviation Project Manager

# FIRM QUALIFICATIONS AND EXPERIENCE

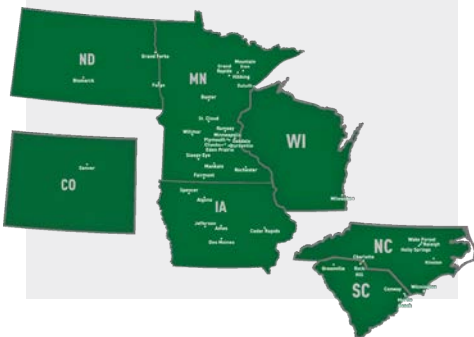


## FIRM OVERVIEW

We believe all people should live in safe, sustainable, and beautiful communities and we take pride in our ability to make that happen. Our commitment to communities began in 1949, serving the needs of municipal clients in small towns. Today, Bolton & Menk has more than 1,000 multiregional employees including a professional staff of more than 300 engineers, planners, landscape architects, and surveyors.

For more than 40 years, we have helped communities maintain and develop their airports. From funding assistance and planning to survey, design, and construction administration of airport-related facilities, no project is too big or too small. Our history of success with the FAA demonstrates we take care to ensure plans and projects meet all regulation and funding requirements. Clients appreciate how our forward-thinking and proactive approach helps them realize their short- and long-term airport goals.

We promise every client two things: we'll work hard for you, and we'll do a good job. At the end of the day, we're **Real People** offering **Real Solutions**.



## YOUR ALL-IN-ONE PARTNER

### AVIATION SERVICES

Bolton & Menk's team of dedicated aviation professionals has experience in all types of airport design and construction projects.

### DESIGN SERVICES

- Runway, taxiway, taxilane, apron, entrance road, and parking lot
- Pavement design—concrete and asphalt
- Pavement rehabilitation
- Pavement management and preservation
- Construction safety and phasing plans
- Airfield lighting design and construction
- Airfield navigational aid design and construction
- Topographic surveying
- Site grading and drainage
- Aviation fueling systems
- Security and wildlife fencing
- SRE acquisition
- Automated weather observation systems

### CONSTRUCTION SERVICES

- Construction observation
- Contract administration
- Materials testing
- Construction staking

### AIRPORT ADMINISTRATION SERVICES

We believe the key to project success is working with you throughout project planning, design, construction, and closeout. We accomplish this by

- Attending Independence Municipal Airport Commission, FAA, and Iowa DOT meetings
- Assisting in CIP capital budgeting
- Looking for additional funding outside of the traditional sources
- Assisting in the completion of the airport CIP
- Providing FAA and Iowa DOT grant funding applications and administration
- Implementing the DBE program

### AIRPORT PLANNING

Airport planning projects impact the airport property and surrounding community. Developing an airport plan that coincides with the city's plans is integral to successful planning projects. We develop open communication between airport staff, airport commission, and the public. Our airport planning services include

- Airport master planning
- Airport layout plan (ALP)
- Runway approach analysis and development





- Airport zoning ordinance administration and updates
- Project justification documentation

### LAND ACQUISITION

We are ready to assist with acquiring land as needed for your airfield needs through the following:

- Fee acquisitions
- Easement acquisitions

### ENVIRONMENTAL SERVICES

Environmental services are becoming more critical to the completion of airport projects. We are ready to assist with tasks required to meet FAA and state requirements. Our in-house staff includes environmental specialists and archaeological field teams who provide the following services

- Categorical exclusions
- National Environmental Policy Act environmental reviews
- Wetland delineation
- Cultural resources

### AIRPORT GEOGRAPHIC INFORMATION SYSTEMS (GIS)

We have a team of aviation GIS professionals to perform airport services. Our team has created GIS web applications for ALP's to make them interactive for users, as well as unmanned aerial vehicles (drones) to provide aerial photography and site terrain data. Other services we offer include

- Airport web application development
- Utility mapping
- Unmanned aerial vehicle services
- High-resolution aerial imagery
- 3D visualizations

### AIRPORT ARCHITECTURAL SERVICES

We have completed numerous successful building projects at airports in recent years and will bring experience in

- Terminal building improvements
- Hangar and T-hangar improvements
- Corporate hangar improvements
- SRE storage facilities

### AIRPORT FUNDING SPECIALISTS

Our funding staff is committed to helping develop CIPs and match them with available funding outside the FAA and the Iowa DOT. A list of some potential funding sources includes

- FAA entitlement
- FAA discretionary

- Iowa DOT
- Iowa Economic Development Authority
- EDA grant funds
- Iowa Finance Authority
- Iowa DNR
- USDA loan program
- Iowa RISE
- Casino funding
- Congressionally directed spending



## KNOWLEDGE OF FAA STANDARDS

### LEADER IN GENERAL AVIATION (GA) AIRPORTS

Our aviation team currently serves 21 GA airports and one commercial service airport in Iowa, as well as 29 GA airports in Minnesota—many of which are comparable in size and operations to Independence Municipal Airport.

Bolton & Menk has deep experience working with the FAA and Iowa DOT, and we've built strong relationships with key personnel in both agencies. Our FAA connections include Joshua Peters, Junior Lindsay, Ryan DaMetz, Anthony Pollard, Ed Hyatt, and others in the Central Region. In planning, we regularly collaborate with Scott Tener (environmental) and Amy Walter (land acquisition). Our team has worked with the Iowa DOT Office of Aviation for more than 30 years, partnering with Shane Wright, Mike Marr, and Tim McClung. These long-standing relationships help streamline approvals and enhance funding opportunities. We encourage you to contact these individuals to learn more about our performance.

We are well-versed in Iowa DOT Airport Guidance, FAA Advisory Circulars, Orders, Memorandums, and the Airport Improvement Program Handbook, ensuring full regulatory compliance. Our expertise allows us to guide Independence Municipal Airport through project completion and funding strategies.

With every FAA and Iowa DOT grant comes a set of obligations. Our team actively tracks and manages these requirements, including the FAA's 28 grant assurances, to ensure full compliance throughout each airport improvement project.

## EXPERIENCE WITH FAA AND IOWA DOT FUNDING

With the Independence Municipal Airport closely monitoring its bottom line, maximizing the available funding for your airport is imperative. Examples of funding include:

- **FAA Non-Primary Entitlement (NPE) Funding**
  - Independence Municipal Airport receives \$150,000 annually in NPE funds, which may be accumulated for up to four years—totaling \$600,000—for eligible projects.
- **FAA Discretionary Funding**
  - These funds are distributed to high-priority projects at the end of the FAA fiscal year and are applied for through the CIP process. Discretionary funding supports larger-scale efforts such as runway extensions or parallel taxiways that exceed entitlement limits.
- **FAA IIJA – Infrastructure Investment and Jobs Act (Airport Infrastructure Grant)**
  - Under the IIJA program, the airport received:
    - » \$145,000 for FY 2023
    - » \$144,000 for FY 2024
    - » \$137,000 for FY 2025
    - » \$137,000 for FY 2026
  - Remaining **Bipartisan Infrastructure Law (BIL) funds** for FY 2026 will be recalculated and published at <https://www.faa.gov/bil/airport-infrastructure>
- **Iowa DOT Grant Funding**
  - Iowa DOT offers funding for vertical infrastructure, emergency pavement repairs, and horizontal development projects.
    - » Horizontal Infrastructure: Up to \$400,000 (state share), with a maximum of 85 percent funded by Iowa DOT
    - » Vertical Infrastructure: Up to \$300,000 for new construction and \$150,000 for rehabilitation, also capped at 85 percent Iowa DOT funding

## RECENT IOWA PROJECTS WITH FUNDING

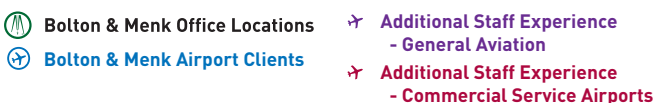
Airport/Project	AIP Entitlement	BIL-AIG	Congressional Directed Spending	Iowa DOT AIP	Iowa DOT GAVI
<b>AXA:</b> SRE Acquisition		•			
<b>EST:</b> SRE	•				
<b>IIB:</b> LED Runway and Taxiway Edge Lighting	•	•			
<b>IIB:</b> North Aircraft Parking Apron		•	•		
<b>IIB:</b> AWOS Replacement	•				•
<b>IIB:</b> Taxiway and Apron Expansion					
<b>IIB:</b> Taxiway Construction	•				
<b>IIB:</b> SRE Storage Building	•				
<b>MUT:</b> Taxilane Construction				•	
<b>MUT:</b> SRE	•	•			
<b>PRO:</b> SRE		•			



FAA SRE acquisition projects are unique, with set standards that must be followed. Standards include:

- Buy American
  - All bidders must submit Buy American documentation waivers for all major pieces of equipment supplied. Typically Type III waivers and supporting documentation are provided to support that the provided equipment is greater than 60 percent produced in the U.S. and final assembly occurs within the U.S.
  - This process is specific to the FAA requirements for any FAA funded project and in particular more difficult for SRE projects rather than other airfield projects.
  - Typically, equipment suppliers are not used to the public bidding process and Buy American documentation. Having an experienced consultant on your side helps ensure bidders are informed of the required paperwork and will choose to bid on the project.

Bolton & Menk has provided aviation engineering services across the Midwest for more than 40 years. We achieve client satisfaction by developing quality deliverables, identifying additional funding options, and delivering timely projects. We have experience in all phases of work for your airport, from grant applications to planning and design through construction and project closeout. Our team has worked across Iowa, not only in airports but in the cities that host them. Over the years, our experience has covered all airport development, design, and operations aspects. The map below shows our presence in Iowa is large, local, and committed.



Bolton & Menk has assembled an experienced and proven team to complete the project tasks required by the Independence Municipal Airport.

### PROJECT MANAGER EXPERIENCE

Project manager, Joe Roenfeldt, has ample experience procuring SRE for clients. Below is a list of airports he's supported through the procurement process using FAA funding and meeting FAA Buy American requirements:

- Algona Municipal Airport, IA
- Belle Plaine Municipal Airport, IA
- Creston Municipal Airport, IA
- Estherville Municipal Airport, IA
- Grinnell Regional Airport, IA
- Humboldt Municipal Airport, IA
- Muscatine Municipal Airport, IA
- Newton Municipal Airport, IA
- Northeast Iowa Regional Airport, IA
- Perry Municipal Airport, IA
- Vinton Veterans Memorial Airport, IA

### MINNESOTA SRE PROCUREMENT EXPERIENCE OF THE FIRM

- Albert Lea Municipal Airport
- Blue Earth Municipal Airport
- Buffalo Municipal Airport
- Fairmont Municipal Airport
- Owatonna Degner Regional Airport
- Pine River Regional Airport
- Winstead Municipal Airport

### IOWA SRE PROCUREMENT EXPERIENCE OF THE FIRM

- Algona Municipal Airport
- Estherville Municipal Airport
- Muscatine Municipal Airport
- Le Mars Municipal Airport
- Perry Municipal Airport

## SNOW REMOVAL EQUIPMENT ALGONA MUNICIPAL AIRPORT

[Jacob Tjaden, City Administrator, 515-295-2411](#)

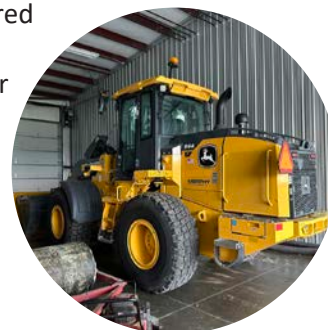
This project replaced an existing tractor and snow blower at the Algona Municipal Airport. The new equipment provided includes a tractor with front loader to use the existing box plow, a general-purpose bucket for the front for moving around piled snow and rear mounted snow blower. The airport only has one person to complete snow removal operations and desired equipment that could be easily operated to clean up the parts of the airport that could not be plowed with a truck. The airport equipment was provided as part of a grant from the FAA. The provided equipment met the Buy American requirements and procurement specifications of FAA.

The equipment is currently in production and is expected to be put into service this winter.

## SNOW REMOVAL EQUIPMENT ESTHERVILLE MUNICIPAL AIRPORT

[Penny Clayton, City Administrator, 712-362-7771](#)

The Estherville Municipal Airport required new SRE to meet its needs. The airport desired a front-end loader with a power reversible v-plow with an attached wing plow. The airport equipment was provided as part of a grant from the FAA. The provided equipment met the Buy American requirements and procurement specifications of FAA.





## SNOW REMOVAL EQUIPMENT LE MARS MUNICIPAL AIRPORT

**Jason Vacura, City Administrator, 712-548-4965**

This project consisted of acquiring a single-axle carrier vehicle with a heavy-duty multipurpose dump body. The truck was equipped with a front-mounted displacement plow, side-mounted displacement wing plow, and a solid material spreader. Engineering services included coordinating the SRE requirements city staff, preparation of the technical specifications and bidding documents, bidding assistance, contract administration, preparation of the grant assistance and close out. The airport equipment was provided as part of a grant from the FAA. The provided equipment met the Buy American requirements and procurement specifications of FAA.



## SNOW REMOVAL EQUIPMENT MUSCATINE MUNICIPAL AIRPORT

**Brian Stineman, Public Works, 563-263-8933**

Due to the amount of ramp space and the amount of jet traffic at the airport, the airport was in need of additional snow removal equipment. To combat the end rows created by the snowplows use, a snow blower was provided on a new tractor. Due to the need to keep the airport open as much as possible, the tractor will also be equipped with a broom. The broom will aid in the ability to sweep the pavement clean which will result in the ability to keep the airport open more in the winter months. The airport equipment was provided as part of a grant from the FAA. The provided equipment met the Buy American requirements and procurement specifications of FAA.

**ONGOING PROJECT**

The equipment is currently in production and is expected to be put into service this winter.

## SNOW REMOVAL EQUIPMENT PERRY MUNICIPAL AIRPORT

**Sven Peterson, City Administrator, 515-465-2481**

The Perry Municipal Airport needed new SRE to meet the needs of the airport. The airport desired a tractor with a front mounted snow blower. The airport equipment was provided as part of a grant from the FAA. The provided equipment met the Buy American requirements and procurement specifications of FAA.





## SNOW BLOWER FOR EXISTING TRACTOR BLUE EARTH MUNICIPAL AIRPORT

**Luke Steier, Airport Manager, 507-526-7264**

The Blue Earth Municipal Airport needed new SRE to meet the needs of the airport. The airport desired a tractor with a front mounted plow that can be converted hydraulically to a box plow and a snow blower attached to the rear. The airport equipment was provided as part of a grant from the FAA. The provided equipment met the Buy American requirements and procurement specifications of FAA.



## SNOW REMOVAL EQUIPMENT PINE RIVER MUNICIPAL AIRPORT

**Mike Hansen, Public Works Director, 218-821-3521**

Due to the amount of ramp space at the airport and amount of jet traffic, the airport was in need of additional snow removal equipment. To combat the end rows created by the snowplows use, a snow blower was provided on a new tractor. Due to the need to keep the airport open as much as possible, the tractor will also be equipped with a broom. The broom will aid in the ability to sweep the pavement clean which will result in the ability to keep the airport open more in the winter months. The airport equipment was provided as part of a grant from the FAA. The provided equipment met the Buy American requirements and procurement specifications of FAA.



## ADDITIONAL EXPERIENCE

Other notable Iowa experience from Joe Roenfeldt (all acquired under FAA grants and met Buy American requirements):

- Belle Plaine Municipal Airport - Dump truck, power reversible front blade, and tailgate sander
- Creston Municipal Airport - Dump truck, power reversible front blade, and tailgate sander
- Grinnell Regional Airport – Wheel loader with power reversible front blade, and general-purpose bucket
- Humboldt Municipal Airport – Tractor with front snow blower, front mounted broom, and rear blade
- Newton Municipal Airport – Dump truck, power reversible front plow, tailgate sander, benching wing plow, and under body scraper plow
- Northeast Iowa Regional Airport - Dump truck, power reversible front plow, and tailgate sander
- Vinton Veterans Memorial Airport – Tractor with front snow blower and front mounted broom



## HISTORY OF MEETING SCHEDULES AND MEETING BUDGETS

Our team understands your need for a cost-effective project through all phases, from scoping through design, smart design choices, and managing construction risks and costs. 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 a snapshot of similar type projects from our project history showing our ability to meet project goals. **Additional Iowa aviation project budget/schedule information is available upon request.**

Year	Airport /Project	Engineers Estimate (≈CIP Project Budget)	Actual Bid Cost	% Change Est vs. Bid Cost	Final Cost	% Change Bid Vs. Final Cost	% Change Est Vs. Final Cost	See Notes	Completed on Schedule?
2025	<b>AXA:</b> SRE Acquisition - Tractor, Snow Blower, Loader, and Bucket	\$465,000.00	\$502,093.17	8%	Under Construction				
2022	<b>EST:</b> SRE Acquisition - Front End Loader, Wing Plow, and Displacement Plow	\$302,100.00	\$263,900.00	-13%	\$263,900.00	0.00%	-12.6%		Yes
2024	<b>IIB:</b> LED Runway and Taxiway Edge Lighting	\$559,025.00	\$423,544.00	-24%	\$427,290.70	0.88%	-23.6%		Yes
2023	<b>IIB:</b> North Aircraft Parking Apron	\$1,056,335.00	\$1,012,083.00	-4%	\$994,537.93	-1.73%	-5.9%		Yes
2022	<b>IIB:</b> AWOS Replacement	\$206,975.00	\$155,710.00	-25%	\$156,825.75	0.72%	-24.2%		Yes
2022	<b>IIB:</b> Taxiway and Apron Expansion	\$360,866.00	\$331,851.00	-8%	\$329,100.95	-0.83%	-8.8%		Yes
2019	<b>IIB:</b> Taxiway Extension	\$424,831.00	\$264,085.00	-38%	\$273,828.00	3.69%	-35.5%	1	Yes
2017	<b>IIB:</b> Taxiway Widening	\$67,718.00	\$52,268.00	-23%	\$52,458.00	0.36%	-22.5%		Yes
2014	<b>IIB:</b> SRE Storage Building	\$335,685.00	\$418,088.00	25%	\$411,042.00	-1.69%	22.4%		Yes
2025	<b>MUT:</b> SRE Acquisition - Tractor, Snow Blower, and Broom	\$445,000.00	\$428,799.67	-4%	Under Construction				
2024	<b>PRO:</b> SRE - Tractor and Snow Blower	\$380,000.00	\$385,988.86	2%	\$385,988.86	-	1.6%		Yes
<b>Average (all Iowa airport projects)</b>				<b>-8.7%</b>	<b>-</b>	<b>-0.3%</b>	<b>-7.2%</b>	<b>-</b>	<b>-</b>

1: Additional work via change orders



# PROJECT UNDERSTANDING AND APPROACH

Having adequate and reliable SRE at your airport is vital to maintaining wintertime airfield operations. It is important to ensure that winter precipitation is cleared efficiently and the airfield is safe for aircraft operations as quickly as possible following winter storm events.

The airport currently has a snowplow truck with blade, an older tractor with a loader, and a tractor with a snow blower. Older SRE is more likely to breakdown during key times and particularly during harsh winter weather events, when you need the equipment the most.

The new equipment to be provided includes a new snow blower, loader for the proposed tractor, and a box blade. With a provided loader, a general-purpose bucket will also be available for scooping piles of snow.

Given the limited number of SRE operators and maintenance staff at your airport, it is important to have multipurpose equipment. The equipment should be configured in a way that allows users to easily switch between functions. It should also be equipped with intended attachments in the correct position on the tractor as to how it will function most of the time so that it is ready for most winter weather events.

Until recently, most tractors that met the Buy American standards were row crop tractors that were outfitted for snow removal operations. Recently, an established airport snow removal equipment supply company released a bi-directional tractor of similar horsepower and price to the row crop tractors that may be a viable option to consider for your airport. Consideration of this bi-directional tractor would allow the operator to always have forward-facing equipment no matter what direction the tractor is moving or what end of the tractor the snow removal attachments are installed on. This is due to the controls and the seat being able to rotate to face forward to the direction of travel of the tractor.

We have experience in obtaining a variety of federally funded SRE. We have considerable experience working with equipment suppliers to ensure that they understand the paperwork for the Buy American requirements. The FAA procurement process is a tedious and daunting task that falls outside the comfort zone of the equipment suppliers' usual sales processes, so our experience in assisting them through the process is essential to ensure complete and competitive bids. With this project planned in Federal FY 2026 it is eligible for 95 percent FAA funding, subject to entitlement and BIL balance available.





# KEY PERSONNEL



Bolton & Menk understands the importance of developing solutions that can be implemented efficiently. We have provided a brief background and description of key individual roles. These individuals have track records of successful projects and, just as importantly, are enthusiastic and committed to meeting and exceeding your expectations. **We can provide detailed résumés of all personnel upon request.**



## JOE ROENFELDT, PE PROJECT MANAGER, PRINCIPAL-IN-CHARGE

**Joe has the qualifications, experience, motivation, and work ethic to effectively manage and coordinate your project. He will be responsible for overall team management and all schedule, cost, and scope management processes. Joe will be the primary point of contact for the project. He is the subject matter expert for all things SRE.**

Joe is an aviation project manager at Bolton & Menk who began his career in 2007. His project experience includes program design and management, contract administration, and construction observation as well as reconstruction, rehabilitation, and development of runways and taxiways. He uses his skills as a project manager to fulfill design, bidding, observation, construction administration, and grant administration needs. Joe is passionate about the airport work he does and the people he meets along the way.

Joe has ample experience procuring SRE for clients. Below is an all-inclusive list of airports he's supported through the procurement process using FAA funding and meeting FAA Buy American requirements:

- Algona Municipal Airport, IA
- Belle Plaine Municipal Airport, IA
- Creston Municipal Airport, IA
- Estherville Municipal Airport, IA
- Grinnell Regional Airport, IA
- Humboldt Municipal Airport, IA
- Muscatine Municipal Airport, IA
- Newton Municipal Airport, IA
- Northeast Iowa Regional Airport, IA
- Perry Municipal Airport, IA
- Vinton Veterans Memorial Airport, IA

### Active GA Projects:

- Algona Municipal Airport, IA
- Ames Municipal Airport, IA
- Belle Plaine Municipal Airport, IA
- Boone Municipal Airport, IA
- Creston Municipal Airport, IA
- Greenfield Municipal Airport, IA
- Grinnell Regional Airport, IA
- Hampton Municipal Airport, IA
- Le Mars Municipal Airport, IA



## **GARRETT JACOBS, PE**

### PROJECT SUPPORT

**Garrett will assist Joe throughout the snow removal procurement process. He will assist in the specification development and assist in the contract administration for the project.**

Garrett is an aviation project manager who began his career in 2019 who focuses on design and construction of projects at general aviation airports in Iowa. His experience includes focusing on design and construction oversight of aviation projects. Garrett enjoys the wide variety of projects that the general aviation community. Garrett looks forward to assisting you with your airport design and construction needs.

#### **SRE Projects:**

- Algona Municipal Airport, IA
- Perry Municipal Airport, IA
- Muscatine Municipal Airport, IA

#### **Active GA Projects:**

- Perry Municipal Airport, IA
- Storm Lake Municipal Airport, IA



## **ELLIOTT LINDGREN**

### QA/QC MANAGER

**Elliott will ensure that quality service is provided to Independence Municipal Airport.**

Elliott is a dynamic aviation division leader who began his career in the aviation industry in 1999. He has made significant contributions to some of the nation's largest airports and led multiple introductory FAA programs. Elliott excels in leading and providing technical oversight of aviation projects, bringing expertise in aviation planning, safety, design, and operations of general aviation, commercial service, and military airports. Passionate about addressing clients' needs, he is known for his ability to facilitate consensus-building efforts, ensuring balanced and effective solutions. His dedication and expertise make him a trusted leader in the aviation industry.

#### **Active Commercial Service Projects:**

- Waterloo Regional Airport, IA





## CARL BYERS, PE

### CLIENT SERVICE MANAGER

**Carl will share the primary point of contact for the project. He will lead all client service efforts.**

Carl spent 10 years as an active-duty Air Force pilot, flying varied aircraft ranging from the Boeing B52 bomber to the supersonic Northrop T38 trainer. He completed his military career in 1998 as a pilot for the Iowa Air National Guard, flying the Fairchild Metroliner and the Beech 1900. In 1989 he began his career as an aviation engineer. As an aviation senior project manager, his experience includes project management, design, and construction for runway extensions, taxiways, aprons, NAVAIDS, and pavement rehabilitation. Carl enjoys helping his clients identify a need, find and secure funding, design necessary improvements, and see a project through so it provides the necessary client benefit.

#### **SRE Projects:**

- Chariton Municipal Airport, IA
- Monticello Regional Airport, IA
- Guthrie County Regional Airport, IA

#### **Active GA Projects:**

- Jefferson Municipal Airport, IA
- Muscatine Municipal Airport, IA
- Vinton Veterans Memorial Airport, IA
- Washington Municipal Airport, IA

#### **Active Commercial Service Projects:**

- Des Moines International Airport, IA





# REFERENCES



Feel free to reach out to the actual users of equipment we've procured. These airport managers recently went through or are currently in the process of getting FAA-funded SRE.



**JACK BUTLER**  
PERRY MUNICIPAL AIRPORT  
515-360-7271



**PAUL SLAUGHTER**  
ESTHERVILLE MUNICIPAL AIRPORT  
712-362-2761



**JIM KOHLHAAS**  
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515-320-0870