



Letter of Interest &  
Qualifications for Airport  
Advisory Services



February 20, 2026

San Luis Valley  
Regional Airport (ALS)



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# ▶ LETTER OF INTEREST

## Point of Contact

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February 20, 2026

San Luis Valley Regional Airport  
Attn: Roni Wisdom, Administrator  
8900 Independence Way  
Alamosa, CO 81101

**Re: Letter of Interest and Qualifications for Airport Advisory Services**

Dear Roni Wisdom, Sirah Master, and Advisory Board Members,

At LJA Engineering, Inc. (LJA), we are Employee-Owned and Client Focused. Boasting over 3,000 employee-owners, we offer full-service airport consulting that will meet your needs. Throughout this Letter of Interest (LOI), we will present our extensive capabilities and demonstrate how our expertise aligns with your goals.

San Luis Valley Regional Airport (ALS) deserves a partner who not only understands the technical requirements of a market analysis and rate study, but who also brings firsthand airport management experience, practical insight, and a commitment to fast, actionable results. Our dedicated aviation team includes former airport managers and aviation planners who have lived the operational, financial, and stakeholder realities ALS navigates every day.

We are prepared to support ALS with a focused, results-oriented approach that aligns with your goals for financial sustainability, operational clarity, and immediate revenue impact. Our aviation team is equipped to deliver analysis, clear recommendations, and hands-on implementation support, ensuring that improvements are not only identified but put to work quickly.

**The Right Team** | The LJA Aviation Team is a carefully chosen group of aviation professionals with solid experience in engineering, planning, and aviation management – including the development and implementation of guiding documents such as market study, lease rate analysis, and development analysis. This work is grounded in the real-world experience of former airport managers who understand the challenges you face.

**Rigorous Analysis Plus Implementation** | Our goal is simple: drive measurable revenue gains for ALS starting in FY2026. As we complete each element of our analysis, we translate findings into actionable steps your team can implement right away. With this agile mindset and approach, LJA will deliver insights and recommendations as each component of the study is completed, enabling ALS to begin implementing improvements immediately.

**Hands-On Leadership and Support** | LJA Aviation is ready to provide hands-on leadership and support throughout this project and into the implementation portion of these proposed solutions. Unlike firms that rely on limited aviation staffing or remote support, LJA maintains a dedicated aviation team, including former airport managers, engineers, planners, Autodesk Civil 3D design specialists, compliance specialists, and marketers, delivering a full-service team to ALS. Our Colorado presence ensures responsiveness, accessibility, and direct engagement with airport leadership. When issues arise, we show up.

## BRIEF FIRM HISTORY

53

YEARS IN BUSINESS

3,000+

EMPLOYEE-OWNERS

90+

OFFICES

LJA was established to be the premier engineering firm across the US. From the beginning, the firm stood out by recognizing the importance of quality engineering solutions amid a culture of visionary leadership and collaborative delivery. The firm began in 1972 when John "Dutch" Lichliter founded The Lichliter Company. In 1976, Bill Jameson came on board as president, and the firm became Lichliter/Jameson & Associates. The firm evolved into LJA Engineering, Inc. in 2011, as it is known today. Our reputation is built upon a 53-year legacy of mutual trust – among our staff and our clients – driving our commitment to deliver the best solutions for our clients. We provide the following services:

- » Transportation/Aviation
- » Construction Management
- » Public Works
- » Land Development
- » Energy
- » Environmental
- » Surveying
- » Rail Services
- » Telecom

## LJA AVIATION TEAM HISTORY

LJA Aviation, a newly established division within LJA's transportation sector, provides engineering, planning, and airport management advisory services to airport clients. Our team has grown organically by attracting and hiring seasoned aviation professionals who share a passion for establishing an aviation division that provides airport clients with exceptional service and high-quality projects.

The LJA Aviation Team consists of twelve full-time aviation professionals, all of whom have over ten years of industry experience, and who have a proven history of successful engineering, planning, and airport management projects. The LJA Aviation hub office is located in Grand Junction, Colorado, and is supported by regional professionals in Reno, Nevada; Casper and Sheridan, Wyoming; and Albuquerque, New Mexico.

Specific to the ALS Airport Advisory Services project, the LJA Aviation Team includes Justin Heid, A.A.E. (Project Manager | Airport Management Advisor), Ken Moen, A.A.E. (Sr. Aviation Director | Airport Management Advisor), and Jessica Callow (Airport Business & Rates Analysis Specialist).

Justin and Ken are former airport managers and Accredited Airport Executives (A.A.E.) through the American Association of Airport Executives (AAAE),

and Jessica is a former owner-operator of an on-airport helicopter flight school. Their direct experience managing airport operations, aviation businesses, finances, and stakeholder relationships ensures that LJA Aviation approaches every assignment with a clear understanding of how recommended actions affect airport users, governance, and long-term sustainability.

Their expertise includes airport revenue strategy, rates and charges development, and the use of pricing as a tool to support both financial performance and market competitiveness. They understand the importance of achieving fair market value across all revenue streams—including aeronautical and non-aeronautical leases, hangars, fuel flowage fees, landing fees, and other airport charges—and of maintaining rates that are defensible, equitable, and aligned with industry standards.

LJA Aviation will support ALS as an extension of its staff, leveraging the team's airport management background and experience conducting internal rates and charges studies. Justin, Ken, and Jessica will evaluate peer airports and comparable facilities to ensure ALS's rates and lease structures are consistent with industry practices, support self-sustainability, and position the airport for future growth.

We look forward to the opportunity to discuss how we can support your airport's continued success

Sincerely,



**Kenneth G. Moen, A.A.E.**  
Senior Aviation Director

# ▶ QUALIFICATIONS STATEMENT

LJA Aviation is pleased to submit this Letter of Interest and Qualifications (LOI), highlighting the depth of our Airport Advisory Services. LJA's Aviation Team is ready to provide the services needed for ALS. The team dedicated to ALS will be led by Project Manager Justin Heid, A.A.E., alongside Ken Moen, A.A.E., and Jessica Callow. This core group is supported by the full LJA Aviation Team, including engineers, planners, Civil 3D CAD specialists, and marketing professionals.

We have the staff and resources in place to match your schedule and priorities, giving each task the attention it requires. With the support of LJA's full range of experience, we can deliver responsive, efficient, and high-quality Airport Advisory Services from start to finish. Our team brings practical experience in airport management and experience as aircraft owners and private pilots, as well as a former airport business owner/operator. That expertise is strengthened by LJA's in-house capabilities in airport administration, airport marketing, and airport management support services allowing us to manage every aspect of a project without the delays and coordination challenges that often accompany external consultants.

We take a straightforward, proactive approach to scheduling. Potential challenges are identified early, and practical solutions are applied to keep the project moving. Project Manager Justin Heid, A.A.E., will provide hands-on oversight to make sure resources are aligned with project needs and adjusted quickly if circumstances change. With this approach, we are confident in our ability to deliver projects on time, on budget, and to the high standards expected by ALS.

Collectively, we bring decades of personal experience delivering successful work for airports across the central and western United States, including the FAA's Northwest Mountain Region. Project examples in this LOI highlight projects our team members completed while at a previous firm, demonstrating the depth of our aviation expertise and the relevance of our past performance to your airport's needs. We have extensive experience completing projects and serving airports similar to ALS. These projects reflect our proven ability to maintain FAA compliance, coordinate with state and local government entities, and deliver cost-effective solutions at airports of similar size and complexity. Just as importantly, they show the hands-on involvement of the very professionals who will serve your airport today and tomorrow.

## Our Team Proudly Offers:

### **Airport Advisory Services**

- » Provide On-Call Services, Airport Business/Strategy Planning, Industry and Market Assessments, Capital Programming, Program Optimization, Airport Management Compliance Program Development, Cost Estimating, Rates and Charges Studies, Rent Studies, Policies, Airport Rules and Regulations, Minimum Standards, DBE Program Management

### **Engineering Design**

- » Runways, Taxiways, Aprons, Utility Infrastructure, Access Roads, Airport Lighting and Navigation Systems, Pavement Management Programs, Traffic Control Systems, Parking Facilities, Terminal Design

### **Master Planning**

- » Airport Master Plans, Airport Layout Plans, Airport System Planning, Airport Improvement Plans, Airport Planning Studies, Advanced Air Mobility Integration Studies, Aerospace Planning Studies

### **Environmental**

- » Environmental Studies and Analysis, Noise and Air Quality Studies, NEPA Documentation, Site Selection and Feasibility Studies, GIS

### **Site Development**

- » Terminals, Hangars, Maintenance Facilities, Storage Buildings, Consolidated De-Icing Facilities, Fuel Farms

### **Land Development**

- » Adjacent Land Acquisition and Development, Land-Use Studies

### **Survey**

- » Airport/Airspace Survey, Obstruction Analysis, Photogrammetry

### **Construction Management**

- » Provide Project-Level Administration, Inspection, and Management

## THE TEAM

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LJA is proud to introduce the team of aviation professionals who will deliver all upcoming analysis projects at ALS. Our three key staff members assigned to serve ALS have been carefully selected for their expertise, proven experience, and commitment to providing outstanding aviation services. Together, they represent the depth of knowledge and resources necessary to support every aspect of your projects, from initial project kickoff through completion. Our team was intentionally assembled to balance technical proficiency with practical, hands-on experience in airport management.



*Ken Moen, A.A.E. | Jessica Callow | Justin Heid, A.A.E.*

As Project Manager, **Justin Heid, A.A.E.**, brings perspective as an airport planner, former airport manager, and active pilot to help ALS achieve its goals. As a former airport manager, Justin regularly conducted rate studies and updates to the rules and regulations/minimum standards at his airports. Upon entering the consulting world, Justin has leveraged his experience to support airports nationwide, serving as an extension of his clients' staff.

As Sr. Aviation Director and Airport Management Advisor, **Ken Moen, A.A.E.** has more than 48 years of experience in air traffic control, airport management, airport consulting, and aviation infrastructure development. His hands-on, collaborative approach, working with airport leadership, delivers actionable solutions tailored to the local community.

Aviation has played a defining role throughout Justin and Ken's careers and professional passions. Both served in the military as young adults: Justin as a crew member on a C-5 Galaxy and Ken in the airport air traffic control tower. Both left the military and

continued their education, with their eyes set on the civilian aviation sector. Justin transitioned into airport management and continued his passion for aviation and airports as a general aviation pilot and airport manager. Ken spent 27 years as an FAA Air Traffic Controller and, upon retirement, began a second career in airport management. Their aviation careers have now intersected at LJA, bringing ALS decades of experience and knowledge.

The third member of our ALS team is **Jessica Callow**, who has a strong background in interpreting and applying 49 CFR Parts 26, 23, and 21, as well as Executive Orders and state-specific regulations, to safeguard funding eligibility and ensure program compliance. This relevant experience informs Jessica's understanding of how airport sponsors must balance regulatory compliance with efficient airport operations. With extensive knowledge of contract administration, procurement, and reporting procedures, Jessica provides strategic counsel to support airports in achieving their goals, managing contracts, tenant relationships, and best practices. As LJA's in-house expert, Jessica has more than a dozen years of experience administering programs for over 100 airports across the western U.S.

Jessica and her husband owned and operated a successful aviation business in Florida, where she negotiated airport leases and managed the procurement of fuel, equipment, and supplies. This hands-on experience gives Jessica a unique perspective on Airport Advisory Services, grounded in a clear understanding of the needs of airport tenants and aviation business operators. She regularly coordinates with FAA staff and state aviation offices, leveraging her strong working relationships with government officials to provide prompt problem-solving, proactive compliance oversight, and effective implementation of airport projects. Jessica's ability to navigate complex federal regulations and requirements makes her an invaluable resource for airport sponsors.

LJA Aviation has made ALS a top priority for our firm, and our Business Development Lead, Jesse Fabula, has visited ALS on several occasions and established a strong familiarity with the airport. This familiarity and mutual understanding will be a strong foundation for us to provide exceptional Airport Advisory Services to ALS. **LJA Aviation has exactly what ALS needs in a consulting partner, including the right team.**

## PROJECT APPROACH

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Regional commercial service and general aviation airports face unique funding challenges, and our team brings firsthand experience addressing them as both airport management staff and trusted consultants. Funding an airport is not just an obligation of stewardship but is essential for continued federal funding and support. Federal Aviation Administration (FAA) Grant Assurance 24 requires airports to strive to be as self-sustaining as possible to remain eligible for federal grants. This grant assurance requires airport sponsors to ensure that their rates and charges are market-based and adjusted on a regular basis.

We are committed to guiding ALS through a strategic analysis of airport rates and charges, ensuring they are benchmarked against similarly situated airports and aligned with market conditions. Our approach begins with a thorough understanding of airport revenue streams and expenses. Our capability and methodology for delivering high-quality reporting are outlined below.

As former airport managers, Justin and Ken have extensive experience positioning airports within their regional and statewide markets to remain competitive and financially sustainable. For ALS, a clear understanding of the airport's market context will serve as the foundation for all decision-making and rate analysis.

The market and development studies will include a structured evaluation of ALS's strengths, weaknesses, opportunities, and threats (SWOT) as they relate to airport operations, business practices, and revenue performance. Regional characteristics, aviation and economic trends, and development forecasts will be analyzed to establish relevant performance metrics and to identify opportunities to strengthen the airport's market position.

This analysis will also identify appropriate peer and comparable airports—both within the region and

statewide—to support a defensible lease rate and charges analysis. Rates will be evaluated against industry benchmarks while accounting for ALS's unique role as the primary commercial service airport in the San Luis Valley. This approach ensures that recommended rates are competitive, aligned with industry norms, and reflective of the value the airport provides to the region, enabling ALS to capitalize on its scale, activity levels, and regional importance.

The market study and rates and charges analysis will lay the foundation for understanding the airport's current revenue footprint compared with similar airports in the region and state. This is an important first step in establishing the airport's market potential and development feasibility. The development analysis will establish a business case for future development based on assessments of the market, developer interest, and overall feasibility.

This phase begins with a focused review of the airport's objectives aligned with the project's defining vision. Establishing clear development goals will form the foundation for future decision-making, define the project scope, and set the metrics used to evaluate the success of future development.

Our team will examine historical development plans that have been prepared through past planning projects, as well as identify potential alternative development options that may be more economical based on today's markets and desires. The types of hangar development considered will incorporate the latest industry trends as well as new and emerging practices in the industry that could aid in the marketing of future developments to future users. Each alternative will consider the overall project and operating costs, as well as calculate the return on investment for the airport. Ultimately, the highest and best uses of each hangar development area should be decided through the process to market appropriately to specific developers.



## UNDERSTANDING

Currently, the airport is served by Denver Air Connection, offering twice-daily flights to Denver, with one flight on Sundays. Understanding the level of commercial service activity, along with general aviation activity, will be foundational to identifying similarly situated airports. Colorado airports for comparison that also utilize Denver Air Connection include Pueblo (83 nautical miles northeast), Telluride (102 nautical miles northwest), and Cortez (132 nautical miles west). Clovis, New Mexico—located 225 nautical miles southwest of Alamosa—may also be evaluated, as it is served by Denver Air Connection.

Based aircraft counts from *basedaircraft.com* indicate that there are 21 validated based aircraft as of November 2025. Similar airports within the state are identified in the table below.

A rates and charges study will identify the price per sq/ft for leases and rental rates, rental rates for specific hangar types, fuel flowage fees, current fuel prices, landing fees, service fees, and any additional rate/fee structures the airport desires to be investigated.

The LJA Aviation Team understands that the airport currently maintains fee structures for landing fees (airline and cargo), fuel flowage, ramp and tie-downs, aeronautical and non-aeronautical uses, commercial non-aeronautical

hangar and land leases, and T-hangar rentals. Rates and fees investigated in the study will be based on the current offerings at ALS, with additional consideration of future service potential. A future focus will allow the airport to have a baseline and projected outlook for additional services when they become available.

While LJA Aviation is a recently established division within LJA Engineering, the professionals proposed for this project bring extensive experience in airport planning and airport management, gained while working at prior firms and airports. This LOI clearly demonstrates that the same individuals who have successfully delivered FAA- and state-funded studies, as well as managed their individual airports, will be directly responsible for serving ALS.

LJA Aviation views ALS as a strategic client and this contract as the foundation of a long-term partnership where LJA's engineering and planning services can be provided under future selections. We are committed to supporting the County in implementing its vision for the airport and advancing capital improvement projects to meet your needs. With LJA Aviation, Alamosa County and ALS gain a trusted partner who understands both the regulatory framework and the airport's community context. We are dedicated to helping the County and ALS understand the airport's economic viability and achieve its potential through this study.

Airport Name	Associated City	Identifier	Validated Based Aircraft
San Luis Valley Regional Airport ( <i>Commercial Airport</i> )	Alamosa	ALS	21
Central Colorado Regional	Buena Vista	AEJ	32
Kit Carson County Airport	Burlington	ITR	16
Cortez Municipal Airport ( <i>Commercial Airport</i> )	Cortez	CEZ	49
Craig-Moffat County Airport	Craig	CAG	16
Blake Field	Delta	AJZ	62
Fort Morgan Municipal Airport	Fort Morgan	FMM	24
Granby-Grand County Airport	Granby	GNB	17
McElroy Field	Kremmling	20V	26
La Junta Municipal Airport	La Junta	LHX	16
Southeast Colorado Regional Airport	Lamar	LAA	25
Limon Municipal Airport	Limon	LIC	31
Monte Vista Municipal Airport	Monte Vista	MVI	19
Stevens Field	Pagosa Springs	PSO	35
Pueblo Memorial Airport ( <i>Commercial Airport</i> )	Pueblo	PUB	35
Rangely Airport	Rangely	4V0	16
Harriet Alexander Field	Salida	ANK	36
Sterling Municipal Airport	Sterling	STK	31
Telluride Regional Airport ( <i>Commercial Airport</i> )	Telluride	TEX	37
Wray Municipal Airport	Wray	2V5	22

## APPLICABLE PROJECT SUMMARIES

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The LJA Aviation Team has wide experience of conducting market analysis studies and rates and charges studies for airports throughout the nation as former airport managers as well at our previous firms. Below are representative projects completed by our team members that align with the services requested for ALS.



### RATES AND CHARGES STUDIES

#### 📍 Reno-Tahoe International Airport | Reno, NV

As Manager of General Aviation Properties for the Reno-Tahoe Airport Authority, **Ken Moen, A.A.E.**, led system-wide rates and charges studies for both Authority airports to support long-term policy objectives, financial sustainability, and equitable treatment of users. This effort encompassed ground leases, hangar and non-aeronautical lease rates, fuel flowage fees, landing fees, tie-down fees, gate card fees, and other airport charges. The resulting rate structures were developed in close coordination with airport leadership, aligned with applicable policy and regulatory considerations (FAA Grant Assurances), and ultimately reviewed, approved, and adopted by the Airport Authority Board of Trustees.



### GENERAL AVIATION COMMERCIAL MINIMUM STANDARDS

#### 📍 Reno-Stead Airport | Reno, NV

As Manager of General Aviation Properties for the Reno-Tahoe Airport Authority, **Ken Moen, A.A.E.**, led a comprehensive policy review and rewrite of the Authority's General Aviation Commercial Minimum Standards to ensure consistency with federal requirements, local policy objectives, and long-term airport planning goals. This effort included structuring and facilitating a stakeholder working group composed of airport leadership, on-airport business and hangar tenants, and Authority staff to balance regulatory compliance, business viability, and operational needs. The resulting policy framework was vetted through this collaborative process, endorsed by the working group, advanced to the Airport Director, and ultimately approved and adopted by the Airport Authority Board.



### MINIMUM STANDARDS, RATES & CHARGES, AND MARKET STUDY

#### 📍 Steamboat Springs Airport | Steamboat Springs, CO

While at a previous firm, **Justin Heid, A.A.E.**, completed a rates and charges and market study for the airport while updating the airport's Rules and Regulations, Minimum Standards, and lease documents. The airport's primary governing documents were in need of an update to reflect the current market and types of operations at the airport. As an additional project to the master plan, the airport elected to review and update the documents, including a rates and charges study and market analysis for the airport. This study ensured that the airport was in line with industry and regional standards.



## AIRPORT RATES AND CHARGES STUDIES

📍 Carson City Airport Authority | Carson City, NV

As the newly appointed Airport Manager, **Ken Moen, A.A.E.**, led a policy-driven reset of the airport's rates and charges to modernize legacy fee structures and align them with the Authority's financial, operational, and governance objectives. This effort included a comprehensive review of ground leases, non-aeronautical lease rates, fuel flowage fees, landing fees, tie-down fees, gate card fees, and other airport charges. The proposed changes were developed in close coordination with airport leadership and tenant base to support transparency and stakeholder acceptance, and were ultimately reviewed, approved, and adopted by the Airport Authority Board of Trustees.



## ULTIMATE AIRSIDE AND LANDSIDE DEVELOPMENT

📍 Gainesville Airport | Gainesville, TX

As Senior Director of Aviation for LJA Engineering, **Ken Moen, A.A.E.**, was invited to participate in an economic development and land use planning charrette for Gainesville Airport focused on identifying compatible development opportunities both on the airport and on adjacent properties within the designated Tax Increment Reinvestment Zone (TIRZ). The charrette was structured to encourage broad, policy-driven discussion of redevelopment concepts while maintaining sensitivity to aviation safety, operational integrity, and long-term airport viability. As part of a multidisciplinary team, Ken provided aviation-specific expertise to evaluate land use compatibility, safeguard airport operations, and align development concepts with applicable airport planning and economic development policies. The process resulted in a set of recommended development strategies submitted to the charrette organizers for further evaluation and implementation.



## BUSINESS PLAN, MINIMUM STANDARDS, RATES AND CHARGES STUDY

📍 McGregor Executive Airport | McGregor, TX

**Justin Heid, A.A.E.**, was responsible for the creation of a business plan, Rules and Regulations update, Minimum Standards update, and a rates and charges study for the McGregor Executive Airport, while at a previous firm. As part of the study, Justin conducted a market analysis that included a SWOT analysis to better determine the market viability pertinent to the airport and how best to strategically position itself for future types of business and private development. A rates and charges study was completed to better understand how the airport compared with peer and regional airports, identifying areas where current rates were sufficient at meeting fair market value, as well as determining which rates fell below the value at which the airport should be charging for its specific services. The study provided industry-based evidence that allowed the airport to adjust their rates accordingly with confidence.



## MINIMUM STANDARDS RATES AND CHARGES STUDY

📍 Shelbyville Municipal Airport | Shelbyville, TN

As the airport director for the Shelbyville Municipal Airport, **Justin Heid, A.A.E.** was actively involved in the day-to-day management of the airport, annual budgeting, lease negotiations, and rate setting. To set the standard for an even playing field, Justin updated the Minimum Standards and Rules and Regulations, as well as annually conducted a rates and charges study to aid in determining the annual rates for the airport. Leases were also updated to include CPI adjustments regularly. The rate study allowed for justification and confidence in setting lease rates, rental rates, and fees.



## MINIMUM STANDARDS, RULES AND REGULATIONS, MARKET STUDY, AND RATES AND CHARGES STUDY

📍 Guthrie-Edmond Regional Airport, Guthrie, O

While the director of the Guthrie-Edmond Regional Airport, **Justin Heid, A.A.E.** completed a Rules and Regulations update, Minimum Standards update, market study with SWOT analysis, lease updates, and regular rates and charges studies. Setting the foundation with the governing document updates allowed the airport to ensure that it was providing an even operating field for all users and businesses, and the market study provided direction for the areas of growth and development for the airport. Conducting regular rates and charges study ensured that the airport was able to achieve its potential while remaining competitive within the region and with similar airports. The studies were imperative, as they provide sound justification for maintaining or increasing rates and fees.

## CLIENT REFERENCES

LJA Aviation brings extensive experience conducting market analysis and rates and charges studies for airports nationwide, drawing on backgrounds as former airport managers and consultants. We believe the strongest measure of our success is client satisfaction, built through a culture of dedication, trust, and results-driven service. The following references reflect our long-standing relationships and our commitment to delivering high-quality work and responsive support. We welcome you to contact them to learn more about our team's performance and service.



### B-29 FAMILY HOLDINGS, LLC

**Kelly Bub Smith**

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### RENO-TAHOE INTERNATIONAL AIRPORT

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### EVECTIO CONSULTING PARTNERS

**Chris Nocks, PE**

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### HUBPOINT

**Doug Banez**

- 📞 Founder & Managing Partner
- 📞 704.408.7136
- ✉️ dbanez@hubpointadvisors.com

## WHY HIRE LJA?

For ALS, success is not just about completing tasks, it is about having an airport advisor who is present, engaged, and personally invested in the airport's future. LJA Aviation approaches this role as a long-term partnership built on trust, consistency, and proactive advocacy.

**Our Airport Advisory Services team—led by Justin Heid, A.A.E., Ken Moen, A.A.E., and Jessica Callow—brings extensive, directly applicable experience as former airport managers, aviation business owners, and trusted airport consultants.** We understand the operational, financial, and regulatory realities facing regional commercial service and general aviation airports because we have worked within them. That perspective allows us to provide practical, informed guidance on rates and charges, tenant relations, funding strategies, FAA coordination, and long-term airport positioning.

What differentiates LJA is our commitment to serving as your airport champion. Effective advisory services

require more than analysis—they require persistence, responsiveness, and a consultant willing to advocate for funding, maintain momentum, and help leadership make informed, strategic decisions. We take that responsibility seriously and are prepared to stand alongside the County as a trusted advisor.

Although this proposal focuses on Airport Advisory Services, ALS will also benefit from the strength of the entire LJA Aviation Team. Our advisory specialists are supported by in-house engineers, planners, and technical professionals, providing continuity and expanded capability should future engineering or planning services be needed. This structure allows ALS to receive focused advisory expertise today, with scalable support for tomorrow.

LJA is not simply offering advisory services; we are offering commitment: to showing up, to advocating with purpose, and to partnering with the County to ensure the San Luis Valley Regional Airport remains a safe, financially sound, and valued asset for the region.



### Members of LJA Aviation | From left to right:

**Justin Heid, A.A.E.** (Planning & Advisory Services) | **Danny Reed** (CAD/Design) | **Jessica Callow** (Administrative & Advisory Services) | **Mike Beckhoff, PE** (Engineering) | **Ken Moen, A.A.E.** (Senior Director & Advisory Services) | **Heather Thom, PE** (Engineering) | **Amanda Stephens, CPSM** (Marketing) | **Jesse Fabula, CM** (Client Management)

# STAFF RESUMES

The following resumes highlight the experience and qualifications of Justin Heid, A.A.E., Ken Moen, A.A.E., and Jessica Callow—the core LJA Aviation Team dedicated to providing Airport Advisory Services to ALS. Together, they bring practical insight, regulatory expertise, and a strong commitment to your long-term success.

## JUSTIN HEID, A.A.E.

Project Manager  
Airport Management  
Advisor



**15** YEARS OF  
EXPERIENCE

### EDUCATION

MS, Aerospace Administration & Logistics, Southeast Oklahoma State University  
BS, Aviation Management & Business Minor, University of Oklahoma

### CERTIFICATIONS

Accredited Airport Executive (A.A.E.) - American Association of Airport Executives (AAAE)  
Private Pilot

### AFFILIATIONS

American Association of Airport Executives

### CONTACT

931.212.7174  
jheid@lja.com  
Sheridan, WY

### SUMMARY OF QUALIFICATIONS

As an Airport Planning Project Manager with LJA's Aviation Team, Justin will bring the perspective of an airport manager, Air Force veteran, and active pilot to help airports achieve their goals. With over 15 years of experience, his career includes managing general aviation airports and guiding efforts in marketing, rates and charges, minimum standards, master planning, forecasting, land use planning, public outreach, grant preparation, and FAA coordination. With extensive knowledge of FAA regulations, policies, and procedures, he helps airports move through the complexities of planning and analysis with clarity and confidence.

Justin is known for balancing technical requirements with the needs of communities and stakeholders, ensuring planning projects are both practical and forward-looking. He values collaboration and works closely with airport teams to provide strategic guidance, identify challenges early, and deliver solutions that support growth and long-term success.

*All projects outlined below were completed at previous employers.*

### PROJECT EXPERIENCE

**Airport Master Plan & Business Plan | Rifle Garfield County Airport, Rifle, CO** – Project Manager and Airport Planner for the airport's Airport Master Plan and Business Plan. Justin worked closely with the airport and a subconsultant to develop the business plan for the airport. Justin was responsible for writing chapters of the master plan and developing the alternative recommendations to ensure the desires of the airport would be planned for within the planning period. Justin worked closely with the airport and the technical advisory committee to ensure the foundation was set to achieve the goals of the planning project.

**Minimum Standards, Rates and Charges, & Market Study | Steamboat Springs Airport, Steamboat Springs, CO** - While at a previous firm, Justin completed a rates and charges and market study for the airport while updating the airport's Rules and Regulations, Minimum Standards, and lease documents. The airport's primary governing documents were out of date and in need of an update across the board to reflect the current market and types of operations at the airport. As an additional project to the master plan, the airport elected to review and update the documents, including a rates and charges study and market analysis for the airport. This study ensured that the airport was in line with industry and regional standards.

**Business Plan, Minimum Standards, Rates and Charges Study | McGregor Executive Airport, McGregor, TX** - Justin was responsible for the creation of a business plan, Rules and Regulations update, Minimum Standards update, and a rates and charges study for the McGregor Executive Airport while at a previous firm. As part of the study, Justin conducted a market analysis that included a SWOT analysis to better determine the market viability pertinent to the airport and how best to strategically position itself for future types of business and private development. A rates and charges study was completed to better understand how the airport compared with peer and regional airports, identifying areas where current rates were sufficient at meeting fair market value as well as determining which rates fell below the value at which the airport should be charging for its specific services. The study provided industry based evidence that allowed the airport to adjust their rates accordingly with confidence.

**Minimum Standards & Rates and Charges Study | Shelbyville Municipal Airport, Shelbyville, TN** - As the airport director for the Shelbyville Municipal Airport, Justin was actively involved in the day to day management of the airport, annual budgeting, lease negotiations, and rate setting. In order to set the standard for an even playing field Justin updated the minimum standards and rules and regulations, as well as annually conducted a rates and charges study to aid in determining the annual rates for the airport. Leases were also updated to include PCI adjustments regularly. The rate study allowed for justification and confidence in setting lease rates, rental rates, and fees.

**Minimum Standards, Rules and Regulations, Market Study, & Rates and Charges Study | Guthrie-Edmond Regional Airport, Guthrie, OK** - While the director of the Guthrie-Edmond Regional Airport, Justin completed a rules and regulations update, minimum standards update, market study with SWOT analysis, lease updates, and regular rates and charges studies. Setting the foundation with the governing document updates allowed the airport to ensure that it was providing an even operating field for all users and businesses, and the market study provided direction for the areas of growth and development for the airport. Conducting a regular rates and charges study ensured that the airport was able to achieve its potential while remaining competitive within the region and with similar airports. The studies were imperative, as they provide sound justification for maintaining or increasing rates and fees.

# KENNETH (KEN) MOEN, A.A.E.

Senior Aviation Director  
Airport Management  
Advisor



**48** YEARS OF  
EXPERIENCE

## EDUCATION

BS, Professional  
Aeronautics, Embry-Riddle  
Aeronautical University

## CERTIFICATIONS

Accredited Airport Executive  
(A.A.E.) - American Association of  
Airport Executives (AAAE),  
Certified Airport Executive (CAE)  
– Southwest Chapter of the  
American Association of Airport  
Executives (SWAAAE),  
AAAE: Airport Certified Employee  
(ACE) Airport Operations,  
Airport Security/Trusted Agent,  
Airport Communications

## AFFILIATIONS

Nevada Aviation Association  
Arizona Airports Association  
Association of California Airports

## CONTACT

775.240.0533  
kmoen@lja.com  
Reno, NV

## SUMMARY OF QUALIFICATIONS

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Ken is the Senior Director of Aviation at LJA Engineering, bringing more than 48 years of experience in air traffic control, airport management, consulting, and aviation infrastructure. His career began as an air traffic controller in the U.S. Army and Federal Aviation Administration, followed by international work training Iraqi controllers at Baghdad International Airport.

He later advanced through leadership roles at Reno-Tahoe International Airport (RNO) and served as Airport Manager at Carson City Airport (CXP), earning his Accredited Airport Executive (A.A.E.) certification in 2016. Ken has extensive experience guiding airports through capital improvement programs, FAA compliance, property management, and non-aeronautical revenue generation.

In 2025, Ken launched LJA's Aviation Division to build a team of experts focused on delivering innovative, cost-effective solutions for airports nationwide. He continues to serve the industry as a Commissioner on the Nevada Governor's Air Service Development Commission, Vice Chair of its Legislative Committee, and President of the Nevada Aviation Association.

*All projects outlined below were completed at previous employers.*

## PROJECT EXPERIENCE

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**Rates and Charges Studies | Reno-Tahoe International Airport, Reno, NV** – As Manager of General Aviation Properties for the Reno-Tahoe Airport Authority, Ken led system-wide rates and charges studies for both Authority airports to support long-term policy objectives, financial sustainability, and equitable treatment of users. This effort encompassed ground leases, hangar and non-aeronautical lease rates, fuel flowage fees, landing fees, tie-down fees, gate card fees, and other airport charges. The resulting rate structures were developed in close coordination with airport leadership, aligned with applicable policy and regulatory considerations (FAA Grant Assurances), and ultimately reviewed, approved, and adopted by the Airport Authority Board of Trustees.

**General Aviation Commercial Minimum Standards | Reno-Stead Airport, Reno, NV** - As Manager of General Aviation Properties for the Reno-Tahoe Airport Authority, Ken led a comprehensive policy review and rewrite of the Authority's General Aviation Commercial Minimum Standards to ensure consistency with federal requirements, local policy objectives, and long-term airport planning goals. This effort included structuring and facilitating a stakeholder working group composed of airport leadership, on-airport business and hangar tenants, and Authority staff to balance regulatory compliance, business viability, and operational needs. The resulting policy framework was vetted through this collaborative process, endorsed by the working group, advanced to the Airport Director, and ultimately approved and adopted by the Airport Authority Board.

**Airport Rates and Charges Studies Carson City Airport Authority, I Carson City Airport Authority, Carson City, NV** – As the newly appointed Airport Manager, Ken led a policy-driven reset of the airport's rates and charges to modernize legacy fee structures and align them with the Authority's financial, operational, and governance objectives. This effort included a comprehensive review of ground leases, non-aeronautical lease rates, fuel flowage fees, landing fees, tie-down fees, gate card fees, and other airport charges. The proposed changes were developed in close coordination with airport leadership and tenant base to support transparency and stakeholder acceptance, and were ultimately reviewed, approved, and adopted by the Airport Authority Board of Trustees.

**Ultimate Airside Land Development Plan | Rifle-Garfield County Airport, Rifle, CO** – Serving as an airport management consultant to Garfield County, Ken evaluated vacant aeronautical land in close coordination with airport management and in alignment with the airport master plan to identify appropriate and compatible development opportunities. This effort included assessing infrastructure and development costs, establishing proposed ground lease rates, and developing land use and development guidelines to support orderly and financially sustainable growth. The work culminated in the preparation of an Airport Vacant Land Development Guide to guide future decision-making.

**Ultimate Airside and Landside Development | Gainesville Airport, Gainesville, TX** – As Senior Director of Aviation for LJA Engineering, Ken was invited to participate in an economic development and land use planning charrette for Gainesville Airport focused on identifying compatible development opportunities both on the airport and on adjacent properties within the designated Tax Increment Reinvestment Zone (TIRZ). The charrette was structured to encourage broad, policy-driven discussion of redevelopment concepts while maintaining sensitivity to aviation safety, operational integrity, and long-term airport viability. As part of a multidisciplinary team, Ken provided aviation-specific expertise to evaluate land use compatibility, safeguard airport operations, and align development concepts with applicable airport planning and economic development policies. The process resulted in a set of recommended development strategies submitted to the charrette organizers for further evaluation and implementation.

# JESSICA CALLOW

Airport Business & Rates  
Analysis Specialist



**20** YEARS OF  
EXPERIENCE

## PROJECT ROLE

Jessica will support Ken Moen, A.A.E., and Justin Heid, A.A.E. with data compilation, documentation development, and analytical support, ensuring rates and charges recommendations are defensible and implementable.

## CONTACT

970.212.3350  
jcallow@lja.com  
Grand Junction, CO

## SUMMARY OF QUALIFICATIONS

Jessica brings a unique combination of airport business ownership, aviation operations, and aviation consulting experience to LJA Aviation's rates, charges, and rent studies. As a former owner-operator of an on-airport helicopter flight school, she understands firsthand how lease structures, rental rates, fuel flowage fees, and airport policies affect aeronautical tenants. Her background also includes eight years supporting rent and market feasibility analyses for development projects, strengthening her ability to support FAA-compliant, defensible, and practical rate and rent recommendations.

*\*Projects completed at previous employers*

## PROJECT EXPERIENCE

**Airport Business and Rates Study Support | LJA Engineering, Inc.** - In this role, Jessica supports airport rates, charges, and rent studies under the direction of the Project Manager. She facilitates data collection, organization, and documentation of lease rates, fee schedules, and airport financial information, and assists with the preparation of clear, defensible exhibits and supporting materials for airport leadership and governing boards. Her tenant-side perspective helps ensure that recommendations are practical, market-aware, and sustainable.

**\*Hangar Evaluation | California Redwood Coast–Humboldt County Airport (ACV), Arcata, CA** - While at a previous firm, Jessica worked with the Airport Engineer in completing a hangar evaluation and revenue analysis to assess rent potential relative to proposed improvements. The effort examined the cost-benefit implications of utility upgrades, structural improvements, and telecommunications enhancements to inform practical, market-supported investment decisions.

**\*Owner & Operator | Tropical Helicopter | Leesburg International Airport (LEE), Leesburg, Florida** - Jessica owned and operated a Part 141 on-airport helicopter flight school at a public-use airport, managing all business, facility, and operational aspects of the enterprise. Her role included managing a 6,000-square-foot hangar and classroom facility, coordinating staffing and scheduling, and supporting aviation training operations affiliated with an accredited University of Florida partnership. She evaluated the business impacts of lease terms, rental rates, fuel flowage fees, and operating costs on business viability, supporting informed decision-making in an airport tenant environment.

## RELEVANCE TO RATES & RENT STUDIES

Jessica brings firsthand understanding of aeronautical tenant cost sensitivity and lease feasibility, informed by direct experience as an on-airport business owner. She offers practical insight into how rate structures influence tenant retention, growth, and long-term viability. Her background supporting rent and market feasibility analyses further strengthens her ability to help bridge airport sponsor objectives with tenant operational realities, resulting in recommendations that are both defensible and workable.

# PRICING PROPOSAL

It is LJA Aviation’s intent and desire to establish a long-lasting relationship and client-first approach with Alamosa County and ALS. Through this approach, we will work to achieve the desired outcome on behalf of the County and the ALS.

The required scope for each project element can be examined in greater detail if certain tasks are to receive more or less attention, based on the needs of the airport. We have included our price proposal with hour estimates based on the scope provided in the “Request for Letters of Interest and Qualifications for Professional Services,” but are willing to examine each project element with an “a la carte” pricing structure.

Please find our initial hourly assumptions and fees for the proposed project for your review. We look forward to discussing the scope and fees in further detail. Our top priority is to help the airport achieve its goals and deliver a successful project that meets both performance objectives and budget parameters.

## SCOPE OF SERVICES

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### PROJECT MANAGEMENT

Task No.	Task (Scope of Services)	Project Mgr. / Aviation Planner \$175.00	Sr. Aviation Advisor \$240.00	Market Specialist \$165.00	CAD \$170.00	Total Hours	Labor Cost
	<b>Project Management</b>						<b>\$ 2,190</b>
	Project Management	6	2	4		12	\$ 2,190

### 101. MARKET STUDY AND A LEASE RATE ANALYSIS

Consisting of:

- Research comparable airport lease rates in the local and state markets,
- Support decision-making with technical expertise in business analysis, backed by industry-specific research, experience and relevant performance metrics.
- Complete a comprehensive lease rate analysis of current rates at San Luis Valley Regional Airport, and
- Provide recommendations for:
  - ground lease,
  - hangar lease, and
  - fuel flowage rates.
- Position the Airport for future development in both the corporate and general aviation hangar and business markets.

Task No.	Task (Scope of Services)	Project Mgr. / Aviation Planner \$175.00	Sr. Aviation Advisor \$240.00	Market Specialist \$165.00	CAD \$170.00	Total Hours	Labor Cost
<b>101</b>	<b>Market Study &amp; Lease Rate Analysis</b>						<b>\$ 10,545</b>
	Research/Survey Comparable Lease Rates (Local/State Markets)	12	2	8		22	\$ 3,900
	Lease Rates and Charges - Analysis	6	2	3		11	\$ 2,025
	Lease Rates and Charges - Recommendation (Ground/Hangar/Fuel Flow)	4	1	2		7	\$ 1,270
	Narrative Report	8	4	6		18	\$ 3,350

## 102. DEVELOPMENT ANALYSIS

- Conduct market assessment and feasibility study to support business case development.
- Identify the hangar development types best suited for each area of the airport, including areas with the highest and best use for hangar development.
- Focused marketing efforts on specific developers to increase successful project completion, and
- Knowledge of the development possibilities based on project costs, operating costs, and Return on Investment.
- Help define project vision, objectives, scope, and measurable success metrics.
- Research industry trends, emerging practices, and conduct benchmarking studies to inform strategy.

Task No.	Task (Scope of Services)	Project Mgr. / Aviation Planner \$175.00	Sr. Aviation Advisor \$240.00	Market Specialist \$165.00	CAD \$170.00	Total Hours	Labor Cost
<b>102</b>	<b>Development Analysis</b>						<b>\$ 23,530</b>
	Market Assessment & Feasibility Study - Business Case Development	8	2	6		16	\$ 2,870
	Hangar Development Recommendations	8	2	6	8	24	\$ 4,230
	Marketing Efforts to Hangar Developers	6	2	4		12	\$ 2,190
	Pro Forma Preparation & Analysis - Project/ Operating Costs and ROI	6	2	6		14	\$ 2,520
	Defining Vision, Objectives, Scope, Metrics	6	4	6		16	\$ 3,000
	Research Industry Trends, Emerging Practices, and Conduct Benchmark Studies	8	4	12		24	\$ 4,340
	Narrative Report	12	4	8		24	\$ 4,380

### 103. PRE/POST-STAKEHOLDER PROJECT KICK-OFF MEETING:

Attend up to one (1) Pre-Stakeholder Project Kick-Off meeting to review project objectives and materials. Additionally, an in-depth airport site tour will be performed, allowing site-specific pictures to be taken. All feedback received during this meeting will be documented and incorporated into the project narrative and schedule.

Attend one (1) Post Stakeholder Project Wrap-Up meeting to review all findings and draft the Development Report. All feedback received during this meeting will be documented.

Task No.	Task (Scope of Services)	Project Mgr. / Aviation Planner \$175.00	Sr. Aviation Advisor \$240.00	Market Specialist \$165.00	CAD \$170.00	Total Hours	Labor Cost
103	<b>Pre /Post-Stakeholder Project Kickoff Meeting</b>						<b>\$ 6,960</b>
	Kickoff Meeting - In Person	6	6	6		18	\$ 3,480
	Post Stakeholder Meeting - In Person	6	6	6		18	\$ 3,480

### EXPENSES

Expenses anticipated for in-person meetings are shown below.

Mileage (Meetings, Site Visits)	2	Trips @	1,775 Miles	\$2,574.00
Airfare	2	Trips @	\$750.00	\$ 1,500.00
Hotel	6	Nights @	\$150.00	\$ 900.00
Per Diem	12	Days @	\$ 59.00	\$ 708.00
Car Rental	0	Days @	\$100.00	\$ -
Printing (Reports, etc.)			\$ -	\$ 100.00
				<b>\$5,782.00</b>

### LUMP SUM FEE BREAKDOWN

- Project Management – \$2,190
- 101 - Market Study and Lease Rate Analysis – \$10,545
- 102 - Development Analysis – \$23,530
- 103 - Pre/Post Stakeholder Meetings – \$6,960
- Expenses – \$5,782

**TOTAL – \$49,007**

## GENERAL CONDITIONS

This Scope is based on the following General Conditions:

- Any additional work not specifically included in the Proposed Scope of Work will be accomplished as Additional Services.
- Scope does not include any additional exhibits, presentations, etc., after the Project Wrap-Up meeting.
- The Client shall, in a timely manner, provide full information regarding the requirements of the project, including objectives, constraints and criteria, and any other relevant information; shall designate a representative to act on Client's behalf to examine the documents or the work as necessary and to render decisions related thereto in a timely manner so as to avoid unreasonable delays; and shall furnish all services required for the expeditious completion of the project which are not part of LJA services to be provided under this agreement.

## ADDITIONAL SERVICES

Compensation for Additional Services not listed herein or services required due to changes will be billed on a time and materials basis in accordance with LJA Standard Rate Schedule below or on a lump sum basis agreed upon at the time the work is authorized.

- Revisions to the plans requested by the Client after the plans are approved, unless necessitated by discrepancy in the plans.
- Additional work requested outside of work as defined Scope of Services.
- Public meetings or hearings.
- Additional graphic products needed for marketing or public meetings.
- Additional meetings or workshops not identified in the project scope of services.

## BILLING RATES

Labor Category	Lowest	Highest
Department Head (VP, Division Manager)	\$245.00	\$295.00
Senior Consultant	\$230.00	\$295.00
Director	\$215.00	\$295.00
Group/Design Manager	\$200.00	\$295.00
Senior Project Manager	\$200.00	\$295.00
Project Manager	\$150.00	\$290.00
Senior Project Engineer	\$150.00	\$290.00
Professional Engineer (Project Engineer, APM)	\$120.00	\$220.00
Graduate/Design Engineer	\$100.00	\$175.00
Senior Civil Designer	\$120.00	\$200.00
Civil Designer	\$85.00	\$170.00
Senior Planner	\$130.00	\$240.00
Planner	\$85.00	\$175.00
Clerical (Admin. Assistant)	\$60.00	\$130.00
Intern	\$50.00	\$95.00



**EMPLOYEE-OWNED. CLIENT FOCUSED.**