

**BOARD OF TRUSTEES**

Shaun Carey, Chair  
Adam Kramer, Vice Chair  
Cortney Young, Treasurer  
Kitty Jung, Secretary  
Eddie Ableser, Trustee  
Mike Carrigan, Trustee  
Pascal Dupuis, Trustee  
Joel Grace, Trustee  
Brian Kulpin, Trustee

**PRESIDENT/CEO**

Daren Griffin, A.A.E.

**CHIEF LEGAL COUNSEL**

Jenn Ewan

**BOARD CLERK**

Lori Corkery

**AGENDA**

**Board of Trustees Regular Meeting**  
**Thursday, February 12, 2026 | 9:00 AM**  
**Reno-Tahoe International Airport, Reno, NV**  
**Administrative Offices, Second Floor**

**Notice of Public Meeting**

Meetings are open to the public and notice is given pursuant to [NRS 241.020](#).

This meeting will be livestreamed and may be viewed by the public at the following link:

**Watch on Zoom:** <https://us02web.zoom.us/j/87946994549>

**Listen by Phone:** Dial 1-669-900-6833

**Webinar ID:** 822 7558 3396

**Accommodations**

Members of the public who require special accommodations or assistance at the meeting are requested to notify the Clerk by email at [lcorkery@renoairport.com](mailto:lcorkery@renoairport.com) or by phone at (775) 328-6402. Translated materials and translation services are available upon request at no charge.

**Public Comment**

Anyone wishing to make public comment may do by the one of the following methods:

- 1) In person at the Board meeting
- 2) By emailing comments to [lcorkery@renoairport.com](mailto:lcorkery@renoairport.com) by **4:00 p.m. on the day before the meeting**. Comments submitted will be given to the Board for review and included with the minutes of this meeting.
- 3) Virtually by Zoom. You must have a computer or device with a working microphone. Use the information above to log into the Zoom meeting and use the "Chat" feature to submit a request to speak. When the Chair calls for public comment, your microphone will be turned on and you will be addressed to speak.

Public comment is **limited to three (3) minutes** per person. No action may be taken on a matter raised under general public comment.

**Posting**

This agenda has been posted at the following locations:

1. RTAA Admin Offices, 2001 E. Plumb
2. [www.renoairport.com](http://www.renoairport.com)
3. <https://notice.nv.gov/>

**Supporting Materials**

Supporting documentation for this agenda is available at [www.renoairport.com](http://www.renoairport.com), and will be available for review at the Board meeting. Please contact the Board Clerk at [lcorkery@renoairport.com](mailto:lcorkery@renoairport.com), or (775) 328-6402 for further information.

## 1. INTRODUCTORY ITEMS

- 1.1 Pledge of Allegiance
- 1.2 Roll Call

## 2. PUBLIC COMMENT

## 3. APPROVAL OF AGENDA (*For Possible Action*)

## 4. APPROVAL OF MINUTES

- 4.1 January 8, 2026, Board of Trustees meeting

## 5. PRESIDENT/CEO REPORT

## 6. BOARD MEMBER REPORTS AND UPDATES

## 7. RECOGNITIONS AND ITEMS OF SPECIAL INTEREST

## 8. CONSENT ITEMS (All consent items may be approved together with a single motion, be taken out of order, and/or be heard and discussed individually.)

## 9. INFORMATION / POSSIBLE ACTION ITEMS

- 9.1 New Gen A&B public art locations update  
**Presenters:** *Annie Turner, Community Relations and Cultural Engagement Manager, and Holly Hayden, Public Art Consultant*
- 9.2 Concessions Program update  
**Presenter:** *Shawna Carpenter, Concessions Manager*
- 9.3 Board Memo No. 02/2026-05 (*For Possible Action*) Discussion and possible authorization for the Interim President/CEO to execute Amendment #3 to the Professional Services Agreement for consultant services with Paslay Management Group, L.P. dba Paslay Group, in the amount of \$950,000, increasing the total not-to-exceed amount to \$2,800,000  
**Presenter:** *Shawna Carpenter, Concessions Manager*
- 9.4 Board Memo No. 02/2026-06 (*For Possible Action*) Discussion and possible authorization for the Interim President/CEO to amend Professional Services Agreement (PSA), Amendment #2, with The Time Collector LLC, Public Art Consultant & Artist Liaison, in the amount of \$246,000, increasing the total contract amount to \$610,000 plus \$50,000 per diem NTE for a grand total of \$660,100 through 2029  
**Presenter:** *Natalie Brown, Chief Marketing & Public Affairs Officer*

- 9.5 Board Memo No. 02/2026-07 (For Possible Action) Review, discussion and possible authorization for RTAA staff to enter into a Professional Services Agreement with either ADK Consulting or DRH Global for the purposes of providing executive search services to recruit a new President/CEO for the Reno-Tahoe Airport Authority.

**Presenter:** *Emily Ellison, Chief People Officer*

## 10. TRUSTEE COMMENTS AND REQUESTS

## 11. CALENDAR OF UPCOMING MEETINGS AND EVENTS

DATE	EVENT
03/10/2026	Planning and Finance Committee Meetings
03/12/2026	Board of Trustees Regular Meeting
04/07/2026	Planning and Finance Committee Meetings
04/09/2027	Board of Trustees Regular Meeting
05/19/2026	Planning and Finance Committee Meetings
05/21/2026	Board of Trustees Regular Meeting

## 12. PUBLIC COMMENT

## 13. ADJOURNMENT

**BOARD OF TRUSTEES**

Shaun Carey, Chair  
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Kitty Jung, Secretary  
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**PRESIDENT/CEO**

Daren Griffin, A.A.E.

**CHIEF LEGAL COUNSEL**

Jenn Ewan

**BOARD CLERK**

Lori Corkery

**MINUTES****Board of Trustees Regular Meeting**

Thursday, January 8, 2026 | 9:00 AM

Reno-Tahoe International Airport, Reno, NV

Administrative Offices, Second Floor

**1. INTRODUCTORY ITEMS**

The meeting was called to order at 9:03 a.m. The National Guard attendees were invited to lead the Pledge.

**Trustees Present:** Eddie Ableser (joined the meeting at 9:30 a.m.)  
Shaun Carey  
Mike Carrigan  
Pascal Dupuis  
Joel Grace  
Kitty Jung  
Adam Kramer  
Brian Kulpin  
Cortney Young

**Trustees Absent:** None

**2. PUBLIC COMMENT**

There were no comments from the public.

**3. APPROVAL OF AGENDA (*For Possible Action*)**

**Motion:** Move to approve the agenda as presented

**Moved by:** Kitty Jung

**Seconded by:** Mike Carrigan

**Aye:** Trustees Carey, Carrigan, Dupuis, Grace, Jung, Kramer, Kulpin, Young

**Absent:** Trustee Ableser

**Result:** Passed

#### 4. APPROVAL OF MINUTES

- 4.1 November 13, 2025, Board of Trustees meeting
- 4.2 December 8, 2025, Special Board of Trustees Meeting
- 4.3 December 29, 2025, Special Board of Trustees Meeting

There being no corrections, the Minutes were approved as presented.

#### 5. PRESIDENT/CEO REPORT

CEO Griffin thanked staff for hard work during the busy holiday season. He commented that staff is closely monitoring the progress of Congress and the Senate as they work toward an approved budget and are preparing in the event there is another shutdown at the end of this month. He reported that we made it through the longest government shutdown in history without much damage.

#### 6. BOARD MEMBER REPORTS AND UPDATES

None.

#### 7. RECOGNITIONS AND ITEMS OF SPECIAL INTEREST

None.

#### 8. CONSENT ITEMS (All consent items may be approved together with a single motion, be taken out of order, and/or be heard and discussed individually.)

None.

#### 9. INFORMATION / POSSIBLE ACTION ITEMS

- 9.1 **Board Memo No. 01/2026-01** (*For Possible Action*): Review, discussion and possible authorization for the President/CEO to execute Change Order #2 to the Master Agreement for a Construction Contract for GMP #2 – New Gen A&B at the Reno-Tahoe International Airport, with McCarthy Building Companies, Inc., for the Guaranteed Maximum Price of \$444,337,873, increasing the total Construction Contract amount to \$450,939,737  
***Presenter:*** Amanda Twitchell, Senior Project Manager

This item was first heard by the Planning & Construction Committee on January 6, 2026, in conjunction with items 9.2 and 9.3, and seeks Board authorization to advance construction of the New Gen A&B Project at RNO through approval of major construction, design, and construction management contracts. The project will replace the two existing concourses with two new, 570-foot-long concourses totaling approximately 122,000 square feet each and providing 24 aircraft gates, expanded holdrooms, upgraded amenities, outdoor terraces, and resilient, energy-efficient design features. The Board is asked to approve Guaranteed Maximum Price (GMP) #2 with McCarthy Building Companies (Item 9.1), along with contract amendments for construction

administration and construction management services with Gensler and Construction Materials Engineers (Items 9.2 and 9.3). The project is funded through a combination of federal grants, passenger facility charges, and RTAA-issued bonds and represents a significant investment in long-term capacity, customer experience, and operational efficiency.

After the presentation, Chair Carey called for public comment. Mike Gillock, Southwest Airlines Airport Affairs, spoke in support of items 9.1, 9.2 and 9.3.

After discussion, the Committee took the following action:

**Motion:** Move to authorize the President/CEO to execute Change Order #2 to the Master Agreement for a Construction Contract for GMP #2 – New Gen A&B at the Reno-Tahoe International Airport, with McCarthy Building Companies, Inc., for the Guaranteed Maximum Price of \$444,337,873, increasing the total Construction Contract amount to \$450,939,737

**Moved by:** Joel Grace

**Seconded by:** Brian Kulpin

**Aye:** Trustees Ableser, Carey, Carrigan, Dupuis, Grace, Jung, Kramer, Kulpin, Young

**Result:** Passed

**9.2 Board Memo No. 01/2026-02** (*For Possible Action*): Review, discussion and possible authorization for the President/CEO to execute Amendment #7 to the Professional Services Agreement for consultant services for the design of the Reno-Tahoe International Airport New Gen A&B Project with Gensler Architecture, Design & Planning, P.C., in the amount of \$13,972,535, for the New Gen A&B Construction Administration Services, increasing the total contract amount from \$48,483,074.71 to \$62,455,609.71

**Presenter:** *Amanda Twitchell, Senior Project Manager*

This item was first heard by the Planning & Construction Committee on January 6, 2026, in conjunction with item 9.1. After discussion, the Committee took the following action:

**Motion:** Move to authorize the President/CEO to execute Amendment #7 to the Professional Services Agreement for consultant services for the design of the Reno-Tahoe International Airport New Gen A&B Project with Gensler Architecture, Design & Planning, P.C., in the amount of \$13,972,535, for the New Gen A&B Construction Administration Services, increasing the total contract amount from \$48,483,074.71 to \$62,455,609.71

**Moved by:** Joel Grace

**Seconded by:** Mike Carrigan

**Aye:** Trustees Ableser, Carey, Carrigan, Dupuis, Grace, Jung, Kramer, Kulpin, Young

**Result:** Passed

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**9.3 Board Memo No. 01/2026-03** *(For Possible Action)*: Review, discussion and possible authorization for the President/CEO to execute Amendment #4 to the Professional Services Agreement for Construction Management Services for the Reno-Tahoe International Airport New Gen A&B Project with Construction Materials Engineers, Inc. in the amount of \$11,578,218, for the New Gen A&B Project, increasing the total contract amount from \$4,227,237 to \$15,805,455

**Presenter:** *Amanda Twitchell, Senior Project Manager*

This item was first heard by the Planning & Construction Committee on January 6, 2026, in conjunction with items 9.1 and 9.2. After discussion, the Committee took the following action:

**Motion:** Move to authorize the President/CEO to execute Amendment #4 to the Professional Services Agreement for Construction Management Services for the Reno-Tahoe International Airport New Gen A&B Project with Construction Materials Engineers, Inc. in the amount of \$11,578,218, for the New Gen A&B Project, increasing the total contract amount from \$4,227,237 to \$15,805,455

**Moved by:** Joel Grace

**Seconded by:** Brian Kulpin

**Aye:** Trustees Ableser, Carey, Carrigan, Dupuis, Grace, Jung, Kramer, Kulpin, Young

**Result:** Passed

**9.4 New Gen A&B coordinated communications: partner alignment, public engagement, and project safety**

**Presenters:** *Amanda Twitchell, Senior Project Manager*  
*Miranda Ruff, Project Manager at McCarthy*  
*Natalie Brown, Chief Marketing & Public Relations Officer*  
*Ben Carpenter, Manager of Operations & Special Projects*  
*Oren Fallon, Manager of Safety Management Systems*  
*Joe Mamola, Project Manager at CME*

This presentation outlined the coordinated communications and safety approach for the New Gen A&B Project at RNO as construction advances. The communications strategy establishes clear information flow from the construction manager (McCarthy) to RTAA, stakeholders, and the public through defined notification procedures, planning matrices, regular meetings, newsletters, dashboards, and extensive temporary wayfinding and passenger-impact signage. Public engagement focuses on keeping passengers, tenants, partners, and the community informed and minimizing disruption during construction. In parallel, a comprehensive safety program integrates contractor safety frameworks, FAA requirements, and the Airport's Safety Management System to manage construction-related risks, ensure secure work zones, maintain operational safety, and support continuous safety performance improvement throughout all project phases.

**9.5 Board Memo No. 01/2026-04 (For Possible Action):** Review, discussion and potential acceptance of the Annual Comprehensive Financial Report for Fiscal Year Ended June 30, 2025

**Presenters:** *Tracy Caster, Controller*

*Brad Schelle, Managing Director with Crowe LLP*

This item was first heard by the Finance & Business Development Committee on January 6, 2026, and requests Board acceptance of the RTAA's Annual Comprehensive Financial Report for Fiscal Year 2025 and summarizes the results of the independent audit by Crowe LLP. The Authority received an unmodified audit opinion, with required reports on internal controls, federal awards, and passenger facility charges, and implemented new GASB standards with no material negative impact. Financially, RTAA ended FY 2025 with a total net position of \$541.2 million, a 5% increase over the prior year, driven by higher passenger volumes, strong operating performance, and increased non-operating income. Operating expenses came in under budget, net operating income doubled, and the Authority maintained a strong liquidity position with 526 days of cash on hand.

After discussion, the Committee took the following action:

**Motion:** Move to accept the Annual Comprehensive Financial Report for Fiscal Year Ended June 30, 2025

**Moved by:** Cortney Young

**Seconded by:** Joel Grace

**Aye:** Trustees Ableser, Carey, Carrigan, Dupuis, Jung, Kramer, Kulpin, Young

**Result:** Passed

**9.6 Review of the midyear budget for fiscal year 2025-26**

**Presenter:** *Renee Miller, Budget Manager*

This presentation provided an update on passenger traffic, revenues, and expenses through November 2025. Enplaned passengers are slightly below the revised full-year budget but remain ahead of prior-year levels, while landed weight is modestly under budget yet projected to finish the year above last year's totals. Airline revenues are marginally higher than budget, non-airline revenues are slightly lower due mainly to reduced parking and rental income, and non-operating revenues are favorable because of higher interest earnings. Operating and maintenance expenses are expected to remain in line with the approved budget, no mid-year budget augmentation or changes to airline rates and charges are required, and capital improvement plans show no material impacts, with staff continuing to monitor traffic and revenue trends.

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- 9.7 Change in Vendor for Purchase of an Airfield Maintenance Truck-Mounted Paint Striper:** On August 14, 2025, the Board approved the purchase of an EZ Liner truck-mounted paint striper from EZ Liner in the amount of \$730,207. Following that approval, EZ Liner implemented pricing increases. As a result, RTAA will change vendors and proceed with the purchase of a Maxi-550A TOTE truck-mounted paint striper from M-B Companies, Inc., in the amount of \$625,537.75  
*Presenter: Chris Cobb, Facilities & Maintenance Director*

This presentation informed the Board of a change in vendor for the purchase of a truck-mounted airfield paint striping machine due to post-approval price increases from the originally selected supplier. The RTAA proposes purchasing a Maxi-550A TOTE truck-mounted paint striper from MB Companies, which better meets operational needs with larger paint and bead tanks and updated digital and video controls. The equipment purchase is already funded in the FY 2025–26 budget, and by using a nationally bid cooperative purchasing contract, the Authority expects to achieve approximately \$100,000 in cost savings while staying within the approved budget.

## **9.8 President/CEO Daren Griffin’s farewell remarks**

CEO Griffin reflected on his five and a half years with the RTAA and thanked the Board for their support and the incredible work of the RTAA team.

## **10. TRUSTEE COMMENTS AND REQUESTS**

There were no comments from the trustees.

## **11. CALENDAR OF UPCOMING MEETINGS AND EVENTS**

DATE	MEETING
02/05/26	EDAWN State of the Economy
02/10/26	Planning and Finance Committee Meetings
02/12/26	Board of Trustees Regular Meeting
03/03/26	NewGen Groundbreaking
03/10/26	Planning and Finance Committee Meetings
03/12/26	Board of Trustees Regular Meeting
04/07/26	Planning and Finance Committee Meetings
04/09/26	Board of Trustees Regular Meeting

## **12. PUBLIC COMMENT**

There were no comments from the public.

## **13. ADJOURNMENT**

The meeting was adjourned at 11:32.a.m.

# Interim President/CEO Report

**To:** All Board Members  
**From:** Cris Jensen, Interim President/CEO  
**Date:** February 2026

## AIR SERVICE DEVELOPMENT

### Airline Engagement & Meetings

Staff attended the ACI-NA Air Service Data and Planning Seminar in January, where representatives from airports, airlines, and industry partners gathered to discuss national aviation trends, forecast modeling, and strategic planning best practices. In addition, staff held a route health call with Southwest Airlines and Alaska Airlines to review current performance and ongoing priorities for RNO. Staff is in preparation for an upcoming Alaska Airlines headquarters visit focused on strengthening partnership and exploring future opportunities.

### Community Outreach

Staff continued targeted outreach efforts in January through a variety of stakeholder engagements. In collaboration with the RSCVA, staff participated in a webinar for Helms Brisco event planners, highlighting air service access for future group travel opportunities. Staff also presented an air service update to the Reno-Tahoe Territory group, conducted a coordination call with Travel Nevada, and attended the State of the Counties event to stay aligned with broader regional development efforts.

### December 2025 RNO Passengers

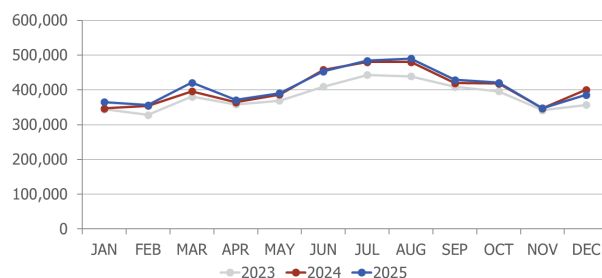
RNO served 385,607 passengers in December 2025, a decrease of 3.7% versus the same period last year. In December 2025, RNO was served by 10 airlines to 22 non-stop destinations. The total seat capacity was down 0.8%, and flights decreased 1.3% when compared to December 2024.

### CY 2025 Overview:

RNO Served 4.9 million passengers in 2025, marking it the busiest year since 2008.

### CY 2025 vs. CY 2024:

- Passengers were up 1.3%
- Seats were up 1.4% (85k additional seats YOY)
- Flights were up 3.0%
- Average enplaned load factor was 77.4%, up 0.1 points
- Cargo volume was down 18.3%



Total Passengers					
	Passengers		% Diff.	Passengers	
	2023	2024		2025	YOY % Diff.
JAN	344,268	346,845	0.7%	365,265	5.3%
FEB	327,934	354,252	8.0%	356,037	0.5%
MAR	380,363	395,906	4.1%	420,534	6.2%
1st QTR	1,052,565	1,097,003	4.2%	1,141,836	4.1%
APR	357,924	364,374	1.8%	370,758	1.8%
MAY	368,930	386,391	4.7%	390,729	1.1%
JUN	409,467	457,524	11.7%	453,113	-1.0%
2nd QTR	1,136,321	1,208,289	6.3%	1,214,600	0.5%
JUL	442,942	479,858	8.3%	484,244	0.9%
AUG	438,621	479,829	9.4%	489,751	2.1%
SEP	408,732	419,203	2.6%	428,712	2.3%
3rd QTR	1,290,295	1,378,890	6.9%	1,402,707	1.7%
OCT	396,147	418,241	5.6%	420,541	0.5%
NOV	341,084	346,927	1.7%	347,609	0.2%
DEC	356,972	400,626	12.2%	385,607	-3.7%
4th QTR	1,094,203	1,165,794	6.5%	1,153,757	-1.0%
TOTAL	4,573,384	4,849,977	6.0%	4,912,900	1.3%

Schedule Highlights:

**Delta Air Lines (DL)**

Delta Air Lines seasonal non-stop service to Minneapolis (MSP) returns June 7 and continues through September 9. This flight will operate daily.

**United Airlines (UA)**

- United Airlines seasonal non-stop service to Houston-Intercontinental (IAH) returns February 14 and continues through March 28.

**Southwest Airlines (WN)**

- Southwest Airlines seasonal non-stop service to Dallas-Love (DAL) returns March 7 and continues through April 4. This flight will operate on Saturday's only.

**JetBlue Airlines (B6)**

- JetBlue Airlines seasonal non-stop service to New York City (JFK) returns February 12 and continues through March 28.
- JetBlue Airlines is bringing in 3 seasonal non-stop flights to Fort Lauderdale (FLL) for spring break, these flights will operate on Saturday only on March 14, 21, 28.

**Sun Country (SY)**

- Sun Country Airlines seasonal non-stop service to Minneapolis (MSP) returns May 21 and continues through August 30. This flight will operate 2 times a week.



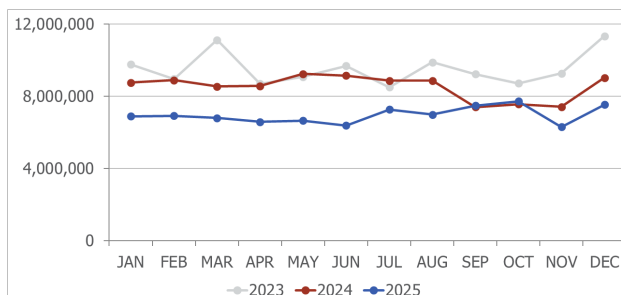


### February 2026 RNO Flight Schedule

Destination	Airlines	Total Departures	Details
<b>Atlanta</b>	Delta	20	Once on Mon, Thu, Fri, Sat, Sun.
<b>Austin</b>	Southwest	18	Once on Mon (except 2), Thu, Fri, Sat (except 7), Sun (except 8). Once on 17.
<b>Burbank</b>	Southwest	25	Once on Mon (except 2), twice on 16), Once on Thu (5,19), twice on 12,26), Once on Fri (6), Twice on 13,20,27), Once on Sat (except 7), Once on Sun (except 8), twice on 22). Once on 17.
<b>Chicago-O'Hare</b>	United	28	Daily.
<b>Dallas/Fort Worth</b>	American	101	Three on 1-11, Four on 12-28.
<b>Denver</b>	Southwest	84	Three daily.
	United	94	Three daily. Four on 12-13, 15-16, 18-20, 22, 25-27, Twice on 4.
<b>Guadalajara</b>	Volaris	20	Once on Mon-Fri.
<b>Houston-Intercontinental</b>	United	3	Once on 14, 21, 28.
<b>Las Vegas</b>	Frontier	20	Once on Mon, Thu, Fri, Sat (except 7), Sun. Once on 3.
	Southwest	252	Ten on Mon (except 2), Thu, Fri, Sun (except 8), 17. Nine on 2-3, 18. Eight on Wed (except 18), 8, 10, 24, 28. Seven on 14, 21. Five on 7.
	Spirit	56	Twice daily.
<b>Long Beach</b>	Southwest	55	Twice daily. Once on 7.
<b>Los Angeles</b>	Delta	99	Four daily. Three on 1-11, 14-15.
	Southwest	28	Daily.
	United	71	Three daily. Twice on Tue, Wed, 1, 5, 8. Once on 7.
<b>New York-JFK</b>	JetBlue	17	Daily 12-28.
<b>Phoenix</b>	American	108	Four daily. Three on Tue (except 10), Sat (except 7). Five on 5, 8.
	Frontier	8	Once on Mon, Fri.
	Southwest	74	Three daily. Twice on Tue (except 17), Wed, 2, 7-8.
<b>Portland</b>	Alaska	55	Twice daily. Once on 12.
<b>Salt Lake City</b>	Delta	84	Three daily.
<b>San Diego</b>	Alaska	56	Twice daily.
	Southwest	70	Three daily. Twice on 2-4, 8, 10-11, 14, 18, 21, 24-25, 28, Once on 7.
<b>San Francisco</b>	United	168	Six daily.
<b>San Jose</b>	Southwest	19	Once on Mon (except 2), Thu, Fri, Sat, Sun (except 8). Once on 17.
<b>Seattle</b>	Alaska	83	Three daily. Four on 1-2, 5-6, 8-9, Twice on 14, 17-18, 21, 24-25, 28.
	Multiple Airlines		
*Does not include Charter or JSX flights			
1.30.2026			

### December 2025 RNO Cargo

RNO handled 7,544,354 pounds of air cargo in December 2025, a decrease of 16.5% when compared to December 2024.



Total Cargo Volume in Pounds						
	Dec-25			2025		YOY % Diff.
	2023	2024	% Diff.	Pounds	Metric Tons	
	Cargo in Pounds					
JAN	9,768,668	8,769,205	-10.2%	6,901,224	3,130	-21.3%
FEB	8,963,956	8,896,368	-0.8%	6,922,536	3,139	-22.2%
MAR	11,124,124	8,545,646	-23.2%	6,808,411	3,088	-20.3%
1st QTR	29,856,748	26,211,219	-12.2%	20,632,171	9,357	-21.3%
APR	8,704,717	8,581,674	-1.4%	6,584,600	2,986	-23.3%
MAY	9,094,192	9,253,876	1.8%	6,654,959	3,018	-28.1%
JUN	9,694,997	9,160,826	-5.5%	6,387,181	2,897	-30.3%
2nd QTR	27,493,906	26,996,376	-1.8%	19,626,740	8,901	-27.3%
JUL	8,508,207	8,878,130	4.3%	7,270,009	3,297	-18.1%
AUG	9,888,463	8,876,453	-10.2%	6,988,551	3,169	-21.3%
SEP	9,237,788	7,402,906	-19.9%	7,488,397	3,396	1.2%
3rd QTR	27,634,458	25,157,489	-9.0%	21,746,957	9,863	-13.6%
OCT	8,731,063	7,565,778	-13.3%	7,738,183	3,509	2.3%
NOV	9,273,796	7,420,506	-20.0%	6,314,147	2,864	-14.9%
DEC	11,347,689	9,030,713	-20.4%	7,544,354	3,421	-16.5%
4th QTR	29,352,548	24,016,997	-18.2%	21,596,684	9,794	-10.1%
TOTAL	114,337,660	102,382,081	-10.5%	83,602,552	37,915	-18.3%

## **ECONOMIC DEVELOPMENT**

### **Properties**

#### **Cargo A**

On January 1, 2026, 1395 Air Cargo Way (Cargo A) reverted to RTAA's control from the Prologis Ground Lease. The existing tenant leases were assumed by RTAA. These leases expire in calendar year 2026 and negotiations for new leases have begun. Tenants in the Cargo A include DHL, United Parcel Services (UPS), Southwest Airlines Cargo, Fed Ex, and Worldwide Flight Services.

### **RTS Land Development**

#### **Dermody Properties New Development Framework**

Staff and the Dermody team have substantially completed the drafting and review of the majority of the agreements included in the suite of agreements intended to capture key business terms and conditions related to the approved deal structure moving forward. We are waiting for Dermody to receive approval from its lender(s) regarding Phase I leases prior to execution of the documents. Documents remaining to be drafted and reviewed are the latecomer's agreement and CC&R's.

#### **Dermody Properties Phase I Development**

The Dermody team has received certificate of occupancy for the first building, and the City of Reno has signed off on the work along Moya Blvd (utility and railroad crossing) allowing it to be open to the public. The only outstanding item for the first building is the perimeter fence installation. The Dermody team has confirmed that there are no tenants identified, only speculative possibilities. Staff is working with the Dermody team to get an updated Building 2 construction schedule.

#### **Dermody Properties Phase II Development**

The Dermody team has hired and is working with their consultants to prepare the required documentation for the FAA required Categorical Exclusion (CatEx) for the portion of Moya Boulevard that will extend from Phase I to access Phase II. Staff has reviewed documents from the Dermody team and Staff has started their submittal to the FAA ADO office.

#### **Washoe County Sheriff's Office**

The RTAA has received the \$1.75M in sale proceeds for the sale of a previously RTAA-owned hangar at RTS.

## **OPERATIONS & PUBLIC SAFETY**

Department	Event	12/2025	12/2024	12/2023
Joint Actions	Aircraft Alerts: ARFF, Ops, Police, Aircom	0	3	1
	Medicals: ARFF, Ops, Police, Aircom	25	28	29
Operations	Inspections	77	89	125
	Wildlife Incidents	11	3	1
Police	TSA Checkpoint Incidents	12	15	15
	Case Numbers Requested	2		13
Terminal Ops	Alarm Responses	41	52	59
	Inspections: Vehicle, Delivery, Employee	1036	854	875
Compliance	Badge Actions	1964	1121	691
City of Reno	Inspections: Fuelers/Facilities	5/0	0	6/2
Landside	Public Parking – Total Revenue	\$1,896,688.19	\$1,529,506.00	\$1,385,659.00
	Public Parking – Total Transactions	34,602	42,105	41,710

Public Parking – Average \$ Per Transaction	\$54.81	\$36.33	\$33.22
Shuttle & Bus Trips Through GT	9,599	9,215	8,675
Transportation Network Company Trips	37,966	36,757	28,684
Taxi Trips Through GT	3,083	4,063	3,668

## PLANNING & INFRASTRUCTURE

Please refer to the Monthly Project Status Reports which are posted with Planning & Construction Committee meetings agendas. Click [HERE](#) to view those agendas.

## PEOPLE & CULTURE

Time frame: 01/01/26 – 01/31/26

Open Positions	6
New Starts	4
Resignations/Terminations*	3
Promotions	3
<i>*Termination refers to an employee leaving under any circumstances, good or bad.</i>	

In support of professional learning initiatives, People Operations continued a series of learning opportunities for employees with additional sessions on Emergenetics, CPR/AED, and AI Unwrapped sessions. In addition, the CPO presented a series of classes for people managers on the importance of “Coaching Conversations.”

The Culture Club sponsored “Wellness Month” for January with a new and different activity planned each week: “Get Moving,” “Relaxation,” “Give Back,” and “Nutrition Week.” In addition, the annual Weight Loss Challenge launch in which individuals or teams compete over a 12-week period. Weight loss is calculated as a percentage loss instead of pounds. All participants must weigh in weekly. Teams weigh on a pallet scale affectionately known as “Clyde.”

People Ops coordinated the bi-annual Town Hall Meetings with the Marketing and Public Affairs Team. The theme of this meeting centered around the importance of recognition. It was announced that a new and improved recognition program has launched using the online platform Awardco. This new program was designed by a Tiger Team with representation from across the organization and will be accessible to all employees via desktop or mobile app.

## MARKETING & PUBLIC AFFAIRS

### Team Focus Areas

Preparing for upcoming RFPs and RFQs, preparing for new air service ad campaign, preparing for New Gen A&B groundbreaking event. Monitoring for the possibility of a federal government shutdown if a budget isn’t approved by Jan. 31 so that we can support federal RNO employees quickly and meaningfully.

### Top Strategic Initiatives

Initiative	RTAA Strategic Priority	Outcome
Year End	<ul style="list-style-type: none"> <li>Customer Experience</li> </ul>	<ul style="list-style-type: none"> <li>Celebrated a landmark year in 2025 with comprehensive stakeholder communications, including a CEO message to employees recognizing their collective achievements, a community letter highlighting the airport's record-breaking performance, and</li> </ul>

		a press release that generated significant media attention and positioned RNO's success story across multiple platforms.
Air Service Support	<ul style="list-style-type: none"><li>• Air Service and Cargo</li><li>• Customer Experience</li></ul>	<ul style="list-style-type: none"><li>• New air service ad campaign launching early February featuring "Miles the Suitcase" promoting featured destinations</li><li>• Launch activities include billboards and online and traditional media</li></ul>
Arts at the Airport	<ul style="list-style-type: none"><li>• Customer Experience</li></ul>	<ul style="list-style-type: none"><li>• Semifinalist presentations for HQ terrazzo and outside entry plaza will take place in late February. Staff will present Art Advisory Committee's recommendation to the Board of Trustees at the April meeting.</li><li>• Next HQ RFQs (custom furniture and wall-based art) will be released by the end of Q1.</li></ul>

**Other Noteworthy Items**

- Planning for the NewGen groundbreaking March 3.
- Installed new passenger photo booth on the B Concourse elbow to promote travel through RNO.



# Board Memorandum

02/2026-05

**Date:** February 12, 2026

**Subject:** Authorization for the Interim President/CEO to execute Amendment #3 to the Professional Services Agreement for consultant services with Paslay Management Group, L.P. dba Paslay Group, in the amount of \$950,000, increasing the total not-to-exceed amount to \$2,800,000

**Presenter:** Shawna Carpenter, Concessions Manager

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## BACKGROUND

In January 2023, the Board authorized execution of a five-year Professional Services Agreement (PSA) with Paslay Management Group, L.P. dba Paslay Group (PG), with two one-year options and a not-to-exceed (NTE) amount of \$1.8 million, for concessions consultant services at Reno-Tahoe International Airport (RNO). PG was unanimously selected through a competitive Request for Qualifications (RFQ) based on their expertise in concessions program development and experience supporting large-scale airport capital redevelopment programs.

The original PSA was intentionally structured to align with the anticipated New Gen A&B Concourse Program, at a time when design had not yet commenced and construction phasing, schedules, and funding strategies were still evolving. In addition, the overall MoreRNO program structure had not yet been determined. Accordingly, the initial scope focused on high-level concessions assessment and strategy, program development, solicitations, and construction support, with annual scope and funding reviewed through the Reno-Tahoe Airport Authority's (RTAA) Operating and Maintenance (O&M) budget process.

## DISCUSSION

Since execution of the PSA, New Gen A&B design began in mid-2023, the MoreRNO capital program has progressed, program oversight commenced and transitioned from the use of outside resources to internal management through the MoreRNO team, and the RTAA is now approaching Phase 1 of construction. At the same time, all major concessions agreements are nearing expiration, requiring the entire concessions program, including the concourses, connector, and pre-security locations, to be redeveloped and re-solicited in parallel with construction.

Since early 2023, PG has completed foundational work that positions the RTAA to transition from planning into implementation. This effort has included comprehensive program analysis, financial modeling, industry engagement, and development of program packages and phasing strategies. As the program advanced, PG's involvement became more extensive than originally anticipated, requiring a higher level of coordination with the design team through the multiple design milestones and the value analysis process. This level of engagement was critical to ensuring the



concessions program remained appropriately sized, correctly situated, and fully integrated within the New Gen A&B concourse designs to support long-term operational and revenue success. Exhibit A summarizes the scope.

Continued consultant involvement through FY 2026/27 will support multi-package RFP execution and evaluation, contract negotiations and execution, and phasing coordination necessary to ensure concessions program continuity, maintain passenger service levels, and minimize revenue disruption as the broader capital program advances and new concession agreements are negotiated and awarded. Exhibit A summarizes proposed scope for the remainder of FY 2025/26 and FY2026/27.

Staff is also evaluating the high volume of concession buildouts and tenant improvements occurring across the terminal, pre-security, and connector areas. While the New Gen contractor is responsible for delivering concession shell space within the concourses, RTAA must directly resource the planning, staffing, and delivery of comparable concession shell and tenant improvement work for pre-security and connector locations. These efforts represent potential future funding needs not included in this amendment, and staff will return to the Board with a separate recommendation, if warranted.

### **FISCAL IMPACT**

The level of design coordination, phasing alignment, procurement execution, and implementation support required to deliver the concessions program in parallel with the evolving New Gen A & B project has resulted in the need for incremental funding beyond the original PSA assumptions.

This amendment increases the PSA by \$950,000, bringing the total NTE to \$2.8 million, inclusive of a previously approved \$50,000 Change Order (Amendment #2). Amendment #1 was administrative in nature and addressed allocation of expenditures by fiscal year.

Unchanged PSA Term: 5-year period, covering January 12, 2023 through January 11, 2028, with two 1-year options.

Description	Cost	Funding Source
Original NTE (February 2022 – December 2025)	\$1,800,000	RTAA O&M Budget
Amendment #1 (Admin. Adjustment - April 2024)	\$0	N/A
Amendment #2 (Change Order - January 2026)	\$50,000	RTAA O&M Budget
Remainder of FY 2025/26	\$300,000	RTAA O&M Budget
FY 2026/27	\$650,000	RTAA O&M Budget
Total Contract	\$2,800,000	-

### **STRATEGIC PRIORITIES**

Facilities for the Future  
Financial Stewardship  
Customer Experience

### **COMMITTEE COORDINATION**

None

**STAFF RECOMMENDATION**

Staff recommends that the Board adopt the motion stated below.

**PROPOSED MOTION**

“Move to authorize the Interim President/CEO to execute Amendment #3 to the Professional Services Agreement for consultant services with Paslay Management Group, L.P. dba Paslay Group, in the amount of \$950,000, increasing the total not-to-exceed amount to \$2,800,000.

**EXHIBIT A**

**Paslay Group PSA Scope Overview by Fiscal Year**

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**Completed Scope**

**FY 2022/23 (Feb–Jun) – Foundational Work**

- Established program baseline through document review, visioning, benchmarking, and initial performance assessments.
- Conducted RTAA visioning session, customer survey framework, and existing conditions analysis.
- Initiated early program strategy, preliminary sizing benchmarks, space planning concepts, and solicitation groundwork.

**FY 2023/24 – Program Definition & Early Design**

- Performed ongoing KPI and revenue monitoring, FY23 performance analysis, and benchmarking.
- Defined gaming strategy, outreach approach, and program management structure.
- Completed major program sizing and category allocation for New Gen A&B; integrated with Gensler/MoreRNO through Conceptual–30% design.
- Developed concessions milestone schedule and early RFP structure.

**FY 2024/25 – Design Integration & RFP Preparation**

- Led financial tracking, revenue modeling, and performance reporting for FY24/25.
- Coordinated extensively through 30% and 60% design milestones.
- Advanced RFP readiness including package development, MAG/percent-rent guidance, pro formas, and construction phasing.
- Executed industry outreach and Industry Days (Gaming, Advertising); supported ACDBE/SBE planning and advertising strategy development.

**FY 2025/26 (Jul–Jan) – Design Finalization & RFP-Readiness**

- Coordinated extensively on 75%% design milestone.
- Refined financial models, packaging economics, MAG ranges, and long-range revenue forecasts.
- SBE goal-setting inputs, policy review, and package documentation.

**Upcoming Scope (If Approved)**

**FY 2025/26 (Feb–Jun) - RFP Release & Program Readiness**

- Support finalization of RFP documents, template agreements, business terms, solicitation packages and release of RFPs for Gaming, Retail, and Food & Beverage.
- Finalize program strategy, phasing schedules, and tenant turnover sequencing.
- Provide support for enhancing the Airport Improvement Guidelines (AIG)
- Support finalization of concessions design and construction processes for Terminal and Pre-Security (New Gen A&B and non-New Gen)
- Conduct targeted lounge industry outreach to support RFP readiness.

**FY 2026/27 - RFP Release, Contract Execution & Transition**

- Support release of RFPs for Lounge and Advertising, including finalization of program strategy, terms, packages, and phasing.
- Serve as technical advisor to RFP evaluation committees across all concession categories.
- Support lease awards, contract execution, and tenant onboarding to ensure a smooth transition into implementation.

# Board Memorandum

02/2026-06

**Date:** February 12, 2026

**Subject:** Authorization for the Interim President/CEO to amend Professional Services Agreement (PSA), Amendment #2, with The Time Collector LLC, Public Art Consultant & Artist Liaison, in the amount of \$246,000, increasing the total contract amount to \$610,000 plus \$50,000 per diem NTE for a grand total of \$660,100 through 2029

**Presenter:** Natalie Brown, Chief Marketing & Public Affairs Officer

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## BACKGROUND

The RTAA's Community Relations & Cultural Engagement Manager, who currently oversees the public art consultant, is departing at the end of February. This proposal elevates Holly Hayden (The Time Collector LLC) from a support role to primary leadership of the RTAA's public art program – assuming full responsibility for coordinating strategic discussions, leading stakeholder engagement, and directing program execution.

**Proven Leadership of Large-Scale Art Programs:** Holly has recently led multimillion-dollar public art programs at major facilities, demonstrating the leadership capabilities this expanded role requires:

- Kansas City International Airport: Led the commissioning of \$5.65 million in new artwork – 28 pieces selected from 1,900 applications
- Buffalo Bills Highmark Stadium: Is leading a \$7 million art program featuring 40+ artists for the largest construction project in Western New York history

These projects reflect her expert-level capability and showcase her ability to lead complex procurement processes, coordinate multiple artists and stakeholders, and deliver high-quality installations that enhance the passenger experience – skills directly aligned with the current, complex needs of managing four simultaneous MoreRNO projects across 20+ locations generating thousands of artist applications.

## DISCUSSION

### **Operational Efficiency and Cost-Effectiveness**

This contract framework provides the RTAA freedom to support the 1% for Art commitment in efficient and cost-effective ways over time by:

- Engaging arts experts on an as-needed basis rather than maintaining a dedicated staff position, which the current program size does not support long term
  - The short-term needs of the Arts at the Airport program over the next three years – when we will deliver a time-intensive slate of 20+ installations supported by more than \$4 million in the Public Art Fund – are materially different from the program’s needs in 2030 and beyond
  - Beyond 2030, funds will accumulate more gradually to support periodic installations. At this time, we would contract with an art consultant only when needed to support future installations
- Providing flexibility to scale support based on need, ensuring continuity of artworks across all MoreRNO projects and modernizing procurement and artist evaluation procedures now and in the future

### **Additional Options Considered**

- **Option #1 Backfill current position:** Hiring a replacement for the current position’s duties would maintain existing staff level and associated costs (salary, benefits, etc.) in the long term. However, the next three years are peak implementation periods for the art program, and the contracted approach provides specialized expertise during the critical expenditure period while preserving organizational flexibility to re-align permanent staffing at a lower price point to support the department’s long-term needs.
- **Option #2 Accept an Exiting Employee’s Proposal for One-Year Temporary Support:** An exiting employee has offered to provide program support for one year on a temporary basis. While this represents a short-term solution, it does not address the multi-year scope of the art program through the conclusion of MoreRNO. This option would put the organization in the same exact position it is in today – just 12 months in the future.
- **Option #3 Integrating the public art program within another department:** It is common industry practice for the art consultant to report into the department managing the construction project. While a full transfer of the program is not recommended at this time, there will be periods when the consultant’s time is more heavily aligned with MoreRNO versus Marketing & Public Affairs based on the strategic timing and delivery of capital projects. As the capital infrastructure program concludes, future art initiatives would be supported through a repeatable, cross-departmental process that leverages the complementary expertise of both departments, while maintaining overall program alignment within Marketing & Public Affairs.

### **Scope of Services**

The Time Collector LLC will provide comprehensive support through July 2029 (the conclusion of MoreRNO) including leadership-level support with:

- Virtual and in-person meetings with RTAA (including the MoreRNO team), construction partners, Art Advisory Committee, panel advisors, and artists to coordinate an execution plan that meets expectations, schedules and budgets
- Support from ideation through execution
- Technical expertise, administration, and oversight during conceptual, schematic, final design, and artwork installation phases for four overlapping projects
- Bringing best practices in airport public art administration, including facilitating multiple overlapping solicitations and installations

**FISCAL IMPACT**

Timeline and values of prior contract actions are shown below. All fees are funded by the RTAA's Public Art Fund.

<b>Date</b>	<b>Action</b>	<b>Amount</b>	<b>Total Contract Value</b>
<b>August 2024</b>	Original PSA executed for New Gen A&B public art support	\$150,000 (5 years at \$30,000/year)	\$150,000
<b>November 2024</b>	Amendment #1 approved to add GTC, Loop Road, and HQ projects	\$214,100 (+\$50,000 per diem NTE)	\$364,100 (including per diem NTE: \$414,100)
<b>Current Request</b>	Amendment #2 to extend support through MoreRNO conclusion	\$246,000	\$610,000 (including per diem NTE: \$660,100)

This amendment is funded by the RTAA's Public Art Fund.

**STRATEGIC PRIORITIES**

Financial Stewardship  
Customer Experience

**COMMITTEE COORDINATION**

None

**STAFF RECOMMENDATION**

Staff recommends that the Board adopt the motion stated below.

**PROPOSED MOTION**

"Move to authorize the Interim President/CEO to amend Professional Services Agreement (PSA), Amendment #2, with The Time Collector LLC, Public Art Consultant & Artist Liaison, in the amount of \$246,000, increasing the total contract amount to \$610,000 plus \$50,000 per diem NTE for a grand total of \$660,100 through 2029."

# Board Memorandum

02/2025-07

**Date:** February 12, 2026

**Subject:** Authorization for RTAA staff to enter into a Professional Services Agreement with either ADK Consulting or DRH Global for the purposes of providing executive search services to recruit a new President/CEO for Reno-Tahoe Airport Authority

**Presenter:** Emily Ellison, Chief People Officer

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## BACKGROUND

Consistent with the Board of Trustees' action on December 29, 2026, staff engaged in a Request for Proposal (RFP) process to solicit proposals from executive search firms interested in providing search services to recruit a new President/CEO for the Reno-Tahoe Airport Authority. Proposals were due Monday, February 2, 2026, at 2:00 p.m. and a total of eight (8) responsive proposals were received.

The Executive Committee of the Board met on Friday, February 6, 2026, to review and discuss the proposals and reached consensus that two firms, ADK Consulting and DHR Global, should be forwarded to the full Board of Trustees for consideration. The firms have been invited to present an overview of their proposals to the full Board of Trustees at the regularly scheduled meeting on February 10, 2026.

## DISCUSSION

The full proposals submitted by both firms are attached to this item for review and consideration.

## FISCAL IMPACT

Customary pricing for executive search services is based on a percentage of the selected candidate's compensation (either base salary or total cash compensation) and the total expense will vary based on the final accepted terms of an employment agreement.

ADK Consulting's pricing structure proposes a 28% fee based on the selected candidate's negotiated annual base salary with reimbursement for travel expenses not to exceed \$7,500. Their proposal includes background vetting for finalist candidates. If RTAA desires to have all candidates background vetted the cost is \$300 per candidate. They provide additional services (not detailed) outside the scope of those requested in the RFP for \$190.00 per hour and reproduction services are billed back at cost. It is not anticipated by staff that additional services outside the scope of work outlined in the RFP will be necessary. ADK Consulting provides a placement guarantee on a sliding scale based on how long the selected candidate remains in the role during the first year of employment.



DHR Global's pricing structure proposes a 30% fee based on the selected candidate's first year total expected cash compensation (base salary plus any negotiated bonuses). An additional 4% administration fee is included with all invoices. The fee does not include any advertising costs which would be billed to RTAA at cost. RTAA reimbursement for all travel related expenses pre-approved by RTAA is expected. DHR Global provides a two-year replacement guarantee.

**STRATEGIC PRIORITIES**

Safety and Security

People

Facilities for the Future

Air Service and Cargo

Financial Stewardship

Customer Experience

General Aviation

Sustainability

**COMMITTEE COORDINATION**

The members of Board of Trustees Executive Committee served as the RFP Committee.

**STAFF RECOMMENDATION**

Staff recommends that the Board adopt the motion stated below.

**PROPOSED MOTION**

"Move to direct staff to enter into a professional services agreement with <firm name> for the purposes of providing executive search services to recruit a new President/CEO for the Reno-Tahoe Airport Authority."



Request for Proposals for

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**Executive Search Firm Services  
RFP #25/26-10  
Chief Executive Officer  
for the Reno-Tahoe Airport Authority**

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February 2, 2026

Katelyn Duggan  
Senior Buyer  
Reno-Tahoe Airport Authority

Dear Ms. Duggan,

With pleasure we are forwarding to you our response to the Reno-Tahoe Airport Authority's Request for Proposals #25/26-10 for Executive Search Firm Services.

ADK Consulting, Inc. is a for profit corporation that was organized under the laws of the State of Florida August 22, 2003. The contact person from ADK with regards to this proposal will be Doug Kuelpman, President/Chief Executive Officer. His contact information can be found at the bottom of this page.

There are no real or perceived conflicts of interest should the RTAA contract with ADK.

ADK confirms and understands the Scope of Services set forth in Section 3 of this RFP, and is highly interested in performing this nationwide search for a new Chief Executive Officer. As detailed in this proposal, ADK overwhelmingly meets the minimum qualifications of this RFP, having performed CEO and other executive level searches for airports throughout the country since 2003.

While ADK has successfully completed hundreds of executive level airport searches nationwide. One specific example of a recent success of the highest level was the 2025 search for a new CEO for the Spokane Airport Board on behalf of its airport, Spokane International Airport. That search parallels the RTAA's current search for a CEO in numerous facets. Both the Spokane Airport Board and RTAA are similar in complexity and size, as well as the scope of services that were requested. Both positions also report to a Board of Directors. ADK conducted a nationwide search, yielding a strong pool of highly qualified finalists, completed the search on time per the timeline, and subsequently assisted in placing the successful candidate.

As President / CEO of ADK Consulting, Inc., I am empowered to enter into contracts. On behalf of our team at ADK we sincerely appreciate the opportunity to be considered to help the RTAA recruit their next CEO.

Regards,



Douglas R Kuelpman, President / CEO  
ADK Consulting, Inc.  
PO Box 330906  
Atlantic Beach, FL 32233  
Phone: (904) 536-8102  
Email: [doug@adkexecutivesearch.com](mailto:doug@adkexecutivesearch.com)

## ADK Overview

While trying hard not to state the obvious...this is what we do! **Named to *Hunt Scanlon's 2025 Select Guide to America's Top 250 Executive Search Firms***, ADK is a nationally recognized, retained executive search and consulting firm with a strong reputation for connecting exceptional leaders with high-impact opportunities.

Founded in 2003 in Jacksonville, Florida, ADK has grown to become the largest executive talent search firm in the U.S. airport industry based on the volume of CEOs and C-Level executive searches completed annually. Our 26-member team brings award-winning expertise and a client-centered approach to every engagement, serving public and private sector organizations across the U.S., Canada, and the Caribbean. Our core mission is to help airports and other organizations, and individuals achieve success. We advance this mission through specialized client-focused innovative solutions.

We have worked with well over 225 airports across various leadership disciplines, including executive leadership, operations, finance, business, human resources, technology, strategy, safety, and security. For the CEO level positions, we have provided executive searches to over 195 airports. Our leadership placements have not only strengthened the organizations they serve but often influence policy, shape best practices, and drive innovation at a national level.

At the heart of ADK is a collaborative team of 26 experienced professionals who bring decades of expertise in executive recruitment, business management, board governance, organizational leadership, and compensation strategy. ADK does not have a traditional brick-and-mortar office location, instead, all of our employees live throughout the country, which allows us to accommodate any time zone of our clients.

At ADK, it's not just what we do, it's how we do it. Our approach is collaborative, transparent, and results-driven, which is why more than **83% of our projects over the past 22 years have come from repeat clients**. Many of our partners turn to us again and again, making ADK their trusted "go-to" firm for executive recruitment, organizational assessments, and compensation studies.

We're known not only for our deep expertise in leadership, governance, and human capital strategy, but also for our genuine passion for connecting exceptional leaders with the right opportunities. With extensive industry networks, a tailored process, and a strong understanding of organizational dynamics, we're committed to ensuring the right fit...every time.

Alongside each Project Manager and Assistant Project Manager, ADK assigns a team of researchers to help identify candidates that are custom-tailored to the specific search we are working on. While ADK utilizes leading technology and maintains a robust, well-curated airport industry database, our greatest advantage is our team's firsthand knowledge of the industry. Our professionals include former airport CEOs, C-Suite leaders, and senior human resources executives who have spent decades immersed in the airport environment. Through long-standing relationships and continuous engagement at AAAE, ACI, and other industry forums, our team understands the reputations, leadership styles, and career histories of senior airport executives nationwide. This depth of insight allows us to identify and evaluate talent in ways technology alone cannot.

## Minimum Qualifications

A question was raised regarding failed searches. We have two other products, HR Solutions and Hybrid, which are not Full-Service searches such as this one. For those searches we have no guarantees of success as the client is responsible for selection, additional screening, interviews, background checks, reference checks, final selection, and negotiations. For full-service searches are record in 22 years for failed searches is:

### Early departure of a candidate:

1. Placement Guarantee: The Placement Guarantee has been invoked on two occasions. The first involved Augusta, GA (AGS), where issues arose with the Executive Director we placed related to an alcohol problem. While this circumstance did not technically meet the conditions of our Placement Guarantee, we elected to conduct a replacement search as a gesture of good faith and in support of a long-standing client relationship.

The second instance involved a planning position at Fort Lauderdale–Hollywood International Airport (FLL), where the selected candidate departed after approximately nine months. In that case, the search was redone under the terms of our Placement Guarantee.

1. Cancelled searches: We have had one search cancelled by LIT due to the fact that the Executive Director (ED) was let go by the Board for cause. That ED had created a new position that we were asked to fill and we were underway when the ED was let go. Subsequently, the Board decided that the position we were searching for did not align with their budget priorities and our search was cancelled. Given our long-term relationship with LIT, we did not seek reimbursement for expenses incurred and chose to absorb those costs as demonstration of our commitment to the client..
2. Early Termination of Agreement: We have terminated two searches with clients. Both were similar as they were for consulting engineering companies that had a difficult time making decisions. After months had gone by, we made the decision to terminate the agreements with both companies, and they both were welcoming to that decision. We have not had any agreements that were terminated early by our Clients.

## Assigned Team

### Team Members

At the time of this proposal, personnel assignments would be made from the group as follows:

**For Client Manager:** Doug Kuelpman, will serve as Client Manager, being responsible for any contractual and financial items. Doug is the President/CEO of ADK and has had over 22 years of experience serving in this capacity as both a Project Manager and a Client Manager. .

**For Senior Project Manager and Lead Recruiter:** Rod Dinger, will serve as the Senior Project Manager for the length of the contract term. Rod will have overall responsibility for the day to day recruitment and communications with RTAA. Rod is ADK's most senior and longest tenured employee, being with ADK since 2015. His experience in recruiting airport CEO's will be vital to the vetting and overall success of this search. Rod will oversee the Assistant Project Manager, HR Support, and research team assigned to this project.

**For Assistant Project Manager:** Dan Sprinkle will serve as Assistant Project Manager, helping the Senior Project Manager for the length of the contract term. Dan joined ADK in 2018. Dan will provide critical support to the Senior Project Manager through additional sourcing, research, and a second set of eyes. Dan has assisted and lead countless ADK searches for Airport CEO's and Directors. Dan will also serve as a client communication backup in the event that Rod is not available for any reason.

**For HR Support and Executive Interviews:** Gale LaRoche PH.D., J.D., SHRM-SCP, will be the Lead Interviewer for the short-listed candidates. Gale will be responsible for a critical part of ADK's vetting process. For the initial group of finalists, Gale will conduct an hour-long in-depth interview with the candidates. She will provide a two page executive summary detailing the interview highlights, along with a recommendation on whether the candidate should be considered for a final interview or not. Our clients love and rely on these executive summaries as it provides a quick snapshot of the candidate for their review combined with Gale's recommendation. As evidenced in her bio on the next page, Gale has served as the head of Human Resources and Chief Administrative Officer for two major U.S. airports. Gale has years of experience at ADK.

Should the Project Manager or Assistant Project Manager not be available at the time of contract execution, or if RTAA prefers a different Project Manager, ADK will send over additional Project Managers and their bios for Client approval prior to any assignment.

ADK Team Bios to follow on the next page.

Following the Team Bios and Organizational Chart are the qualifications and experience of the ADK Team. The chart is separated by Project Team Member and indicates whether the search was for a C-Suite Executive or a C-1 (CEO/Airport Director) search. All searches in the chart are public sector searches for airports in the United States.

## **ADK Personnel for the RNO Executive Search**

A successful team requires the right talent and the synergy of a collaborative approach. The ADK team for RNO has both. Our team is a group of experienced and creative professionals who enjoy the challenges and the successes that we share with our clients.

### **Doug Kuelpman**

#### **President / Chief Executive Officer**



Doug is the founder and co-owner of ADK. Doug has over thirty years of experience in the aviation industry and twenty three years in the executive recruiting industry. In 2003, he started ADK Consulting & Executive Search, specializing exclusively in aviation. Prior to starting ADK, he was with UPS Airlines for eighteen years. As Vice President, he was a member of the initial startup team for the airline. Doug holds a bachelor's degree from the University of Washington and served as an engineering officer in the U.S. Navy.

### **Rod Dinger, A.A.E.**

#### **Senior Project Manager**



Rod has extensive experience in the public sector. Rod provides executive search project management, interim airport management, and airport operations consulting. Prior to ADK, Rod oversaw the City of Redding's two airports for over twenty-four years. For his last four years at Redding, he served as Support Services Director with oversight of six internal City divisions including Airports. He also worked at Long Beach Airport and San José International Airport. He has a bachelor's degree from San José State University in Aeronautics.

### **Dr. Gale LaRoche**

#### **Senior Human Resources Consultant**



Gale is a Senior Human Resources Consultant with ADK bringing more than 25 years of experience in human resources, organizational effectiveness, and employment law across the public and private sectors. She has held VP leadership roles with the Metropolitan Nashville Airport Authority and Wayne County Airport Authority (Detroit) and has led HR functions for major automotive and industrial organizations. A licensed Michigan attorney, Dr. LaRoche holds a Ph.D. in Organizational Behavior, a JD, and multiple HR credentials, and is recognized for modernizing HR organizations into strategic business partners.

### **Dan Sprinkle, A.A.E.**

#### **Senior Project Manager**

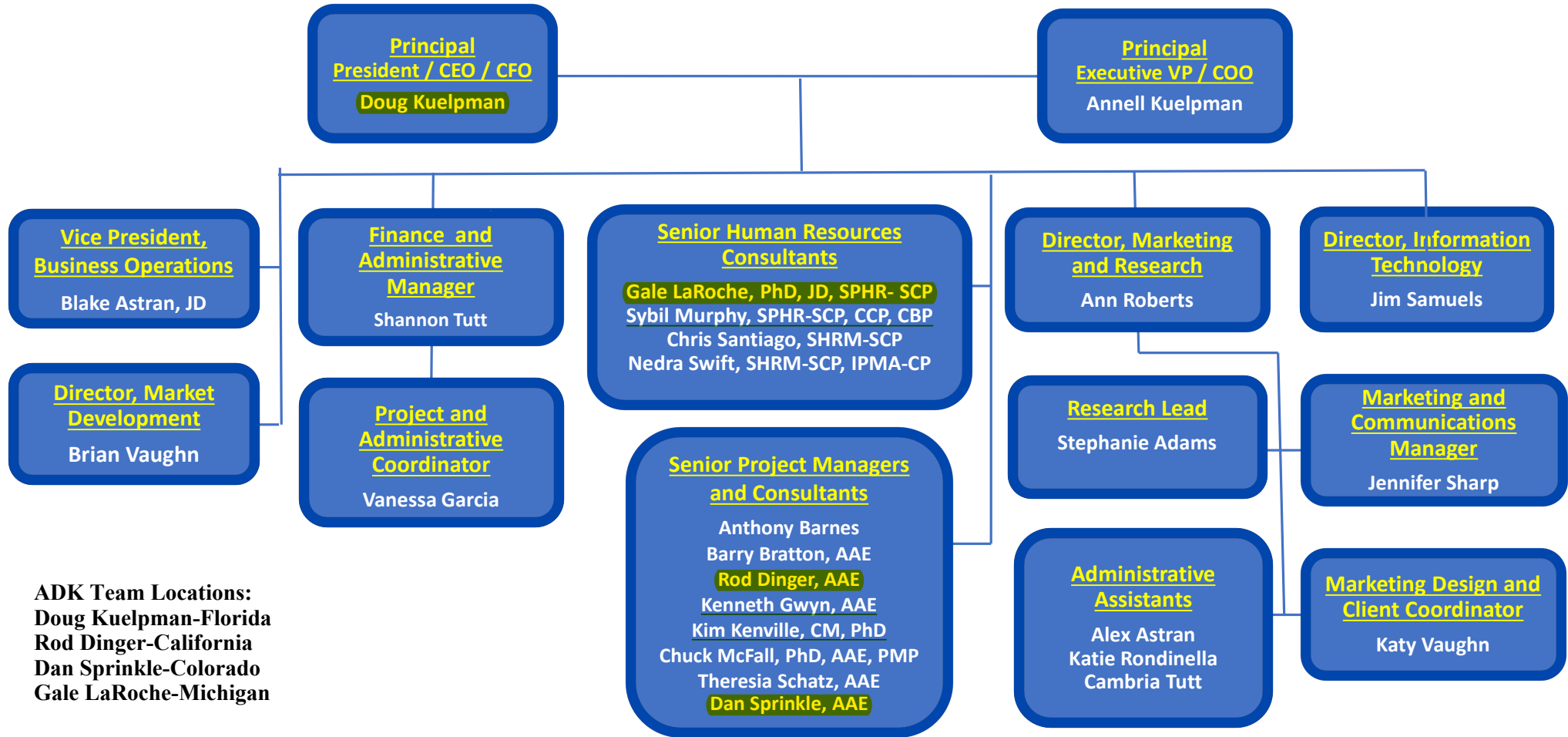


Dan has over thirty-one years in the aviation industry which began in the United States Air Force. Having served the City of Denver Aviation Department for twenty-five years, he was Vice President of Operations prior to joining ADK where he managed a complex operation at Denver International, the 5<sup>th</sup> busiest airport in the U.S. He served on the Board of Directors for the Northwest Chapter of A.A.A.E. for over four years. Dan holds a bachelor's in Aviation Management from Southern Illinois University, and master's in Business Administration from Regis University.



ADK Team Assignments for this contract are highlighted in yellow. Backup Project Managers and HR backup are underlined.

## ADK Organizational Chart



ADK Team Locations:  
Doug Kuelpman-Florida  
Rod Dinger-California  
Dan Sprinkle-Colorado  
Gale LaRoche-Michigan

Comparable C-Suite Positions Performed by the ADK RNO Team				
Project Manager	Code	Airport Name	C-1 Level	Other C-Level
<b>Rod Dinger</b>	SJC	Norman Y Mineta San Jose International	✓	✓
Rod Dinger	SNA	John Wayne/Orange County	✓	✓
Rod Dinger	SAT	San Antonio International	✓	✓
Rod Dinger	ELP	El Paso International		✓
Rod Dinger	FLL	Fort Lauderdale international		✓
Rod Dinger	ONT	Ontario International		✓
Rod Dinger	SMF	Sacramento International	✓	✓
Rod Dinger	LNK	Lincoln Regional	✓	✓
Rod Dinger	ANC	Anchorage International	✓	✓
Rod Dinger	GEG	Spokane International		✓
Rod Dinger	PVD	Rhode Island TF Green International		✓
Rod Dinger	BUR	Burbank Bob Hope International		✓
<b>Dan Sprinkle</b>	LAS	Las Vegas Harry Reid international		✓
Dan Sprinkle	TUS	Tucson International		✓
Dan Sprinkle	ONT	Ontario International		✓
Dan Sprinkle	GJT	Grand Junction Regional	✓	
Dan Sprinkle	BRO	Brownsville Municipal	✓	
Dan Sprinkle	BTR	Baron Rouge Metropolitan	✓	
Dan Sprinkle	CYS	Cheyenne Regional jerry Olson Field	✓	
Dan Sprinkle	SMF	Sacramento International		✓
Dan Sprinkle	PWM	Portland International Jetport		✓
Dan Sprinkle	TPA	Tampa International		✓
Dan Sprinkle	SMX	Santa maria Public		✓
Dan Sprinkle	ROA	Roanoke Blacksburg Regional		✓
<b>Gale LaRoche</b>	BNA	Nashville International		✓
Gale LaRoche	BOS	Boston Logan International		✓
Gale LaRoche	GRR	Gerald R Ford International		✓
Gale LaRoche	MRY	Monterey Regional	✓	
Gale LaRoche	RSW	Southwest Florida International		✓
Gale LaRoche	SDF	Louisville Muhammad Ali International		✓
Gale LaRoche	CVG	Cincinnati/Northern Kentucky		✓

## Search Approach

***Our focus is on top performers*** directing our principal energy and attention to the candidates who show highest potential of a good match for this position. At ADK, we target and identify top performing industry professionals who demonstrate a proven track record of success and best cultural fit for your organization. ADK's recruitment plan below can be tailored or amended to meet the Client's needs and/or expectations.

### **Communication:**

We strongly believe that communication with our clients and candidates is essential to a successful search. Throughout the search, we communicate with our clients and candidates so that we all have the same shared expectations. As discussed in the following paragraph, ADK's expectation is that RTAA will be present for the site visit and provide as much information as possible to the Project Manager. From there, and throughout the search, the Project Manager will be providing weekly updates to the search committee. ADK utilizes a partnership approach with our clients as we want this to be just as successful as the RTAA and we achieve this through constant communication and transparency.

### **Strategy Discussion:**

At the start of the search we schedule a "Strategy Discussion" that includes our client (Hiring Manager and/or Executive Sponsor) and those associated with the search as well as our Project Manager and the ADK Team members that will work closely on the search. Typically, this would include a site visit by the Project Manager to meet with all stakeholders, both internal and external, to gather information and thoughts on the next CEO. This is where ADK would learn about RTAA's culture, long and short-term goals, and current initiatives. We will collectively determine the profile of what you are looking for in your new hire, discuss your expectations, express your priorities for the position, and define the exceptional qualities that you want to see in your new hire. ADK works with our clients to gain an understanding of their organizations and the community in which they live and work. This knowledge base continues to grow with every search. The information we gather will help our team build their strategic approach for the search and incorporate it into our vetting process. With the development and posting of a recruitment brochure, we will develop a firm timetable for the search.

### **Direct Sourcing and Team Approach:**

Every search is touched by multiple members of our team working collaboratively on all of our searches. The Senior Project Manager and Project Team who are responsible for your search thoughtfully create a target list of known potential candidates and a list of organizations that will most likely provide the best fit candidates for the position. Our team has an incredibly large network in the industry and first-hand knowledge of key leaders and resources throughout the country. Our role is to make the opportunity known to passive candidates. Personal contact is critical to success in recruiting these candidates.

### **Unmatched Database:**

We have been developing a database of industry professionals since 2003. We electronically contact over 85,000 opt-in subscribers announcing our searches through our widely read e-newsletter. We believe our database is unmatched because we make a concerted effort to keep contact information current and continually add new subscribers through our website and new applicants for our many C-level searches.

**Robust Applicant Tracking System (ATS):**

Candidates apply through our secure website, which integrates with our ATS. Initial applications include custom screening questions tailored to the role. Our screening process includes:

- Candidate Submittals
- Project Manager reviews and analysis
- Qualifying questionnaire
- Written responses to essay questions
- Self-directed video interviews
- One-on-one candidate conversations
- In-Depth HR Interviews

Top candidates and their materials are shared with our client through a secure, confidential portal.

**Diversity, Equity, and Inclusion:**

We are dedicated to building diverse candidate pools through intentional and inclusive outreach. We believe that organizations thrive when they include people of different genders, ages, backgrounds, languages, and experiences. ADK promotes a culture where every individual is respected, supported, and empowered to succeed.

**Internal Candidates and External Candidates:**

*We are your partner in this search regardless of the source of the candidates.* Whether candidates come from internal referrals or external sources, all are assessed equally. Internal applicants are evaluated alongside national talent, offering clients valuable insight into how their internal candidates compare. Any candidate materials received by the client should be forwarded to ADK to ensure a comprehensive, consistent evaluation process.

**Notification:**

We pride ourselves on treating candidates with professionalism and respect. Throughout the search, we keep candidates informed of their status. At the conclusion of the process, those seeking feedback receive thoughtful, constructive input. Many candidates have expressed appreciation for our respectful, helpful career guidance.

**Phase 1: Candidate Pool Development**

**1.0 Recruitment Strategy & Brochure Development**

**Recruitment Strategy:** Each engagement begins with a client strategy session to ensure a clear, collaborative foundation. Together, we:

- Align expectations, timelines, and process.
- Define the position and ideal candidate profile.
- Understand organizational culture, values, and goals.
- Clarify challenges and success factors.

This ensures ADK and the client are fully aligned from the outset.

**Brochure Development:** Our signature recruitment brochure is a key marketing tool designed to promote both your organization and the leadership opportunity. Upon client review / approval, the brochure launch serves as the *official kick-off* of the recruitment campaign. (See examples: [Current Projects.](#))

### 1.1 ADK Network & Direct Sourcing captures passive (not actively looking) and active candidates

ADK's team includes industry specialists with deep personal networks and firsthand knowledge of the talent landscape. We are widely recognized across aviation and beyond, giving us direct access to leaders who may not be actively seeking new roles.

Our candidate pool development combines:

- Direct Outreach – targeted phone calls, personal connections, and referrals.
- Industry-Leading Tools – our own proprietary database and multiple specialized platforms.
- Proven Channels – ADK's widely read e-newsletter and exclusive networks.

Many of our most successful placements come from this proactive, hands-on sourcing approach. The time invested here directly impacts the quality and diversity of the final candidate slate.

### 1.2 Marketing & Advertising

Beyond direct sourcing, ADK ensures broad visibility through:

- Recruitment ads in 10–16 targeted industry publications and platforms.
- Posting on ADK's website and weekly e-newsletter, reaching over 85,000 subscribers.
- Tailored advertising packages selected specifically for the role and industry.

## Phase 2: Screening

### Candidate Screening Overview

ADK uses a **structured, multi-phase approach** to thoroughly evaluate both internal and external candidates. Our process goes far beyond résumé review—we carefully assess:

- **Professional Qualifications** – education, certifications, and relevant experience
- **Leadership & Management Style** – ability to inspire, influence, and deliver results
- **Cultural Fit** – alignment with your organization's mission, values, and environment
- **Enthusiasm & Commitment** – genuine interest in the role and long-term potential
- **Reputation & References** – credibility, character, and standing within the industry

This comprehensive assessment ensures that only the candidates whose background, leadership style, demeanor and values best align with your needs advance in the process.

### **Level 1 Screening:**

#### **2.0 Job Specific Questionnaire:**

Candidates complete a short, multiple-choice questionnaire when applying. These responses are an additional checkpoint to determine whether they meet the minimum qualifications developed in collaboration with the Client.

#### **2.1 Résumé Review:**

All résumés are reviewed by the Project Manager and Assistant Project Manager to assess with relevant experience and background.

#### **2.2 Next Steps:**

Top candidates meeting the qualifications and expectations are moved to the next stage of ADK's screening process.

### **Level 2 Screening**

#### **2.3 Questionnaire**

Qualified candidates respond to a set of written essay questions designed to assess their critical thinking, communication style, depth of understanding and past behavioral questions. These responses provide insights not typically evident in a résumé. This questionnaire also addresses salary expectations, availability, résumé gaps, and known articles or concerns that need to be addressed.

#### **2.4 Video Recordings**

We provide a video interview snippet to gain insight into a candidate's presence and demeanor.

#### **2.5 Review of Essay Questionnaires & Video Recordings**

The ADK Search Manager and project team review all essay responses and video recordings to assess candidate alignment with the role and organizational culture.

#### **2.6 Candidate Conversations**

Top candidates participate in follow-up discussions with the Search Manager to clarify responses, explore leadership approach, and address role-specific questions.

#### **2.7 Client Consultation for Short List for Top 6-10 Candidates**

ADK collaborates with the Client to review and refine the short list - typically 6 to 10 top candidates. All candidate materials and screening results are shared in real-time via ADK's secure, Confidential Client Portal.

## 2.8 Deliverables

Client and ADK have agreed on candidates for the Short List that will be moved forward to Client's screening process for this search.

### Phase 3: Screening

#### Level 3 Screening

### 3.0 In-depth Conversational Interviews

Interviews may be conducted by either the Client or ADK. **If led by the Client**, ADK will assist in coordinating logistics and may participate in a Zoom panel Interview alongside the Hiring Manager and other stakeholders. **If led by ADK**, one of our SHRM-certified HR specialists will conduct in-depth structured, conversational interviews to assess each candidate's personality, enthusiasm, communication style, management experience, and leadership approach.

ADK does not rank candidates but will provide feedback on strengths and weaknesses to help inform next steps. We remain flexible and supportive, assisting with interview scheduling and coordination regardless of who leads the process.

### 3.1 Executive Summaries

If ADK performs the interviews above, our Project Manager will provide Executive Summaries on the top candidates that will include the information we have developed during the search.

### 3.2 Internet Media Review and Social Media Screening

ADK reviews publicly available media and news sources to identify potential red flags that could impact employment, helping ensure transparency and minimize surprises. We can engage a third-party vendor that specializes in social media screening upon request of our client.

### 3.3 References

Upon the Client's request, ADK will conduct verifiable professional reference checks for finalists. These references offer valuable context regarding leadership style, work ethic, and performance, often confirming or clarifying insights from earlier phases.

### 3.4 Client Consultation

ADK will consult with the Client to review findings and make recommendations regarding candidates to move into final interviews. We ensure our process remains aligned with Client expectations and search objectives.

## **Phase 4: Final Interviews and Negotiations**

### **Final Interviews & Negotiations**

#### **4.0 Assessments**

ADK utilizes a variety of vetting tools as mentioned above. In addition to those, ADK offers assessments by Wiley such as PXT Select to the short listed candidates if requested by Client.

#### **4.1 Background Checks**

At Client's request, ADK can perform background checks through our third-party provider (ISP). Checks include criminal, credit, education, and motor vehicle checks. Background checks of the final list of candidates will be performed upon Client's request.

#### **4.2 Final Interviews**

ADK has years of experience in assisting and conducting final interviews for our clients. We can collaborate with the Client to assist in the final interview process commensurate with Client's established processes and preferences. We can assist in helping to plan, prepare the hiring manager for the interviews, handle the logistics for the candidates, and provide specific targeted questions to be used by Client, as needed and requested.

#### **4.3 Negotiations and Close-out**

Negotiations and hiring assistance are natural for us. While some clients prefer to do their own negotiations, we always offer assistance upon request from our clients for all of our searches. This service is as simple as consulting on terms of the offer to providing full negotiations through an acceptance of an offer between the Client and the selected candidate.



# PROJECT TIMELINE

## FULL SERVICE SEARCH

with placement guarantee



### PREPARATION

- Official Notice to Proceed
- Internal project setup
- Client strategy call
- Internal team strategy call
- Brochure assets: Client provided & approved



### POOL DEVELOPMENT

- Brochure posted on website, advertisements placed, e-newsletter sent weekly
- Targeted candidates contacted by Project Manager & sourcing team
- Screening: Initial review, intermediate screening
- Client Access: (Submittals, Responses to Job Specific Questions, Recorded Video Snippets)
- Client Consultation



### TOP CANDIDATES - 3RD PHASE SCREENING

- Client Options:
  1. ADK professional certified HR In-Depth Screening & Executive Summaries
  2. ADK coordinates/facilitates in-depth Zoom Client/Candidate Interviews
- Reference checks & internet screening
- Recommendations of top candidates
- Client Consultation



### CANDIDATE FINALIZATION

- Finalize Client/Candidate In-Person Process
- Logistics: ADK arranges final interviews
- In-Person Interviews: ADK facilitation, offer & negotiation assistance as requested
- Background checks by third party as requested (3-5 business days).
- Announcement

\*THIS is an estimated timeline only based on RTAA's May 21st Board Meeting. ADK will send an updated timeline after contract execution and site visit/strategy call.

Contract between RTAA and ADK approved by Feb 25.

Site Visit/Strategy Call by March 5.

Brochure Posted by March 9.

Posting Begins: March 9  
Closes: April 9

Screening: April 10  
Client Access: April 16  
Consultation: April 23

Screening/Executive Summaries: April 30

Client Consultation: May 1

Virtual Interviews: May 8

In-Person Interviews: May 15

Final Candidate Presented to the Board: May 21st, 2026

**PHASE 1**

**PHASE 2**

**PHASE 3**

**PHASE 4**

## Cost of Services

The professional fee for a Full-Service search performed under this proposal is **28% (twenty-eight percent)** of the candidate's negotiated annual base salary. We do not charge any additional fees based on benefits, overhead, annual bonuses, or any other compensation for the position.

Installments for this **Full-Service** search are:

- Installment 1: One-third billed immediately and due upon recruitment handout posting based on the midpoint of the proposed salary range.
- Installment 2: One-third due 30 days after recruitment handout posting based on the midpoint of the proposed salary range.
- Installment 3: One-third due after contract completion based on the negotiated salary times 28% (twenty-eight percent) less the amount paid under Installments 1 and 2, plus any travel expenses incurred by ADK for travel requested by Client or any other expenses for work outside the scope upon client request.

This pricing structure is valid for 90 days from the date of this proposal. Optional add-on services are offered for additional fees if requested.

## Separate Line Pricing: Travel Expenses

The professional fees above do not include any travel-related expenses. With client's approval, ADK's Project Manager will travel to client's location as part of the search process. Client will be invoiced for applicable travel expenses at cost (travel, hotel, meals).

ADK anticipates up to three site visits to Client, **NOT TO EXCEED \$7,500.00 total**.

### Options:

If Client desires that ADK perform additional services, we will provide a quote to you for any additions to the Work Scope you may need or bill on a time and material basis at our rate of \$190.00 per hour.

Additional background checks beyond the final list are optional. Background checks are performed by our 3rd party provider, ISP Pro Mesa. Checks include criminal, credit, education, and motor vehicle checks. Checks normally take 3-5 business days to complete after receipt of consent from the candidates. Additional background checks can be provided at \$300.00 per candidate upon request from Client.

### Additional Recruitments:

Any additional staff placements by Client that occurs within 12 months of a placement whereby the candidate was identified in this specific recruitment process, shall incur a fee of \$10,000.00 for full-service searches.

### Compensation Parameters:

- We do not add *any* overhead fees to the fees described above.
- This is not a contingency search. ADK's fees are consistent with the standards of the retained search profession.
- ADK is due full payment of the professional fee above regardless of the source of the candidate chosen by Client to fill the position.
- Out-of-pocket expenses, as approved and requested by Client in writing, for ADK travel, lodging, and search committee meeting expenses are included in this proposal with a Not To Exceed limit.
- There is no charge for video recordings.
- We do not charge an additional fee for administrative and clerical support, teleconferencing, office copies, and computer/telephone usage.
- We do charge, at cost, for reproduction, binding, and courier services if requested by Client.
- All deliverables are provided to Client at no cost electronically.
- Reimbursement of candidate travel expenses *is the responsibility of Client*, not ADK.

### Placement Guarantee

We stand behind our full-service searches with a powerful, but remarkably simple, guarantee. Should a candidate leave (except for health-related issues) or be terminated for cause<sup>1</sup> (with supporting documentation such as a termination letter) within the first year after they begin their new position, we will conduct another search to replace the individual at:

- No charge if departure is within the first 4 months;
- 30% of the professional fee paid for the initial search within 5-8 months of start date; or
- 60% of the professional fee paid for the initial search within 9-12 months of start date.
- Any travel related expenses approved by Client under the guarantee would be additional.

<sup>1</sup>For cause: Generally considered as intentional acts of fraud, embezzlement, theft, or material violation of law that occurs within the course of employment; intentional damage to organization assets; intentional disclosure of organization confidential information; intentional breach of organization policies; willful conduct injurious to the organization, monetary or otherwise; and/or willful breach of employee's obligations.

## References

Client Name: **Norman Y Mineta San Jose International Airport**

Entity Type: Public Sector (City)

Size: 225 Employees

Services Provided: Rod Dinger lead the successful search for a Director of Aviation. Rod and ADK have also conducted numerous other C-Suite searches for the airport including a Deputy Director of Aviation, a Deputy Director of Finance and Administration, and others.

Major Challenges: The Airport is in the silicon valley region of California which makes cost of living extremely expensive. The high cost of living combined with a lower than average Airport Director salary made it challenging to find interested candidates who were willing to relocate.

Contact: Matt Shelton  
Human Resources Manager  
(408) 392-3600  
[mshelton@sjc.org](mailto:mshelton@sjc.org)

Client Name: **John Wayne Airport, Orange County**

Entity Type: Public Sector (County)

Size: 183 Employees

Services Provided: Rod Dinger lead the successful search for a Director of Aviation. Rod and ADK have also conducted numerous other C-Suite searches for the airport including a Deputy Airport Director of Public Affairs, Deputy Airport Director of Finance and Administration Aviation, and others.

Major Challenges: Similar to the reference above, the airport is located in a highly desirable, yet costly place to live. These factors combined with the Counties limitations on salary made it challenging to find interested and qualified candidates. Nonetheless, ADK successfully completed all of the searches.

Contact: Paul Wright  
Human Resources Manager  
(949) 252-5180  
[pwright@ocair.com](mailto:pwright@ocair.com)

Client Name: **Lincoln Regional Airport**

Entity Type: Public Sector (Board of Directors)

Size: 100-150 Employees

Services Provided: Rod Dinger lead the successful search for an Executive Director. ADK successfully conducted that search in 2018 and again in 2025.

Major Challenges: None

Contact: Chris Hover  
Chairperson, Board of Directors  
(402) 323-5230  
[chove@fnbo.com](mailto:chove@fnbo.com)

## References Continued

Client Name: **Harry Reid International Airport**

Entity Type: Public Sector (County)

Size: 370 Employees

Services Provided: Dan Sprinkle has lead the successful search for an Airport Manager (North Las Vegas Airport), a Managing Director of Terminal Operations, and others.

Major Challenges: Clark County had some restrictions on salary scale which were not on par with industry standards. Also, some potential candidates do not know much about Las Vegas and believe there is a stigma attached. Dan and ADK were still able to successfully complete the searches.

Contact: Jennifer Scharn  
Assistant Director Aviation, Airport Experience & Employee Services  
(702) 261-5157  
[jennifers@lasairport.com](mailto:jennifers@lasairport.com)

Client Name: **Tucson International Airport**

Entity Type: Public Sector (City)

Size: 180 Employees

Services Provided: Dan Sprinkle lead the successful search for a Chief of Police for the airport, and has successfully led other executive level searches.

Major Challenges: None

Contact: Kimberly DeLaTorre  
Chief People Officer, People Operations  
(520) 573-4891  
[kdelatorre@flytucson.com](mailto:kdelatorre@flytucson.com)



## **ATTACHMENT A RESPONDENT CERTIFICATIONS**

**Respondent must fill out ALL forms and submit entire package as directed.**

1. ☒ Respondent's Certification [A]
2. ☒ Respondent's Certification [B]
3. ☒ Confidentiality & Certification of Indemnification
4. ☒ Disclosure of Ownership/Principals
5. ☒ Exceptions
6. ☒ Acknowledgement of Receipt of Addenda



### 1. RESPONDENT'S CERTIFICATION [A]

The Entity listed below has carefully examined the Reno-Tahoe Airport Authority's **RFP #25/26-10** that includes Scope of Services, requirements for submission, general information, and the evaluation and award process.

The Entity hereby proposes to provide the services requested in this solicitation. The Entity agrees that the RTAA's terms and conditions herein shall take precedence over any conflicting terms and conditions submitted with the response and agrees to abide by all conditions of this document.

The authorized representative listed below hereby certifies that all information contained in the response is truthful to the best of their knowledge and belief. As a representative of the Entity, they further certify that they are duly authorized to submit this response on behalf of the Entity as its agent and that the Entity is ready, willing, and able to perform if awarded an Agreement.

The authorized representative further certifies that this response is made without prior understanding, agreement, connection, discussion, or collusion with any other person or entity submitting a response for the same service, nor with an officer, employee, or agent of the RTAA or any other entity who is interested in said Agreement, and that the undersigned executed this Certification with full knowledge and understanding of the matters therein contained and was duly authorized to do so.

The authorized representative further certifies that this Entity can obtain and fulfill the insurance requirements of this RFP. In compliance with this RFP and subject to all the terms and conditions thereof, the undersigned offers and agrees that this response is accepted to furnish all services described herein at a price to be negotiated.

Entity Name ADK Consulting, Inc.

Signature Douglas R Kuelman

Address PO Box 330906

Print Name Douglas R Kuelman

City Atlantic Beach

Title President / CEO

State FL Zip Code 32233

Date 01/30/2026

Telephone (904) 536-8102

Email doug@adkexecutivesearch.com

Federal Tax ID # 20-0276786

**RFP Disclosure:** How were you first made aware of this solicitation opportunity?

- ☐ RTAA website ☐ RGJ Legal Ad (newspaper)  
☐ NGEM website ☒ Other

**Minority Status:** Has the Entity been certified as a minority-owned, woman-owned, or disadvantaged business enterprise (DBE) by any government agency? Yes ☐ No ☒ If yes, please specify the government agency and date of certification: \_\_\_\_\_

*The above question is for information only. The RTAA encourages minority business participation; however, no preferences shall be given.*



## 2. RESPONDENT'S CERTIFICATION [B]

Respondent must select the appropriate box for each question. Respondent must not leave any item unanswered.

- 1) ☐ YES ☒ NO Has the Respondent breached any contracts with a public agency or person in the State of Nevada or any other state during the five (5) years immediately preceding the date of this RFP?
- 2) ☐ YES ☒ NO Has the Respondent been disqualified from being awarded a contract by any governing body in the State of Nevada?
- 3) ☐ YES ☒ NO Has the Respondent been convicted of a violation for discrimination in employment during the two (2) years immediately preceding the date of this RFP?
- 4) ☐ YES ☒ NO Has the Respondent, during the five (5) years immediately preceding the date of this RFP, filed as a debtor under the provisions of the United States Bankruptcy Code?
- 5) ☐ YES ☒ NO Has the Respondent, during the five (5) years immediately preceding the date of this RFP, as a result of causes within the control of the Respondent or a subcontractor or supplier of the Respondent, failed to perform any contract:
  - a. In the manner specified by the contract and any change orders initiated or approved by the person or governmental entity that awarded the contract or its authorized representative; or
  - b. Within the time specified by the contract unless extended by the person or governmental entity that awarded the contract or its authorized representative; or
  - c. For the amount of money specified in the contract or as modified by any change orders initiated or approved by the person or governmental entity that awarded the contract or its authorized representative?

If the Respondent has affirmatively checked "YES" to any of the above questions, please provide additional information for each item marked "YES." Attach additional sheet(s) if necessary.

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ADK Consulting, Inc.

Entity Name

Handwritten signature of Douglas R. Kuelpman in blue ink.

Signature

Douglas R Kuelpman

Print Name

01/30/2026

Date





### 3. CONFIDENTIALITY & CERTIFICATION OF INDEMNIFICATION

Submitted Proposals, which are marked "Confidential" in their entirety, or those in which a significant portion of the submitted Proposal is marked "Confidential" **will not** be accepted by the RTAA. Only items that qualify as "proprietary information," as defined in NRS §332.025, or "trade secret," as defined in NRS §600A.030(5), may be labeled as "Confidential." All Proposals are confidential until the Agreement is recommended for award, at which time, both successful and unsuccessful Respondents' Proposals become public information.

The RTAA will not be responsible for any information contained within the Proposal. Should a Respondent not comply with the labeling requirements, its Proposal will be released as submitted.

By signing below, I understand it is my responsibility as the Respondent to act in protection of the labeled information and agree to defend and indemnify the RTAA for honoring such designation. I duly realize that failure to so act will constitute a complete waiver, and all submitted information will become public information. Additionally, failure to label any information as "Confidential" that is released by the RTAA shall constitute a complete waiver of all claims for damages caused by the release of the information.

By signing below, I understand that marking the entire Proposal exempt from disclosure or as "Confidential" will not be honored. Not conforming to these requirements may cause the Proposal to be deemed non-compliant and rejected by the RTAA as non-responsive. I understand that the term "Confidential" does not include the amount of an Agreement negotiated with the RTAA.

***Please initial the appropriate response in the boxes below. Provide the justification for confidential status and include reference to appropriate page(s).***

Confidential Business Information			
YES		NO	DRK
Justification for Confidential Status			



**CONFIDENTIALITY & CERTIFICATION OF INDEMNIFICATION (continued)**

Confidential Trade Secret			
YES		NO	<i>DRK</i>
Justification for Confidential Status			

ADK Consulting, Inc.  
Entity Name

*Douglas R. Kuelman*  
Signature

Douglas R Kuelman  
Print Name

1/30/2026  
Date



**4. DISCLOSURE OF OWNERSHIP/PRINCIPALS**  
**(Please print or type)**

ADK Consulting Inc.  
Entity Name  
PO Box 330906  
Street Address  
Atlantic Beach, FL 32233  
City, State, and Zip Code

"Principal" means, for each type of business organization the following: (a) sole proprietorship – the owner of the business; (b) partnership – the general partner and limited partners; (c) limited liability company – the managing member as well as all the other members; d) corporation – the officers of the corporation, but not any branch managers of offices which are a part of the corporation; (e) trust – the trustee and beneficiaries.

Type of Business:

☐ Individual    ☐ Partnership    ☐ Limited Liability Company    ☒ Corporation    ☐ Trust  
☐ Other (Please describe):  
\_\_\_\_\_

**INFORMATION OF APPLICABLE PRINCIPALS**

<u>Douglas R Kuelpman</u> Name	<u>President / CEO</u> Official Capacity
<u>337 Blagdon Ct.</u> Street	<u>Jacksonville, FL 32225</u> City, State, and Zip Code
<u>Annell S Kuelpman</u> Name	<u>Executive Vice President / COO</u> Official Capacity
<u>337 Blagdon Ct.</u> Street	<u>Jacksonville, FL 32225</u> City, State, and Zip Code
_____ Name	_____ Official Capacity
_____ Street	_____ City, State, and Zip Code
_____ Name	_____ Official Capacity
_____ Street	_____ City, State, and Zip Code

If further space is required, please attach additional pages.



## 5. EXCEPTIONS

**EXCEPTIONS:** Does the Respondent take exception to any of the terms or conditions of this RFP and attachments hereto? YES ☐ NO ☒ If yes, please indicate the specific nature of the exception(s) or clarification(s) in the space provided below. Attach additional sheet(s) if necessary.

List exceptions here:



## 6. ACKNOWLEDGEMENT OF RECEIPT OF ADDENDA

Respondent must acknowledge receipt of all addenda posted to the Nevada Government eMarketplace (NGEM) website: <https://nevada.ionwave.net/Login.aspx>. Attach additional sheet(s) if necessary. If there have been no addenda posted to NGEM, please mark "N/A."

It is solely the Respondent's responsibility to check the NGEM website for addenda issued for this RFP.

Addendum No. 1 Date Received: 1/21/26

Addendum No. 2 Date Received: 1/21/26

Addendum No. \_\_\_\_\_ Date Received: \_\_\_\_\_

Addendum No. \_\_\_\_\_ Date Received: \_\_\_\_\_

Addendum No. \_\_\_\_\_ Date Received: \_\_\_\_\_

Addendum No. \_\_\_\_\_ Date Received: \_\_\_\_\_

This Proposal is presented to the Reno-Tahoe Airport Authority by:

Entity Name: ADK Consulting, Inc.

Address: PO Box 330906

Phone: (904) 536-8102

Email: doug@adkexecutivesearch.com

Signature (black or blue ink): Douglas R Kuelpman

Print Name: Douglas R Kuelpman

Title: President / CEO

Date: 1/30/2026

## THANK YOU FOR YOUR CONSIDERATION

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**We look forward to hearing  
from you.**

**DOUG KUELPMAN**

**President / Chief Executive Officer**





# Reno-Tahoe Airport Authority

## RFP #25/26-10

### Executive Search Firm Services





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## COVER LETTER

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### Proponent Information

Full Legal Name of Proponent: DHR International Canada, Inc / DHR Global  
Proponent Contact Name and Title: Bryan Arthur – Managing Partner, Canada  
Proponent Contact Phone: (403) 817 0980  
Proponent Contact Email: [barthur@dhrglobal.com](mailto:barthur@dhrglobal.com)  
Street Address: 151 N Franklin Street, Suite 2175  
County, Province/State: Chicago, IL  
Postal Code: 60606

### Conflicts

There are no real or perceived conflicts of interest should the RTAA engage with DHR Global.

### Commitment to Perform

DHR Global confirms that we have reviewed and fully understand Section 3 – Scope of Services. DHR Global acknowledges the requirements, objectives, and deliverables outlined therein and confirm our clear understanding of the expectations, timelines, standards, and reporting obligations associated with the services. We are pleased to express our strong interest in performing the services described in Section 3.

Our team is fully committed to delivering the scope of work in a professional and timely manner, ensuring alignment with the project objectives and the client's operational and strategic priorities.

Our team possesses the qualifications, experience, and technical capabilities required to successfully execute the Scope of Services. This includes:

- Extensive experience delivering comparable services on projects of similar size, complexity, and regulatory environment;
- A team with proven expertise in project management, technical execution, quality assurance, and stakeholder coordination;
- Established processes, methodologies, and quality controls designed to ensure consistency, accuracy, and accountability throughout the engagement; and
- Sufficient staffing capacity and resource availability to meet all project milestones without compromise to quality.

### Success Story – Regina Airport Authority

#### The Client:

The Regina International Airport (YQR) is the 15th busiest airport in Canada and connects the local community to many major Canadian markets. YQR is proud to offer seasonal service to both the U.S. and international sunspot destinations and operates out of Regina, Saskatchewan Canada. Regina is based in the southeast corner of the province of Saskatchewan and has a population of approximately 300,000 and a catchment area of another 200,000.

The Regina Airport Authority (RAA) is a not-for-profit organization that operates YQR under a long-term lease with the Federal Government. The RAA has a mandate to operate a safe and secure airport, while looking to grow for the greater benefit of the community and to be an engine of economic activity and social connectivity.

#### Client Issue:

In July of 2017, we were engaged to source the next President and CEO for the board after the retirement of the former President. The City was losing population and therefore the airport was not operating in a way to support its mandate.

**Solution:**

We were asked to conduct a national search to source its next President and CEO. Our role began with conducting an extensive consultation process with the board, the leadership team, civic leaders and government officials to better understand the state of YQR and in turn to identify the type of leader it needed. Upon completion of this report and its subsequent review with the YQR board, we built a position profile that we subsequently approved by the board at the end of July and we began our outreach. In excess of 180 calls were done in the market and we conducted multiple rounds of interviews to narrow the candidate pool to nine candidates that were reviewed with the Search committee of the Board on September 26th of that year. Six candidates were identified to be met in interviews held on October 31st. For that session we supported the Search committee in the development of Questions and helped to lead the process. Upon conclusion of the first round of interviews, two candidates were identified to be brought back for a second discussion including providing the board with a presentation of the candidate's vision for the airport. James Bogusz was the selected candidate. At the time James was serving as the Vice President, Operations & Development for the Victoria Airport Authority.

We then successfully completed a reference and background check on James that led to YQR extending James an offer that we were asked to negotiate. James signed the offer on November 28th and assumed his new position January 1, 2018.

Additionally, to support James in his relocation, we provided him with real estate support to find a house and more importantly helped him to connect with community leaders and establish new networks. We continue to stay in contact with James and support him in any way we can.

**Benefits/Business Impact:**

James continues to lead YQR and is seen as not only a community leader but also a leader in the Airport industry serving on both the board of Canadian Airports Council and more recently on the board of Airports Council International. As required, we have also continued to support James and YQR, most recently supporting them in sourcing their current Supervisor, Airfield Mobile.



Signature of Proponent Representative

Bryan Arthur

Name of Proponent Representative

## OUR FIRM

### DHR Company Profile

DHR Global is one of the largest retained executive search firms in the world, spanning 22 countries and over 50 cities. For more than 30 years, DHR has been a leading provider of executive search, leadership consulting and emerging leader search solutions. Our renowned consultants deliver unparalleled senior-level executive search and talent advisory services tailored to the unique qualities and specifications of our select client base. ***We do not work on searches. We solve talent challenges.***



### Mission & Values

To us, value is a simple proposition summed up in three words. ***Reach*** delivers talent solutions that are smart in your world. ***Resourcefulness*** brings creativity, flexibility and agility tailored to you. And lasting ***relationships*** are at the heart of all we do. Our mission is to find and attract the best leaders with the right skills and experience for your institution. Our success is based on the satisfaction of our clients and the growth of our candidates.

### DHR Advantages

Experienced	High Touch	Global	Collaborative
With DHR, you work directly with the senior partner and team who know the most about your industry, function and what matters in your world.	We invest the time to get to know your business, culture and needs. Expect us to be accessible, agile, accountable.	With DHR as your partner, you get the best of both worlds: high performing global expertise and the high touch customization of a search boutique.	Collaboration has long been a DHR core value and a hallmark of our firm. We have a commitment to a 'best team approach' that puts our client needs first.
<p>Average completion rate of 94 days for DHR</p> <p>Covering more than 20 industrial and functional practice areas</p> <p>Recognized by Forbes as one of America's Best Executive Recruiting Firms</p>	83% of our business comes from repeat clients, demonstrating the value of our high-touch, relationship approach	<p>160+ partners</p> <p>Presence in 50 markets, across 22 countries</p>	Over 75% of our engagements are delivered by cross-industry or functional teams

### We have a track record of success

- We provide a global platform with a boutique touch and a true sense of urgency.
- Client satisfaction is 92% across all industry sectors. Repeat business is 83%.
- 99% of our placements have tenure beyond our two-year guarantee.
- One out of every five candidates presented is diverse across all sectors, 60% in higher education.
- We provide a broad spectrum of value-added, talent management services as part of executive search and beyond. Examples include our leadership assessment (Leap); executive transition; on-boarding; interview guides; relocation assistance, and candidate site tours if applicable.

- DHR partners are trained on how to conduct Competency Based Interviewing (CBI).
- Leap – our proprietary assessment tool designed strictly for executive search.
- We have broad search experience in higher education, as well as across a variety of educational nonprofits, government, and associations. That broad experience ensures we understand the complexity of leadership within the sector and bring a vast network and brand.
- We serve as trusted advisors to search committees on organization strategy and structure and recommend concrete solutions to potential barriers.

## Resources

DHR brings a comprehensive set of resources to support nationwide recruitment. Our resources span from our consultants, technology, and research capabilities enabling us to be able to consistently delivery high-quality outcomes across industries and geographies.

DHR Global leverages a robust set of resources to support successful nationwide executive recruitment engagements. These include dedicated research associates who conduct comprehensive talent mapping, competitor benchmarking, and targeted identification of high-calibre passive candidates across North America. DHR Global also draws upon established executive networks built through longstanding relationships with senior leaders nationwide, enabling access to both active and discreetly available talent. In addition, industry-specific pipelines are maintained across key sectors such as energy, infrastructure, industrials, technology, professional services, and emerging industries, ensuring timely and relevant candidate identification. To support inclusive hiring objectives, DHR Global further utilizes their networks, including partnerships, involvement with community organizations, and referral sources that broaden candidate representation and strengthen the overall quality of executive search outcomes.

## Specialized Areas of Expertise

Our practice groups are comprised of experts who possess significant industry knowledge and key relationships. These unique capabilities enable us to meet client needs quickly and effectively. Coupled with strong internal collaboration and original research, we approach each search with the best tools and intelligence possible.

Industry Practices	Functional Practices
Business & Professional Services	Board & CEO
Consumer & Retail	Commercial Growth
Financial Services & Fintech	Corporate Affairs & Communications
Healthcare	Finance
Hospitality & Leisure	Human Resources
Industrial	Inclusive Leadership
Life Science	Legal
Private Equity	Supply Chain
Real Estate	Technology
Social Impact & Nonprofit	
Sports	
Sustainable Infrastructure & Energy Funds	
Technology	

## TEAM

---

DHR employs over 400 people globally with 300 being in North America. DHR's reputation for excellence is built on teamwork. Each search assignment poses a distinct set of needs best served by tapping the collective expertise of search consultants across the country and around the globe.

As a team, we always work together collaboratively to ensure the success of a search and to demonstrate our commitment to our client. Our goal is to provide RTAA with the best possible experience, candidates, and outcome.

The prime contact from DHR Global that RTAA can contact for any questions or clarifications about this proposal and for contract finalization is **Bryan Arthur**, Managing Partner at [barthur@dhrglobal.com](mailto:barthur@dhrglobal.com). Donna Chapman and Kevin Gregor will serve as co-partners.



**Bryan Arthur**  
Managing Partner, Canada

Bryan is a seasoned executive search leader who's built a career around helping companies solve complex talent and hiring challenges. As Managing Partner, Canada, he oversees DHR's North American offices, including Calgary, Montreal, Saskatoon, Toronto, and Vancouver. In addition to his national leadership role, Bryan co-leads the Aviation and Aerospace practice, splitting his time between Calgary and Houston.

A graduate of the Sobey School of Business at Saint Mary's University in Halifax, Bryan has worked with several global executive search firms and previously led a boutique firm before DHR acquired it in 2016.

Bryan earned a Bachelor of Commerce degree, a Chartered Professional Human Resources Professional designation, an Indigenous Canada Certificate, and an Advanced Certificate in Executive Search Consulting from Cornell University. He actively contributes to his community as Board Chair of Cochrane Lake Gas Co-Op, Director of Kids Cancer Care, Director of the Association for Corporate Growth, and as Vice Chair on the Livestock Competitions Committee of the Calgary Stampede. His past leadership roles include Director of the Human Resources Association of Calgary, Director of Vertigo Theatre, Chair of Champions Career Centre, and Chair of the Sponsorship Committee for the United Way Cabinet.



**Donna Chapman**  
Managing Partner, CFO North America

Donna serves as Managing Partner of DHR's Financial Officer Practice in North America and is based in Denver and Houston. She is also a member of the Private Equity Practice Group.

Donna brings over 30 years of search experience placing CFOs and other C-suite and senior-level talent across a range of industries for public, privately held, and private equity-backed organizations. Known as a high-performing problem solver and mentor, she believes that strong relationships with clients and candidates are the best foundation for long-term success.

Prior to joining DHR, Donna served as North American Practice Leader, Financial Officers at a leading organizational consulting and executive search firm. Before that, she co-founded and led a boutique search firm in Houston for nearly 20 years, where she collaborated with CEOs and specialized in identifying leadership talent in various finance roles including CFO, VP Finance, Head of Strategy, Investor Relations, Treasury, Tax, Audit, Corporate Accounting, and Divisional Finance Leads. Donna began her career working with KPMG's Audit Practice and leading the finance function as Controller for a privately held company.

Donna earned a Bachelor of Arts degree in Accounting from the University of Oklahoma. She is involved in helping children's causes, including chairing an effort that raised \$26 million to aid in constructing a new high school in an underprivileged community in Colorado. She is an active member of Impact100Houston, a collective giving organization providing Houston non-profits with \$100,000 grants for their work in Art & Culture, Education, Environment, Family, and Health & Wellness.





## Kevin Gregor, Managing Partner

### Managing Partner

Kevin is a Managing Partner with DHR's Calgary office. Kevin grew up in Sherwood Park and brings over thirty years of business and community leadership experience to the firm. Kevin is a leading member of the DHR Global CEO and Board practice. He is considered a thought leader in the industry and frequently speaks to organizations about trends in the industry. Prior to joining DHR Global, Kevin was a Managing Partner in Boyden and served on board. Kevin previously held leadership positions with Relizon Canada and Xerox Canada.

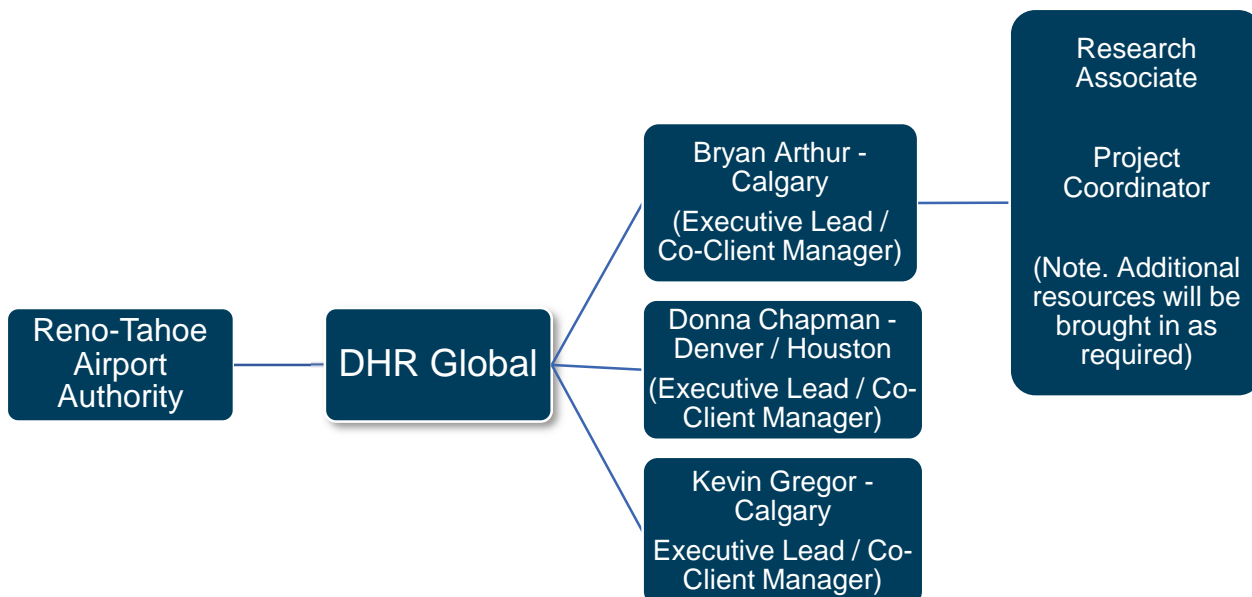
Kevin's search practice has a focus on senior executives and board of directors' assignments. He brings with him proven governance experience and is ICD.D certified. He has specialized in the recruitment and assessment of leaders in corporations and complex not-for-profit organizations, drawing talent from both the private and public sectors. Having served 8 years on the Board of the Calgary International Airport Kevin understands the governance required to lead an airport. This has enabled him as part of his practice to work with airports like the Saskatoon Airport Authority, the Regina Airport Authority and the Winnipeg Airports Authority to find senior leaders for their teams including 2 sitting CEO's.

An active director with diverse organizations, Kevin has held a range of roles including: past Chair, Alberta Blue Cross; past Chair, Calgary Chamber of Commerce; Past Vice-Chair, Board of Governors, Bow Valley College; Past Chair, Bow Valley College Improving Lives Campaign; Past Chair, Calgary Educational Partnership Foundation; Former Director, Association of Canadian Community Colleges; Past Member, Conference Board of Canada, Council on Education; Former Director, Calgary Airport Authority; Former Director, Calgary Homeless Foundation; Past Member, SAIT Polytechnic Advisory Council; Former Director, Alberta Economic Development Authority; Past Chair, Peter Lougheed Hospital Development Council; Former Director, Kids Cancer Care Foundation of Alberta; Former Director, Prostate Cancer Canada; former Director, RCMP Heritage Centre; Past Chair, Alberta Blue Cross Foundation, Past Governor, Calgary Petroleum Club and as and Former Director, Calgary Health Trust.

Kevin holds a Bachelor of Commerce with Distinction from the University of Alberta

Resumes – See Appendix A

### Organizational Chart



## EXPERIENCE AND QUALIFICATIONS

We are pleased to present you with the following non-exhaustive list of DHR's completed search assignments related to the aviation industry in the last five years.

Client	Search Assignment
ADB Safegate	Chief Financial Officer
Airbus	EHS Specialist x 2 Director, Human Resources Operations HO Industrial Engineer
Allegheny County Airport Authority	Senior Vice President, Finance
Ascent Global Logistics Mexico	Airfreight Manager
Boeing Company	HR Data Scientist Senior ETL Developer and Data Specialist Business Intelligence and Governance Architect Senior Cloud Data Architect Global Talent Management Partner Senior Data Analytics Manager Senior Manager, Strategic Workforce Planning
Bombardier	Senior Vice President, Strategy and Mergers and Acquisitions
Bombardier Defense	Director, Defense Compliance Consulting Engagement
CAES	Business Unit Vice President Program Manager, VI Hauppauge Director, Business Development - IDS Senior Vice President, Defense Systems Site Lead, Hauppauge Talent Acquisition Business Partner Vice President, Management / Site Leader – Lansdale, PA Vice President, Supply Chain
Calgary Airport Authority	Chief Financial Officer General Manager, Springbank Airport General Manager, Planning Services
Capewell Aerial Systems	Chief Financial Officer
Cargolux Airlines International	CSO – Head of Sustainability
Chartright Air Group	Vice President of Human Resources
Cirrus Aircraft	Chief Financial Officer and Controller
Columbus Regional Airport Authority	Chief Financial Officer
Cushman and Wakefield	Global Account Director - Boeing
Elbit Systems of America	Senior Vice President, Operations
EPIC Fuels	Vice President, General Aviation Sales
Europcar	U.S. Chief Financial Officer
Frontgrade Technologies	Total Rewards Director
GKN Advanced Defense Systems	Director, Finance - St. Louis Lean Leader - Garden Grove Operations Leader - Garden Grove, CA Operations Leader - St. Louis, MO Site Leader Supply Chain Manager
Honeywell	Vice President, International Tax
Leach International Corporation	Vice President, Operations Vice President, Engineering

Lux Airport	Chief Financial Officer
Luxiar Group	Group Chief Information Officer
MHIRJ Aviation	Head of HRIS
Miscross Components	Business Development Manager
Regina Airport Authority	President and Chief Executive Officer Supervisor, Airfield Mobile
Reliance Industries	Chief Operating Officer – Aviation Head of Aviation Engineering and Maintenance
Saskatoon Airport Authority	Chief Financial Officer Vice President, Business Development
Seyer Industries	Executive Vice President, Operations
Signature Aviation	Senior Vice President of Global Sales Director, Digital Marketing
SKYTRAC	Vice President, Finance
SLC Airport	Chief Financial Officer
Sonaca	General Manager
Southwest Airlines	Vice President, Communications and Brand Reputation
Spirit AeroSystems	Senior Director, Global Communications
STARS Air Ambulance	Controller
TA Aerospace	Vice President, Sales and Marketing
Tecomet Inc.	Plant Director
TransDigm Inc.	President – AmSafe Restraints President – Armtec Defense Technologies
Vertex Aerospace	Deputy General Counsel Director, Logistics and Supply Chain Operations
Virgin Galactic	Director, Programs - Inspire / Imagine Director, Quality Management Systems Senior Director, Airworthiness Senior Director, Program and Business Operations Vice President, Airworthiness and Quality Assurance Vice President, Delta Spaceship Vice President, Manufacturing Vice President, Mothership Development and Sustainment Vice President, Rocket Motors and Propulsion Systems
WestJet Airlines	Regional Manager – Mexico Senior Manager, Power Plant Engineering
Winnipeg Airports Authority	President and Chief Executive Officer Vice President Operations Chief Information Officer

## SEARCH APPROACH

### Overview of our Search Process

The key objective of the search will be to conduct a comprehensive process that will generate high caliber diverse candidates that RTAA can consider for its next Chief Executive Officer. An equally important objective is to ensure that the search is professional, transparent, and reflects well on both the committee and RTAA.



## Process From Initial Consultation to Completion

An efficient and meaningful sourcing strategy is central to every executive search. From our experience working with candidates at all levels in search, we have learned much about their journey, perspectives from their roles, as well as impact and successes made at their organizations.

We accomplish this by casting a wide net targeting skills and experience, and engaging the best-suited candidates, according to client-specific objectives, organizational structure, and culture. Understanding your needs and strategic direction, combined with our cumulative sourcing efforts, will result in not only an "A-List" of candidates who match the profile, but also those who have the best chance to succeed in your distinct environment.

As professionals in the executive search sector, we can certainly offer our professional opinions and expertise with respect to search strategy, however it is far more valuable to work with the search committee to develop that strategy in unison. Each search is unique, and no two search processes unfold the same way. Our processes are built to be able to source any role as required including newly created roles.



### Initiate

#### Discovery/Intake

- Confirm project governance to ensure decisions and guidance on the search are rendered in a timely and effective manner. We recommend a search committee that will be involved with the evaluation of candidates and the interviewing of shortlisted candidates.
- Set search milestone meetings and update calls as well as interview dates to avoid trying to schedule committee members last minute.
- Further define core requirements that will drive the ideal candidate profile.
- Conduct interviews with key stakeholders including internal staff, political leaders, board members, and community leaders to ensure that people's voices are heard.
- Review findings with the search committee.
- Finalize position specification: we will provide a draft posting and a more comprehensive position profile to RTAA for approval. The geographic scope will be discussed with RTAA and will in part be determined by the relocation strategy and whether relocation expenses are available (if required).
- Develop & set search strategy and priorities: with a strategy on how to reach a diverse audience.

### Identify

#### Candidate Identification and Evaluation

- Research and identify potential candidates always through the lens of diversity; our associates regularly reach out to hundreds of individuals to garner their interest.
- Progress reporting weekly indicating the number of people we have reached out to, how many have responded, how many are interested, and how many the partner will interview as well as organizations we have sourced. This continuous reporting allows RTAA to weigh in on whether the scope needs to be refined.
- As we get feedback from our outreach, we work with the search committee to help evolve the job specification as necessary. When we speak to candidates to garner their interest, we always ask for further references from potential candidates. This also helps us refine the compensation aspect of the role to make sure we have the appropriate targets.
- Prioritize and outreach to top prospects.
- Comprehensive candidate assessment.

### Qualify and Presentation

#### Screening & Evaluation - Heavy Recruiting and Outreach.

- Initially we look for the candidates to have the level of experience required by the role. DHR does true headhunting, we do not simply scroll through LinkedIn and ZoomInfo to find candidates. We actively reach out to subject matter experts who are not looking to make a move, experts who are successful in their current position and we market the role and company to those experts. We will reach out several times if we believe a candidate is exceptional.

- Search firm candidate interviews/assessment. Partners will meet with the best candidates. We speak with them to understand their successes, how they overcome challenges and how they approach leadership. This will allow us to determine the best short list. The short list is provided along with a summary of the candidate, a candidate assessment and bespoke set of recommendations presented by the partners at DHR.

## Interview Preparation

### Candidate Presentation and Interview Preparation Discussions with Search Committee.

- We work with the search committee to finalize an interview guide. DHR coordinates the logistics for the interviews ensuring an open and safe environment. We offer our boardrooms (or can source space) for interviews, to keep the process and candidate pool confidential.
- After working with the search committee to further evaluate the short list DHR will work with the committee to proceed to a series of second interviews. Depending on the nature of the role the candidates may be required to make a presentation or provide written materials as an example of their work.
- For each interview we provide the search committee with an interview guide for each candidate to assist in their later assessment. We start each interview with an introduction to the process and to make sure all parties understand the interview is confidential. We do our very best to create an environment where all parties understand the process and are comfortable.

## Selection

### Finalist Selection, Negotiations and Transition Establish Final Candidate Meetings

- Review feedback to determine finalist.
- We leverage the credentialing/referencing process to learn more meaningful information about candidates and finalists and to corroborate existing information. We conduct education, credit, and criminal background checks on the finalist(s).
- We coordinate and administer the LEAP assessment tool (optional) which provides further insight into the management and leadership style of candidates, bringing scientifically proven data to our clients and enhancing our due diligence process.

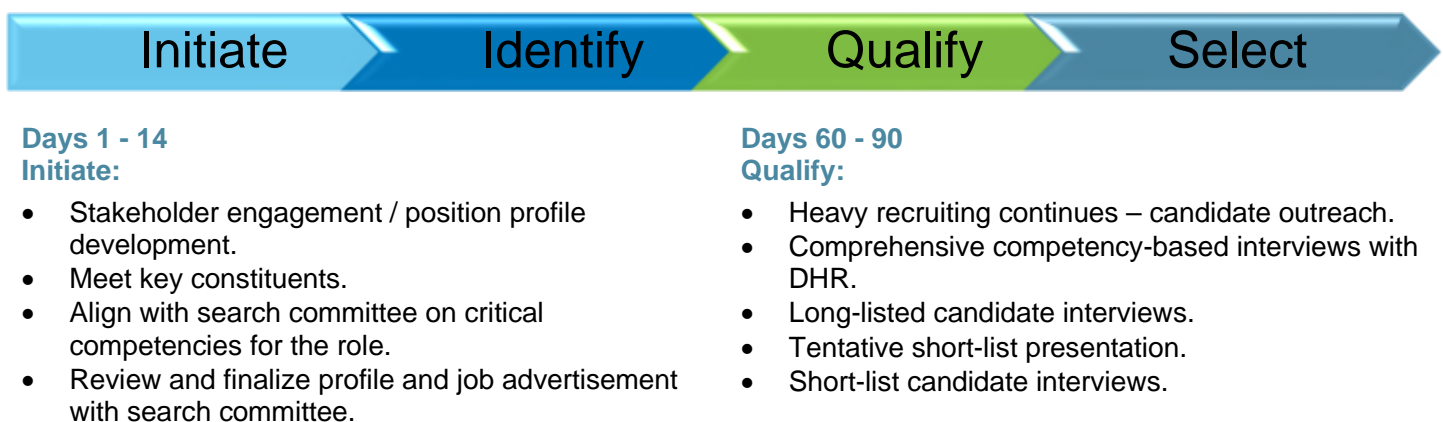
## Offer Negotiation and Closing

### Candidate Credentialing and Due Diligence Due Diligence is a top priority at DHR Global

- Offer to Final Candidate. DHR will work with the search committee to prepare the final offer and we will present and finalize the negotiation of an offer. We will also reach out to the unsuccessful candidates.
- Once a candidate has accepted the offer, we will work with RTAA to make the candidate feel welcome.

## PROPOSED SCHEDULE

Following is a typical timeline, which we would modify at the outset of the engagement to best accommodate the search committee.



- Develop search strategy and priorities.
- Organize and execute research strategy.

#### Days 14 - 60

##### Identify:

- Candidate sourcing and outreach.
- Contact sources and potential candidates.
- Weekly progress reporting sent via email / search calibration.
- DHR to attend search committee meetings with updates as required.
- Develop and prioritize top prospects.

#### Days 90 - 120

##### Select:

- Conduct in-depth referencing around critical competencies and background checks.
- Selection of recommended candidate
- Offer negotiations and candidate counselling.
- Candidate offer accepted.
- Candidate joins RTAA.

## COST OF SERVICES

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Our professional service fees for an executive search are typically one-third (33%) of the candidate's expected total first year cash compensation (base salary and expected bonus). However, based on our desire to work with RTAA, we would be pleased to reduce our current fee structure to 30% of the first-year cash compensation of a role.

Our invoices will include a 4% administration fee for search-related expenses such as administrative, the LEAP assessment tool (up to five assessments), communications (voice and data), reproduction and report production, database management, and reference and background checks.

Our fee is payable in three installments as follows: an invoice for the first installment of one-third of the professional and administrative fee will be sent upon the signed acceptance of this agreement and is payable upon receipt as a non-refundable initial retainer, the second invoice of one-third is sent after the short-list has been presented, and the third invoice is sent when the candidate has accepted an offer from RTAA. All invoice payment terms are Net 30.

#### Advertising Costs

Our professional search fees do not include the costs of advertising. We are happy to work with RTAA to find appropriate advertising locations, however, we conduct direct outreach and do not find advertising necessary unless legally required. Any advertising undertaken is directly billed at cost to RTAA and agreed upon prior.

#### Disbursements/Travel

Any candidate/consultant travel expenses are pre-approved by RTAA and direct billed at cost. We work with the candidate directly to coordinate their travel arrangements and bill you monthly for any such travel expenses incurred.

#### Value Gains and Cost Savings

We recognize the financial times that we live in and take every effort to provide you with maximum value for any assignment that we will do for you. Some ways that we reduce your cost include:

- We recommend the use of technology in first round interviews to cut down on candidate travel expenses.
- Limiting advertising to cut costs and focus more on our outreach and utilizing our networks.
- There will be no additional charge for standard background/reference checks.
- We will provide up to five (5) LEAP assessments as a part of any search at no additional charge.
- We are proposing a full two-year guarantee on all future searches versus the current guarantee we offer.

#### Guarantee

We guarantee all placements made through our recommendation for a period of two years. If the successful candidate either chooses to leave or is terminated for performance-related reasons within the first two years of their employment, we will make all reasonable efforts to find a suitable replacement for RTAA for no additional fee.

## REFERENCES

### Reference #1

<b>Entity Name:</b>	Regina Airport Authority
<b>Entity Type:</b>	International Airport
<b>Entity Size:</b>	1.1 million passengers, \$17 million in Operating Revenues
<b>Nature of Assignment:</b>	James was our placed candidate as CEO and hired us to do subsequent work
<b>Contact Name:</b>	James Bogusz, President & CEO
<b>Contact:</b>	<a href="mailto:JBogusz@yqr.ca">JBogusz@yqr.ca</a>

### Reference #2

<b>Entity Name:</b>	Saskatoon Airport
<b>Entity Type:</b>	International Airport
<b>Entity Size:</b>	1.5 million passengers, 2024 revenue of 41.6 million
<b>Nature of Assignment:</b>	We have placed two CFO's and a VP of Business Development
<b>Contact Name:</b>	Stephen Maybury, President & CEO
<b>Contact:</b>	<a href="mailto:Stephen@yxe.ca">Stephen@yxe.ca</a>

### Reference #3

<b>Entity Name:</b>	Calgary Economic Development
<b>Entity Type:</b>	Economic Development (Partner of the Calgary International Airport)
<b>Entity Size:</b>	The organization supports the growth of Calgary as part of Team Calgary
<b>Nature of Assignment:</b>	We have led Board searches, a CEO Search and CFO search for the team
<b>Contact Name:</b>	Brad Parry, President & CEO
<b>Contact:</b>	<a href="mailto:BParry@CalgaryEconomicDevelopment.com">BParry@CalgaryEconomicDevelopment.com</a>

### Reference #4

<b>Entity Name:</b>	Calgary International Airport
<b>Entity Type:</b>	International Airport
<b>Entity Size:</b>	18.5 million passengers
<b>Nature of Assignment:</b>	Placed the CFO .
<b>Contact Name:</b>	Chris Dinsdale
<b>Contact:</b>	<a href="mailto:ChrisD@yyc.com">ChrisD@yyc.com</a>

### Reference #5

<b>Entity Name:</b>	University of Calgary
<b>Entity Type:</b>	Post Secondary Education
<b>Entity Size:</b>	Over 38,000 students, 1,800+ academic staff, and 4,500+ non-academic staff.
<b>Nature of Assignment:</b>	We have led multiple searches, including deans, presidents and CFOs.
<b>Contact Name:</b>	Steve McCardy
<b>Contact:</b>	<a href="mailto:steve.mccardy@ucalgary.ca">steve.mccardy@ucalgary.ca</a>

Additional References can be provided if requested.

# BRYAN C. ARTHUR

B.COMM. CPHR



## EDUCATION

### **Saint Mary's University**

Bachelor of Commerce (B.Comm),  
Certificate in Human Resource  
Management, 2004

### **ICD**

Governance Essentials for  
Not-For-Profit, 2013

### **CPHR**

Chartered Professional in  
Human Resources, 2007

### **Cornell University**

Advanced Certificate in  
Executive Search, 2012

## PROFESSIONAL EXPERIENCE

### **DHR International Inc. (acquired BluEra), 2016 to Present**

#### **Managing Partner, Western Canada**

- Lead DHR's strategy and growth efforts in Western Canada
- Act as the face of the firm in Calgary
- Lead the administration and client service of the firm
- Manage firm governance
- Member of International Industrial, Energy, and Advanced Technology practice groups
- Manage a team of 15
- Lead client deliverables and Executive level search assignments across multiple industries and functions

### **BluEra Team Inc., 2008 to 2016**

#### **Managing Partner and Owner**

- Co-Manage a private executive search firm with 2 Partners.
- Manage a team of 17 staff.
- Lead Executive Search assignments for clients in oil & gas, transportation, renewable energy, not for profit, and a variety of other industries.
- Deliver team transformation sessions.
- Generate revenue for BluEra by selling Team Transformation and Executive Search services to clients.
- Manage the BluEra Database and IT infrastructure.
- Act as Privacy Officer.
- Build and Maintain BluEra's brand and image.
- Develop and implement BluEra's frameworks, client offerings and services.

### **Conroy Ross Partners Ltd., 2006 to 2008**

#### **Executive Search Consultant**

- Responsible for locating and engaging candidates for Senior Technical, Managerial, and Executive Roles.
- Responsible for protecting Client and Candidate confidentiality.
- Pre-Screen and interview candidates to determine their eligibility.
- Assist clients during interview and hiring process.
- Ensure Executive Search assignments are completed in a timely manner.
- Aid employees and employers in assessing market, salary, and pay rates.
- Successfully maintain confidential relationships with job seekers and Clients.

# BRYAN C. ARTHUR

B.COMM. CPHR



## COMMUNITY INVOLVEMENT

### **Vertigo Theatre**

2014 – Present, Board Director

### **Champions Career Centre**

2009 – 2014, Board Chair

### **HRAC – Board Director**

2012 – 2013, Human Resource Association of Calgary

### **United Way Cabinet**

2008 – 2013, Leadership Development Co-Chair,  
2016 – Present, Sponsorship Chair

### **HRAC - Committee Member**

2006 – 2011, Leadership Development, Major Events, Membership

### **University of Calgary, Faculty of Medicine**

2012-Present, MMI Assessor

### **University of Calgary, Werklund School of Education**

2013 – Present, FDAC Committee Member

### **Human Resource Institute of Alberta**

2006 – Present, HRIA Member

### **The Glencoe Club**

2007 – 2011, Fitness Committee Chair

### **Big Brothers & Big Sisters**

2002 – 2004, Acted as a Big brother

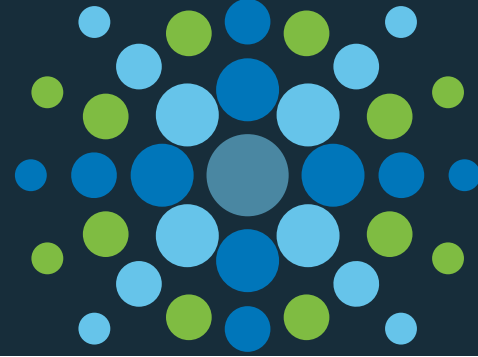
- Acting on behalf of Conroy Ross Partners at networking events.
- Working closely with affiliate firms in IIC Network.
- Responsible for generating business leads and acquiring new searches.
- Responsible for managing existing Clients and following up on past work.
- Train Colleagues, and act as expert on new Technology; particularly Online Technology.
- Stay current with all matters within our Clients operating space.

### **Randstad Interim Inc., 2004 to 2006**

#### **Division Manager**

- Manage Accounting & Finance Division and Consultants in Calgary Market.
- Pre-Screen and interview candidates to understand their career interests.
- Responsible for attracting Clients and growing Randstad's presence.
- Responsible for advertising various positions and attracting job seekers.
- Preparation of weekly payroll for all temporary Randstad employees.
- Successfully maintain relationships with job seekers and Clients.
- Oversee all follow up and HR issues with placed candidates.
- Complete detailed references on potential candidates.
- Assess employer recruitment plans, job descriptions, and environment.
- Work with Clients to design and write job descriptions.
- Develop detailed recruitment plans for employers.
- Assist clients during interview and hiring process.
- Aid employees and employers in assessing market, salary, and pay rates.
- Negotiate all aspects of employment on behalf of employees and employers.





## EDUCATION

**BBA – Accounting**  
University of Oklahoma

## PROFESSIONAL EXPERIENCE

### **DHR Global | North America, 2023 – Present**

#### **Managing Partner – CFO North America**

- Lead DHR Global's Financial Officer Practice across North America, partnering with CEOs, Boards, and Private Equity sponsors on CFO, CAO, VP Finance, and senior finance leadership searches.
- Advise public, private, and PE-backed organizations on executive talent strategy and leadership assessment.
- Member of DHR Global's Private Equity Practice, supporting portfolio company leadership builds and transformation initiatives.

### **Korn Ferry International | U.S., 2018 – 2023**

#### **Managing Consultant**

- Project Manager for senior-level executive search engagements across North America.
- Authored position specifications and managed teams of researchers and recruiters.
- Interviewed and evaluated executive candidates.
- Negotiated complex compensation packages including relocation and equity.

### **Robert Half International – Executive Search | Denver, CO, 2017 – 2018**

#### **Managing Director**

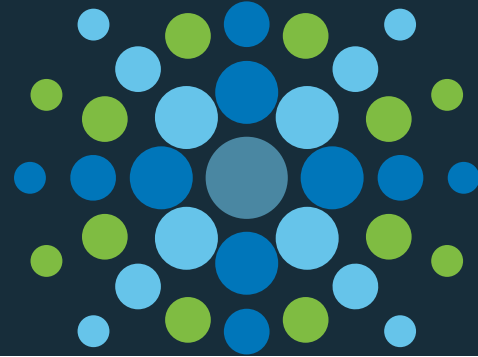
- Led retained executive search practice across eight central U.S. states.
- Scoped and managed complex searches from inception through placement.
- Managed Principals, Associates, and research teams.
- Assisted clients with job descriptions and compensation strategy.

### **DDI Executive Recruiting, Inc. | Houston, TX & Leadville, CO, 1998 – 2017**

#### **Co-Founder & Executive Recruiter**

- Delivered retained and contingency executive search services across accounting, finance, IT, and HR.
- Managed highly confidential executive searches end-to-end.
- Designed and led in-house recruiting operations for a Fortune 500 client during a high-growth phase.

# DONNA CHAPMAN



## **Robert Half International | Oklahoma City, Dallas, Houston, 1992 – 1998**

### **Branch Manager & Division Director**

- Managed a top-billing regional office with 15 recruiters across five divisions.
- Selected as one of four leaders in North America to launch the Management Resources consulting division.

## **KPMG Peat Marwick | Oklahoma City, 1989 – 1992**

### **Supervising Senior / Staff Auditor**

- Led audit engagements and year-end substantive testing for clients across retail, oil & gas, government, and financial services.



# KEVIN GREGOR

B. COMM. ICD.D



## EDUCATION

### **ICD Directors Program (Not for Profit)**

University of Calgary, 2008

### **ICD Director Program**

University of Calgary, 2006

### **Executive Program**

Queens University, 1994

### **Bachelor of Commerce**

University of Alberta, 1980

## COMMUNITY INVOLVEMENT

**Boyden Canada**, Board Member,  
2018 - 2022

**Calgary Petroleum Club**, Board  
Member, 2015 - 2021

**Alberta Blue Cross Benefits  
Foundation**, Chair, 2013 - 2020

**Prostate Cancer Canada**, Board  
Member, 2016 - 2019

**Kids Cancer Care Foundation**,  
Board Member, 2012 - 2016

**Calgary Health Trust**, Board  
Member, 2001 - 2015

**Peter Lougheed Development  
Council**, Chair, 2002 - 2015

**Alberta Blue Cross**, Chair, 2004 -  
2013

## PROFESSIONAL EXPERIENCE

### **DHR Global (formerly Boyden Calgary Inc.), 2005 - Present Managing Partner**

- As founding partner for Prairie's region, oversee day to day operations and business development needs for Alberta, Saskatchewan, and Manitoba
- as well as provide strategic and operational contributions (marketing, technology, new market client identification, and business development) to Canadian and global Boyden
- Leverages corporate and governance experience and prolific network to identify and understand executive leadership needs, provide results- oriented advice, and implement sustainable leadership and succession solutions
- Consistently recognized as a top biller within global 750-person firm by partnering market knowledge with strong network/ outreach to secure and maintain relationships for 150+ clients/ annum within corporate, public, and complex not-for-profit sectors
- Incorporates innovative sourcing and multi-prong recruitment strategies (LinkedIn, targeted recruitment, globally spanning network) to fulfill executive level and board roles; accurate assessments have resulted in achieving a 99% placement rate within tenure
- Maintains subject matter expertise on current recruitment best-practices, succession planning, market opportunities, diversity and inclusion practices, and current job market knowledge to advise and support current and potential clients
- Executes entrepreneurial-based enterprise management including risk forecasting, strategic planning, financial management (budget management, P&L), staffing, and new market growth
- Recognized for contributions to community advancement and presence/ support for numerous community and charity initiatives

#### Highlighted Recognitions:

- Boyden Global Top Billing Partner Award: 2014, 2016, 2017, 2018, 2019

### **Relizon Canada Inc. (Formely Crain-Drummond), 2002 - 2005 Corporate VP Business Development, Canada**

- Key member of the executive team accountable for the development of the national account strategy supporting corporate growth targets through existing and selected target clients across Canada
- Provided Canadian executive and account leadership strategic guidance to acquire and growth Relizon's largest clients
- Led business transformation initiatives from traditional lines of business to reflect document management and outsource solutions;

# KEVIN GREGOR

*B. COMM. ICD.D*



**Alberta Economic Development Authority**, Board Member, 2011 - 2013

**SAIT Advisory Council**, Member, 2003 - 2013

**Calgary Airport Authority**, Board Member, 2001 - 2009

**Calgary Chamber of Commerce**, Chair, 2000; Active 1991 - Present

**RCMP Heritage Centre**, Board Member, 2007 - 2011

**Calgary Homeless Foundation**, Board Member, 2005 - 2008

**Bow Valley College Improving Life's Campaign**, Chair, 2006 - 2008

**Bow Valley College**, Vice Chair, 1998 - 2004

**Association of Canadian Community Colleges**, Board Member, 2003 - 2004

**Rocky View Development Council**, Council Member, 1998 - 2000

**Calgary Educational Partnership Foundation**, Chair, 1992 - 2001

**Conference Board of Canada - NBEC**, Member, 1995 - 2000

**COATS Foundation**, Co-Chair, 1995 - 1996

as demonstrated in the introduction of new services that were successfully replicated across North American operations (including onsite print services, pick and pack distribution, and billing solutions)

**RGO Office Products, 2000 - 2002**  
Vice-President and Chief Operating Officer

**Crain-Drummond (Relizon Canada), 1996 - 2000**  
Vice-President, Western Region

**Crain-Drummond (Relizon Canada), 1995**  
Western Regional Manager

**Xerox Canada Ltd., 1994 - 1995**  
Managing Partner (AB, SK, NWT, & YT)  
Numerous positions held, 1980 - 1994

## AWARDS

**Bow Valley College Honorary Business Diploma**, 2022

**Calgary Health Trust Honorary Patron**, 2015

**Bow Valley College, Citizen of the Year**, 2008

**Alberta Centennial Award Recipient**, 2005

**Calgary Chamber of Commerce, Kay Pringle Memorial Award**, 2005



## **ATTACHMENT A RESPONDENT CERTIFICATIONS**

**Respondent must fill out ALL forms and submit entire package as directed.**

1. ☒ Respondent's Certification [A]
2. ☒ Respondent's Certification [B]
3. ☒ Confidentiality & Certification of Indemnification
4. ☒ Disclosure of Ownership/Principals
5. ☒ Exceptions
6. ☐ Acknowledgement of Receipt of Addenda



### 1. RESPONDENT'S CERTIFICATION [A]

The Entity listed below has carefully examined the Reno-Tahoe Airport Authority's **RFP #25/26-10** that includes Scope of Services, requirements for submission, general information, and the evaluation and award process.

The Entity hereby proposes to provide the services requested in this solicitation. The Entity agrees that the RTAA's terms and conditions herein shall take precedence over any conflicting terms and conditions submitted with the response and agrees to abide by all conditions of this document.

The authorized representative listed below hereby certifies that all information contained in the response is truthful to the best of their knowledge and belief. As a representative of the Entity, they further certify that they are duly authorized to submit this response on behalf of the Entity as its agent and that the Entity is ready, willing, and able to perform if awarded an Agreement.

The authorized representative further certifies that this response is made without prior understanding, agreement, connection, discussion, or collusion with any other person or entity submitting a response for the same service, nor with an officer, employee, or agent of the RTAA or any other entity who is interested in said Agreement, and that the undersigned executed this Certification with full knowledge and understanding of the matters therein contained and was duly authorized to do so.

The authorized representative further certifies that this Entity can obtain and fulfill the insurance requirements of this RFP. In compliance with this RFP and subject to all the terms and conditions thereof, the undersigned offers and agrees that this response is accepted to furnish all services described herein at a price to be negotiated.

Entity Name DHR International Canada. Inc. / DHR Global

Signature 

Address 151 N Franklin Street, Suite 2175

Print Name Bryan Arthur

City Chicago

Title Managing Partner, Canada

State IL Zip Code 60606

Date January 29, 2026

Telephone (403) 817 0980

Email barthur@dhrglobal.com

Federal Tax ID # 20-2965772

**RFP Disclosure:** How were you first made aware of this solicitation opportunity?

- ☐ RTAA website ☐ RGJ Legal Ad (newspaper)  
☒ NGEM website ☐ Other

**Minority Status:** Has the Entity been certified as a minority-owned, woman-owned, or disadvantaged business enterprise (DBE) by any government agency? Yes ☐ No ☒ If yes, please specify the government agency and date of certification: \_\_\_\_\_

*The above question is for information only. The RTAA encourages minority business participation; however, no preferences shall be given.*



## 2. RESPONDENT'S CERTIFICATION [B]

Respondent must select the appropriate box for each question. Respondent must not leave any item unanswered.

- 1) ☐ YES ☒ NO Has the Respondent breached any contracts with a public agency or person in the State of Nevada or any other state during the five (5) years immediately preceding the date of this RFP?
- 2) ☐ YES ☒ NO Has the Respondent been disqualified from being awarded a contract by any governing body in the State of Nevada?
- 3) ☐ YES ☒ NO Has the Respondent been convicted of a violation for discrimination in employment during the two (2) years immediately preceding the date of this RFP?
- 4) ☐ YES ☒ NO Has the Respondent, during the five (5) years immediately preceding the date of this RFP, filed as a debtor under the provisions of the United States Bankruptcy Code?
- 5) ☐ YES ☒ NO Has the Respondent, during the five (5) years immediately preceding the date of this RFP, as a result of causes within the control of the Respondent or a subcontractor or supplier of the Respondent, failed to perform any contract:
  - a. In the manner specified by the contract and any change orders initiated or approved by the person or governmental entity that awarded the contract or its authorized representative; or
  - b. Within the time specified by the contract unless extended by the person or governmental entity that awarded the contract or its authorized representative; or
  - c. For the amount of money specified in the contract or as modified by any change orders initiated or approved by the person or governmental entity that awarded the contract or its authorized representative?

If the Respondent has affirmatively checked "YES" to any of the above questions, please provide additional information for each item marked "YES." Attach additional sheet(s) if necessary.

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DHR International Canada, Inc / DHR Global

Entity Name

A handwritten signature in black ink, appearing to read "Bryan Arthur", written over a horizontal line.

Signature

Bryan Arthur

Print Name

January 29, 2026

Date



### 3. CONFIDENTIALITY & CERTIFICATION OF INDEMNIFICATION

Submitted Proposals, which are marked "Confidential" in their entirety, or those in which a significant portion of the submitted Proposal is marked "Confidential" **will not** be accepted by the RTAA. Only items that qualify as "proprietary information," as defined in NRS §332.025, or "trade secret," as defined in NRS §600A.030(5), may be labeled as "Confidential." All Proposals are confidential until the Agreement is recommended for award, at which time, both successful and unsuccessful Respondents' Proposals become public information.

The RTAA will not be responsible for any information contained within the Proposal. Should a Respondent not comply with the labeling requirements, its Proposal will be released as submitted.

By signing below, I understand it is my responsibility as the Respondent to act in protection of the labeled information and agree to defend and indemnify the RTAA for honoring such designation. I duly realize that failure to so act will constitute a complete waiver, and all submitted information will become public information. Additionally, failure to label any information as "Confidential" that is released by the RTAA shall constitute a complete waiver of all claims for damages caused by the release of the information.

By signing below, I understand that marking the entire Proposal exempt from disclosure or as "Confidential" will not be honored. Not conforming to these requirements may cause the Proposal to be deemed non-compliant and rejected by the RTAA as non-responsive. I understand that the term "Confidential" does not include the amount of an Agreement negotiated with the RTAA.

***Please initial the appropriate response in the boxes below. Provide the justification for confidential status and include reference to appropriate page(s).***

Confidential Business Information			
YES		NO	BA
Justification for Confidential Status			



**CONFIDENTIALITY & CERTIFICATION OF INDEMNIFICATION (continued)**

Confidential Trade Secret			
YES		NO	BA
Justification for Confidential Status			

DHR International Canada, Inc / DHR Global

Entity Name

A handwritten signature in black ink, appearing to read "Bryan Arthur", written over a horizontal line.

Signature

Bryan Arthur

Print Name

January 29 2026

Date



**4. DISCLOSURE OF OWNERSHIP/PRINCIPALS**  
**(Please print or type)**

DHR International Canada, Inc. / DHR Global

Entity Name

151 N Franklin Street, Suite 2175

Street Address

Chicago, IL 60606

City, State, and Zip Code

"Principal" means, for each type of business organization the following: (a) sole proprietorship – the owner of the business; (b) partnership – the general partner and limited partners; (c) limited liability company – the managing member as well as all the other members; d) corporation – the officers of the corporation, but not any branch managers of offices which are a part of the corporation; (e) trust – the trustee and beneficiaries.

Type of Business:

☐ Individual    ☐ Partnership    ☐ Limited Liability Company    ☒ Corporation    ☐ Trust

☐ Other (Please describe):

**INFORMATION OF APPLICABLE PRINCIPALS**

Geoffrey Hoffman	Director and Officer
Name	Official Capacity
151 Franklin Street, Suite 2175	Chicago, IL 60606
Street	City, State, and Zip Code
David Hoffman	Officer
Name	Official Capacity
151 Franklin Street, Suite 2175	Chicago, IL 60606
Street	City, State, and Zip Code
Brian Wynn	Director
Name	Official Capacity
40 King Street West, Suite 3100	Toronto, ON M4H 3Y2
Street	City, State, and Zip Code
Name	Official Capacity
Street	City, State, and Zip Code

If further space is required, please attach additional pages.





## 5. EXCEPTIONS

**EXCEPTIONS:** Does the Respondent take exception to any of the terms or conditions of this RFP and attachments hereto? YES ☐ NO ☒ If yes, please indicate the specific nature of the exception(s) or clarification(s) in the space provided below. Attach additional sheet(s) if necessary.

List exceptions here:



## 6. ACKNOWLEDGEMENT OF RECEIPT OF ADDENDA

Respondent must acknowledge receipt of all addenda posted to the Nevada Government eMarketplace (NGEM) website: <https://nevada.ionwave.net/Login.aspx>. Attach additional sheet(s) if necessary. If there have been no addenda posted to NGEM, please mark "N/A."

It is solely the Respondent's responsibility to check the NGEM website for addenda issued for this RFP.

Addendum No. 1 Date Received: January 21, 2026

Addendum No. 2 Date Received: January 21, 2026

Addendum No. \_\_\_\_\_ Date Received: \_\_\_\_\_

Addendum No. \_\_\_\_\_ Date Received: \_\_\_\_\_

Addendum No. \_\_\_\_\_ Date Received: \_\_\_\_\_

Addendum No. \_\_\_\_\_ Date Received: \_\_\_\_\_

This Proposal is presented to the Reno-Tahoe Airport Authority by:

Entity Name: DHR International Canada, Inc. / DHR Global

Address: 151 N Franklin Street, Suite 2175, Chicago, IL 60606

Phone: 403-817-0980

Email: barthur@dhrglobal.com

Signature (black or blue ink): 

Print Name: Bryan Arthur

Title: Managing Partner, Canada

Date: January 29, 2026