



# TOWN OF ERIE

645 Holbrook Street  
Erie, CO 80516

## Meeting Agenda

### Airport Economic Development Advisory Board

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Thursday, April 16, 2026

6:30 PM

Community Room Town Hall

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In Person  
Doors close @ 6:45 p.m.

**1. Call Meeting to Order**

**2. Roll Call and Verification of Quorum**

**3. Approval of Agenda**

**4. Approval of Previous Meeting Minutes**

[2026-278](#) Approval of Airport Economic Development Advisory Board March 19, 2026 Meeting Minutes

**Attachments:** [AEDAB 03-19-2026 Meeting Minutes](#)

**5. Public Comment**

**6. General Business**

- A. *Officer Reports*
- B. *Committee Reports*
  - 1. *Airport Fund Report*
  - 2. *Hangar Committee*
  - 3. *Community Engagement*
- C. *Airport Manager's Report*
- D. *Airport Economic and Development Applicant Review and Recommendation to Town Council - Update*

[2026-279](#) Airport Economic and Development Applicant Review and Recommendation to Town Council - Update

Attachments:     [AEDAB App - David Wallace](#)  
[AEDAB App - James Turpin](#)  
[AEDAB App - Ken Iverson](#)  
[AEDAB App - Kevin Cain](#)  
[AEDAB App - Lyle Martin](#)  
[AEDAB App - Michael Bowden](#)  
[AEDAB App - Seth Wilcox](#)  
[AEDAB App - Steven Toeppen](#)  
[Blank Applicant Scoring Sheet](#)

## 7. Adjournment

### Translation Services

*Persons planning to attend the meeting who need sign language interpretation, translation services, assisted listening systems, Braille, taped material, or other accommodation should email the Town Clerk's Office at [TownClerk@ErieCO.gov](mailto:TownClerk@ErieCO.gov) or call 303-926-2710. Please submit requests at least 48 hours prior to the meeting.*

*Si requiere una copia en español de esta publicación o necesita un intérprete durante la reunión del Consejo, por favor llame a la Ciudad al [TownClerk@ErieCO.gov](mailto:TownClerk@ErieCO.gov) o 303-926-2710. Por favor envíe sus solicitudes al menos 48 horas antes de la reunión.*



Airport Economic Development Advisory Board

**Board Meeting Date: 4/16/2026**

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**File #:** 2026-278, **Version:** 1

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**SUBJECT:**

Approval of Airport Economic Development Advisory Board March 19, 2026, Meeting Minutes

**DEPARTMENT:** Administrative Operations

**PRESENTER(S):** Paul Houghtaling, Chair

**TIME ESTIMATE:** 0 minutes

*For time estimate: please put 0 for Consent items.*

**POLICY ISSUES:**

N/A

**STAFF RECOMMENDATION:**

Approve the Airport Economic Development Advisory Board March 19, 2026 Meeting Minutes

**SUMMARY/KEY POINTS**

N/A

**BACKGROUND OF SUBJECT MATTER:**

N/A

**ATTACHMENT(S):**

Add items in a numbered list OR delete this list and change to N/A.

1. AEDAB 03-19-2026 Meeting Minutes



## Meeting Minutes

### Airport Economic Development Advisory Board

Thursday, March 19, 2025

6:30 PM

In-Person

**1. Meeting Called to Order at 6:30**

Duration: 2:39

**2. Roll Call and Quorum**

- A. Michael Bowden – In attendance
- B. Kevin Cain – Not present
- C. Emmet Dowling – In attendance
- D. Paul Houghtaling – In attendance
- E. Lyle Martin – In attendance
- F. Andrew McLean – In attendance
- G. Jennifer Webb – In attendance

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- H. Julian Jacquin – In attendance
  - I. Jason Hurd – In attendance
  - J. Brandon Bell – Not Present
  - K. Anil Pesaramelli – Not Present

**3. Pledge of Allegiance**

**4. Approval of Meeting Minutes**

- A. Feb 2026 Agenda

**5. Public Comment**

- A. None

**6. General Business**

- A. Officer Reports
  - 1. Chair Houghtaling – None
  - 2. Vice Chair Dowling – Review of Centennial Airport’s recent fee changes and Part 13 complaint
  - 3. Secretary Bowden – None

*B. Committee Reports*

*1. Airport Fund Report*

*1. None*

*2. Hangar Committee*

*1. There were 4 respondents to the new hanger development RFP/RFQ*

**7. New Business**

*A. White Paper on AirPark Property Easements to be packaged with minutes*

*B. Miguel – Transportation Division presentation*

*1. Discussion of AirPark N/S Connectivity Study*

*C. Review and make recommendations for open seats on Airport Advisory Board*

**8. Adjournment at 9:09 PM**

*Next regular meeting – March 19, 2026*

## WHITE PAPER MEMORANDUM

**TO:** The Town of Erie

**FROM:** Frasca, Joiner, Goodman and Greenstein, P.C. on behalf of the Erie Air Park Subdivision Home Owner's Association

**RE:** Through-the-Fence Access

**DATE:** April 15, 2012

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This white paper concerns the through-the-fence rights certain lot owners in the Erie Air Park Subdivision own as the result of an easement. This easement is valid and enforceable and gives the lot owners who are party to the easement a right to use the Erie Municipal Airport taxiways and runways. The Town of Erie has not upheld its obligations under the terms of the easement regarding the through-the-fence access it creates because the town fears that, if it does, the Federal Aviation Administration will cease funding the Erie Municipal Airport. The Town of Erie's position is not supported by applicable case law or recent Federal Aviation Administration policy. Under Colorado and federal law, the easement is valid and the lot owners who are party to it have the right to enforce it. Therefore, a Fifth Amendment Taking would occur if the Town of Erie refuses to recognize and honor the easement. Moreover, recent court decisions have held that municipalities are not excused from performance of contractual obligations on the grounds that those obligations would violate grant assurances. The Federal Aviation Administration's recent policy and authorization bill reflects a renewed desire to work with federally funded airports to support residential through-the-fence agreements. To that extent, the lot owners who are parties to the easement are eager to work with the Town of Erie to create a plan that will enable the lot owners to access the runway and will keep the Town of Erie in compliance with its grant assurances.

## I. BACKGROUND

### A. 1978

The Erie Air Park Subdivision (the “Subdivision”) and was first developed by Erie Air Park Company and Reynolds Properties (the “Developers”). In connection with the Subdivision, the Developers constructed a privately owned public use airport which was intended to be used by the Subdivision’s residences (the “Airport”). In 1979 both Developers sold their interest in the Subdivision and Airport to Skies Unlimited, Inc. (“Skies”). Section 28 of Article III of the initial 1978 covenants and declarations for the Subdivision (the “Initial Covenants”) stated that all runway abutting lots in the Subdivision shall pay an annual fee of one hundred dollars in exchange for use of the runways and taxiways.

### B. 1987

In 1987 Skies drafted an easement agreement (the “Easement Grant”) whereby it conveyed a perpetual, non-exclusive easement (the “Easement”) for ingress and egress by aircraft across the Airport’s runways and taxiways. *See* Easement Grant attached hereto as Exhibit A. All owners of lots “now or hereafter adjacent to or having access to” the runway have the option to sign the Easement Grant and thereby become a dominant estate (the lot owners who have signed the Easement Grant are hereinafter referred to as the “Grantees”). *See* Exhibit A. The Easement is appurtenant to the land. The Easement Grant waives the annual one hundred dollar fee set forth in the Initial Covenants and replaces it with a one hundred and eighty-seven dollar annual fee that can be increased each year.

Two lot owners signed the Easement Grant and became dominant estates. Since the execution of the Easement Grant, several Amendments to Easement (the “Amendments”) were

executed and recorded. The Amendments added additional dominant estates but did not change any other aspect of the Easement Grant. *See* Amendments attached hereto as Exhibit B.

### **C. 1992**

In 1992 Skies declared bankruptcy. The Town of Erie (“Erie”) purchased the Airport by Bankruptcy Trustee’s Deed (the “Bankruptcy Deed”) in 1994. *See* Bankruptcy Deed attached hereto as Exhibit C. The Easement was not set aside by the Bankruptcy Deed and, in fact, the Purchase and Sales Agreement between the bankruptcy trustee and Erie states that Erie purchased the Airport subject to all “easements, restrictions, covenants and conditions now of record.” *See* Purchase and Sales Agreement attached hereto as Exhibit D. Therefore, Erie acquired the Airport subject to the Easement. The Federal Aviation Administration (the “FAA”) aided Erie in purchasing the Airport. The Airport then became a federally funded airport subject to FAA rules and regulations and grant assurances.

## **II. THE EASEMENT**

### **A. The Easement is Valid and Enforceable as an Express Easement**

The Easement in question is valid and enforceable. The documents that created and amended the Easement create a valid property interest under Colorado law. The Easement was created by an express grant. Under Colorado law, “no particular words are necessary for the grant of an easement, but the instrument must identify with reasonable certainty the easement created and the dominant and servient tenements. Words which clearly show the intention to give an easement are adequate to demonstrate its creation, provided the language in the instrument is sufficiently definite and certain in its terms. The writing must contain a description of the land that is to be subjected to the easement with sufficient clarity to locate it with reasonable certainty.” *Hornsilver Circle, Ltd. v. Trope*, 904 P.2d 1353, 1356 (Colo. App. 1995). “In

construing a deed, the preferred construction is that which renders all provisions of the instrument operative and effective and which carries out the intentions of the parties.” *Id.* at 1357 citing *First National Bank v. Allard*, 506 P.2d 405 (Colo. App. 1972). “We first attempt to ascertain the meaning of a document granting an easement from the words used and the circumstances surrounding the grant.” *Bolinger v. Neal*, 259 P.3d 1259, 1263 (Colo. App. 2010).

In this case, the Easement Grant clearly manifests the intent to create an easement. It states, in relevant part, “Grantor desires to convey to the Grantees, on the terms hereinafter set forth, a perpetual non-exclusive easement.” Furthermore, the language is sufficiently definite and certain as to convey a valid easement. The servient tenement is clearly identified by its legal description, Tract H, Erie Air Park Subdivision, County of Weld, State of Colorado in Book 380, Reception No. 1752380 of the records of the Clerk and Recorder of Weld County, Colorado. A legal description fulfills the requirement that the servient tenement can be determined with reasonable certainty. The description of the servient tenement is the most important aspect of an express easement. *See Hornsilver Circle, Ltd.*, 904 P.2d at 1356 (Colo. App. 1995) (“an easement is valid provided the servient tenement is accurately identified”).

The Easement itself is also identified with sufficient clarity. The Easement exists for ingress and egress by airplane across “all runways and taxiways now or hereafter existing.” It is not essential to the validity of the grant of an easement “that it be described by metes and bounds or by figures giving definite dimensions of the easement.” *Bolinger*, 259 P.3d at 1264; *see also Stevens v. Mannix*, 77 P.3d 931, 932 (Colo. 2003) (“a lack of specificity in describing an easement’s location will ordinarily not invalidate it”); *Isenberg v. Woitchek*, 356 P.2d 904, 907 (Colo. 1960) (“the instrument does not have to describe the width, exact course or other such details regarding an easement”). When specific details relating to an easement are not present in

a grant, the conduct of parties determines the location. *Stevens*, 77 P.3d at 933. “When an easement is granted in general terms, its location may be subsequently fixed by an implied agreement arising out of its use and the grantor’s acquiescence therein. A grant of a right of way over adjoining land of a common grantor should not be so construed as to rob it of all meaning.” *Isenberg*, 456 P.2d at 907. The servient estate is clearly identified and therefore the description of the Easement as “all runways and taxiways now or hereafter existing” is sufficiently descriptive that it is not invalid because of vagueness.

### **B. Additional Legal Support for the Validity of the Easement**

The fact that additional dominate estates are able to opt into the Easement does not invalidate it. In a case involving an express easement, the Colorado court of appeals held that improvements and changes to an easement “constructed by the owner of the dominate estate must not unreasonably increase the burden on the servient estate and must have been reasonably foreseeable by the parties at the time the easement was established.” *Riddell v. Ewell*, 929 P.2d 30, 32 (Colo. App. 1996). “Parties to a grant of an easement can be assumed to have contemplated a normal development of the use of the dominant tenement.” *Wright v. Horse Creek Ranches*, 697 P.2d 384, 387 (Colo. 1985). The addition of more dominant estates in the future was reasonably foreseeable at the time the Easement was created. The Easement Grant clearly establishes the right of any lot owner, with access to the runway, in the Subdivision to become a dominant estate at any time. Thus an increase in the number of dominant estates was foreseeable. Moreover, in the context of general plan development or common interest community which are subject to recorded declarations of servitudes for community, “the dominant estate need not be specifically described. Each lot included within the general plan is the implied beneficiary of all express and implied servitudes imposed to carry out the general

plan.” *Bolinger*, 259 P.3d at 1265. The situation at bar is very similar. Although the Easement Grant is not a part of the covenants or declarations that automatically apply to every lot in the Subdivision, it is available to every lot that abuts the Airport. Whenever a lot chooses to become party to the Easement a new Amendment is recorded that identifies the new dominant estate. Therefore, the original Easement is still valid despite the fact that it does not identify all of the dominant estates.

Additionally, the Easement is valid in perpetuity. Under Colorado law, “there is nothing either improper or unusual about an easement’s being of a perpetual duration.” *Carlson v. Bold Petroleum, Inc.*, 996 P.2d 751, 753 (Colo. App. 2000). Additionally, the Rule against Perpetuities does not invalidate the Easement. The Rule against Perpetuities “simply invalidates any interest which vests too remotely, ‘it does not invalidate every perpetual interest.’” *Id.* (emphasis in the original) (quoting *Cloud v. Association of Owners, Satellite Apartment Bldg., Inc.*, 857 P.2d 435, 438 (Colo. App. 1992)). The Easement does not vest too remotely. The Easement grant clearly states that “the parties do not intend by the foregoing provisions of this paragraph 11 to create any interest subject to the rule against perpetuities. However, if it is determined that the rule against perpetuities must be applied, then the applicable perpetuities period during which the foregoing rights of this paragraph 11 shall be exercisable shall be twenty-one (21) years after the last to die of the following named individuals (who are grantees named herein): Ronald R. Keith, Ray Lentz and Beverly Cameron.” This provision ensures that the interest will not vest later than lives in being plus twenty-one years.

When the Town of Erie acquired the Airport in 1994 the Easement continued to burden the property. “The purchaser of a servient tenement, with actual or constructive notice that it is burdened with an easement in favor of other property, ordinarily takes the estate subject to the

easement.” *Hornsilver Circle, Ltd.*, 904 P.2d at 1356. Erie was on notice of the Easement at the time it acquired the Airport. Erie was on constructive notice because the Easement Grant and Amendments had been recorded. “When a party properly records his interest in property with the appropriate clerk and recorder, he constructively notifies “all the world” as to his claim. The recording acts operate to alert all future grantees as to the rights of the recorder, as the law assumes such grantee will search the index and discover the claim.” *Franklin Bank, N.A. v. Bowling*, 74 P.3d 308, 313 (Colo. 2003). Moreover, the Purchase and Sales Agreement entered into the bankruptcy trustee for Skies Unlimited, Inc. and Erie specifically states that “the easements, restrictions, covenants and conditions now of record and that run with the land will be exceptions to the title.” See Exhibit D.

### **III. APPLICABLE CASE LAW**

If Erie fails to recognize the Easement and extinguishes the through-the-fence access, the Grantees will assert a claim for condemnation pursuant to Colo. Const. art. II, § 15 and USCA CONST Amend. V as well as a claim for breach of contract. Courts have held that easements constitute sufficient property interests as to give rise to a Fifth Amendment Taking. A California court has addressed an issue very similar to the one at hand and held that violations of grant assurances do not excuse a federally funded airport from performing its other contractual obligations. Pursuant to the applicable case law, Erie would be required to pay significant damages to the Grantees under both of these claims as well as the Grantee’s attorney’s fees under Section 14 of the Easement Grant.

#### **A. Eminent Domain**

If Erie were to cease recognizing the rights established by the Easement, that action would constitute a Fifth Amendment Taking and the owners of the dominant tenements would be

entitled to just compensation. This concept was clearly demonstrated in *City of Steamboat Springs v. Johnson*, wherein the City of Steamboat Springs sought to condemn a greenbelt in which adjacent property owners held a negative easement appurtenant to the land. 252 P.3d 1142, 1146 (Colo. App. 2010). The negative easement was a right held by neighboring land owners that ensure that the greenbelt would only be used for greenbelt purposes. *Id.* The City of Steamboat Springs condemned the greenbelt and constructed a highway over the land. *Id.* The Colorado court of appeals held that the negative easement was a property interest and therefore the City's actions constituted a taking and the landowners were entitled to compensation. *Id.* The court specifically noted that affirmative easements are "of course" protected property interests that would entitle the owners to just compensation. *Id.* (citing *United States v. Welch*, 217 U.S. 333, 339 (1910); *White Horse Creek Ranches*, 697 P.2d 384, 387 (Colo. 1985)).

A taking occurs when property rights connected to a government owned airport are not honored. *See Love Terminal Partners v. United States*, 97 Fed.Cl. 355 (Fed. Cl. Feb. 11, 2011) (discussing a leasehold interest at a city-owned airport). The FAA has recognized that federally-obligated airports cannot cease recognizing through-the-fence agreements without being subjected to this type of lawsuit; "where access could be terminated, property owners have claimed that termination could have substantial adverse effects on their property value and investment, and airport sponsors seeking to terminate this access could be exposed to costly lawsuits." *See* Federal Aviation Administration Airport Improvement Program (AIP): Interim Policy Regarding Access to Airports from Residential Property (the "Interim Policy") attached hereto as Exhibit E and discussed in detail below. This recognition is part of what has led the FAA to adopt the policy that the mere existence of a through-the-fence agreement does not result in an airport sponsor being out of compliance with its grant assurances.

## **B. Breach of Contract**

The California courts addressed this issue in *Mammoth Lakes Land Acquisition, LLC v. Town of Mammoth Lakes*, 191 Cal.App.4<sup>th</sup> 435 (Cal. Ct. App. 2010). This case also concerned a municipally owned airport funded by the FAA. The town of Mammoth Lakes (the “Town”) acquired the airport in 1991; in 1992 the Town entered into an agreement with the FAA. *Id.* at 444. In exchange for funding from the FAA, the Town agreed to meet any and all grant assurances placed on the funding by the FAA. *Id.* In 1997 the town entered into a development contract with Mammoth Lake Land Acquisition’s predecessor in interest (the “Developer”) for a hotel and condominium project. *Id.* The FAA objected to the hotel and condominium project on the grounds that it violated the grant assurances. *Id.* at 448. The Town refused to proceed with the contract citing the FAA grant assurances. *Id.* at 451. The court rejected the Town’s arguments that refusal to violate the FAA grant assurances served as an excuse for failure to perform. *Id.* at 458-460.

First, the Town attempted to argue that it was not in breach of the contract by virtue of a provision stating that neither party would be in default for a cause beyond the reasonable control of the parties. *Id.* at 458. The Court rejected this argument on the grounds that the FAA restrictions were within the control of the Town. *Id.* at 459. The court stated, “if the Town had not made grant assurances in the first place and later encouraged the FAA to help the Town “get rid of” the hotel/condominium project, there would have been no impediment to the Town’s performance.” *Id.* Second, the Town attempted to rely on a provision in its contract with the Developer that required both parties to comply with the FAA rules and regulations. *Id.* The court held that, as a matter of law, grant assurances are not FAA rules or regulations, rather they are contractual promises. *Id.* at 460. The court went on to hold that even if grant assurances were to

be considered FAA rules or regulations, at the time the contract was entered into the parties did not intend grant assurances to be considered FAA rules and regulations. *Id.* The Developer was awarded thirty million dollars in damages.

As demonstrated by the *Mammoth Lakes* case, concern about potential violations of grant assurances does not serve as a legally cognizable basis for non-performance of contractual obligations. Similarly, in the case at hand, Erie knew the Airport was subject to the Easement when it acquired it and made grant assurances to the FAA. Erie cannot simply free itself of its obligations under the Easement by citing conflicting grant assurances.

#### IV. FAA POLICY

The FAA has had ongoing concerns regarding through-the-fence agreements. The FAA has argued against through-the-fence agreements in position papers, policy statements, and court cases. However, the FAA's position regarding residential through-the-fence agreement is rapidly changing to reflect the FAA's support of these agreements. The FAA is now expressing a desire to work with federally funded airports to ensure that the airports can honor residential through-the-fence agreements without the risk of losing federal funding.

Sponsors of federally funded airports are required to make the airport available for the use and benefit of the public. However, this does not create a requirement that the sponsors permit through-the-fence access. FAA Order 5190.6B, Section 12.7. A sponsor may choose to enter into a through-the-fence agreement for either commercial or residential access so long as the agreement does not cause the airport to be in violation of its grant assurances.

##### **A. The FAA's Primary Concerns of Economic Discrimination and Residential Development are not Present at the Airport**

In regards to through-the-fence agreements and the violations of grant assurances, the FAA has expressed two primary concerns. The first is that these agreements could result in

economic discrimination. The FAA is concerned that off-airport commercial enterprises with through-the-fence access are at an economic advantage because they may pay less for through-the-fence access than other companies pay to rent space on the airport property. *See e.g.* 1989 FAA Position Paper regarding Through-the-Fence-Operations attached hereto as Exhibit F, “the development of aeronautical enterprises on land uncontrolled by the owner of the public airport cannot but result in a competitive advantage to the detriment of on-base operators on whom the airport owner relies for service to the flying public.” This concern continued to be expressed by the FAA in several recent lawsuits, including the Colorado case of *Jetaway Aviation, Inc. v. Montrose County, Colorado and the Montrose County Building Authority*, 2009 WL 2136622 (F.A.A. 2009). The issue in this case was whether an off-airport fixed based operation (“FBO”) caused a federally funded airport to be out of compliance with its grant assurances. The FAA reiterated its concern that the existence of the off-airport FBO was problematic because it could result in an “economic competitive advantage” for the off-airport operator to the detriment of on-airport tenants. The FAA’s second major concern is that airport property itself cannot be used for residential development. FAA Airport Sponsors Assurances Section 5(b). This rule ensures that the airport property itself will not be sold for residential airpark development as it would conflict with the airport’s ability to expand in the future.

Neither of the FAA’s two main concerns are present in this matter. The Easement grants only residential through-the-fence access and does not support commercial operations. Economic discrimination is much less of a concern for residential access. The Grantees are not providing aeronautical services to the public; rather, they are only storing their airplanes on their property. This case does not present a risk of new residential construction occurring on airport

property. The Grantees' residences were constructed years ago and no new development is proposed.

**B. FAA's Airport Improvement Program (AIP): Interim Policy Regarding Access to Airports from Residential Property Supports Through-the-Fence Agreements**

Effective March 18, 2011 the FAA adopted the Airport Improvement Program (AIP): Interim Policy Regarding Access to Airports from Residential Property (the "Interim Policy"). See Exhibit E. The Interim Policy is the most recent policy delineated by the FAA regarding through-the-fence access from residential property. It is therefore the policy that governs the issue at hand. The Interim Policy demonstrates that the FAA has shifted its position significantly regarding residential through-the-fence access.

The Interim Policy is directly applicable to the Easement and the Airport. The policy applies to federally-obligated airports, including those with existing residential through-the-fence access. "Existing access" is defined as "any through-the-fence access that meets one or more of the following conditions (1) there was a legal right of access from the property to the airport (e.g., by easement or contract) in existence as of September 9, 2010." Residential property is defined as "a piece of real property used for single- or multi-family dwellings; duplexes; apartments; primary or secondary residences even when co-located with a hangar, aeronautical facility, or business; hangers that incorporate living quarters for permanent or long-term use and time-share hangers with living quarters for variable occupancy of any term." Existing access exists by virtue of the Easement and the Easement benefits residential property.

The purpose behind the policy is to limit new through-the-fence agreements but allow those in existence to continue. The FAA's position is that it wants to work with federally obligated airport sponsors to honor existing through-the-fence agreements while mitigating the adverse effects of through-the-fence access. The FAA believes that this approach will

“adequately protect the government’s investment in the airports while avoiding unnecessary hardship on residential owners who are currently party to through-the-fence agreements.” The FAA, after conducting a tour of federally-obligated airports with existing through-the-fence agreements, including Erie, concluded that “it is neither feasible nor necessary to eliminate existing residential through-the-fence arrangements.” To the contrary, the Interim Policy “would allow virtually all existing through-the-fence access to continue.”

**i. Requirements of the Interim Policy**

The Interim Policy states that it is the FAA’s position that the existence of a through-the-fence agreement will not be considered, in and of itself, to be a violation of any grant assurances. Airports with existing residential through-the-fence agreements will be considered in compliance with their grant assurances if the airport “depicts the access on its airport layout plan and meets certain standards for safety, efficiency, ability to generate revenue to recover airport costs and mitigation of potential noncompatible land uses.” The certain standards that an airport must meet are: 1) general authority for control of airport land and access; 2) safety of airport operations; 3) recovery of costs of operating the airport; 4) protection of airport airspace; and 5) compatible land use.

The FAA will require that each airport adopt reasonable rules and measures to meet these standards. The rules and measures will be specific to each airport’s needs and existing through-the-fence access; the FAA is not promulgating universal regulations to which every federally-obligated airport must adhere. This reflects the general tone of the Interim Policy, which is that the FAA wants to work with the airports to honor existing through-the-fence agreements.

**ii. The Interim Policy Requirements are Sufficiently Met at the Airport**

The Easement Grant itself addresses several of the FAA's concerns. First is the issue of fees. The Easement, originally granted in 1987 called for an annual fee of \$187.00; however, the Easement grant includes a provision that allows the amount of the fee to increase every year by the amount of increase in the the U.S. City Average CPI for all Urban Consumers. Additionally, the Easement Grant provides for detailed procedures that allow the Town of Erie to collect unpaid fees. Section 5 of the Easement Grant provides that, in the event a fee is not paid, Erie may exercise any or all of the following remedies: deny the defaulting lot owner use and access to the runway; charge interest of 18% and collect legal fees in the event of a collection action; record a lien against the defaulting lot for every missed payment; or exercise any other remedies available at law or in equity. The various FAA policy statements, orders and rules as well as the case law concerning through-the-fence access have all made clear that fees, or a lack thereof, are one of the most fundamental problems with through-the-fence agreements. More specifically, the FAA has historically concerned that those who access airports by virtue of through-the-fence agreements may do so by paying little to no money; whereas those who do not have such access rights must pay substantial fees to use the airport. *See Exhibit F.* According to the FAA, this is problematic for two reasons. The first is the FAA is concerned about potential discrimination. This is of particular concern with regards to commercial activities, but the FAA believes that residential use may also present this problem. It could be deemed discrimination on the part of an airport to favor through-the-fence access users by charging substantially lower rates. Second, the failure to charge fees can impact a sponsor's ability to maintain the airport. The fee provision of the Easement, and the powerful tools granted to Erie to collect the fees, eliminate this concern.

The other significant concern, as made clear through various FAA documents, is that an airport sponsor must be able to pass rules and regulations to ensure that the airport is safe. The Easement Grant also addresses this concern. Section 6 of the Easement Grant titled “Rules and Regulations” states that “Grantor may from time to time promulgate and public rules and regulations regarding the use and operation of aircraft or other vehicles on Grantor’s Property.” Additionally the FAA had stated that all through-the-fence agreements should specify that they are subordinate to the FAA. Section 6 also addresses that concern by stating, in relevant part, “Grantees shall also comply with all laws and governmental or quasi-governmental rules and regulations applicable to the use and operation of aircraft on Grantor’s Property.”

In regards to the FAA’s concern about compatible land use, the Interim Policy states that the FAA will take into consider the fact that “through-the-fence residents utilizing this access, by avigation easement; deed covenants, conditions or restrictions; or other agreement, have acknowledged that the property will be affected by aircraft noise and emissions.” The FAA has been concerned that residential neighborhoods are incompatible with airports because homeowners will want to place restrictions on airport use to eliminate noise and disturbances. FAA Order 5190.6B, Section 20.2. The Interim Policy demonstrates that the FAA has changed its position regarding this issue and recognizes that those who purchase hanger-homes in airpark neighbors are already aware of the noise and disturbances caused by an airport and will not seek to restrict use of the airport.

### **C. The 2012 FAA Authorization Bill Further Supports Through-the-Fence Agreements**

The Interim Policy is reflected and codified in the 2012 FAA Authorization Bill (the “Authorization Bill”) attached hereto as Exhibit F. Section 136 of the Authorization Bill amends 49 U.S.C. § 47107 to state that the existence of a through-the-fence agreement at a federally

to determine what fee would be comparable to the fee paid by a monthly tie-down renter. The cost of building and maintenance is also a non-issue at the Airport. With the exception of the actual runways, Erie is not required to do any maintenance of the taxiways or ramp areas. The Grantees pay for maintenance and the clearing of the taxiways they use to access the runways. Moreover, due to the nature of the Easement Grant and the Subdivision, there is no risk that the Easement will benefit commercial aviation operations.

## **V. CONCLUSION**

The Grantees are entitled to through-the-fence access to the Airport by virtue of the valid and enforceable Easement. The Grantees have a vested property interest and Erie cannot refuse to honor the Easement without severe repercussions. The FAA now supports residential through-the-fence agreements and Erie is not at risk of losing federal funding by recognizing the Easement and allowing the through-the-fence access to continue. The Grantees wish to work with Erie and the FAA to establish appropriate rules and fee schedules that will simultaneously allow the Airport to continue to receive federal funding and allow the Grantees continued access to the Airport. The Grantees look forward to productive future discussion that will benefit all parties involved.



## Airport Economic Development Advisory Board

**Board Meeting Date: 4/16/2026**

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**File #:** 2026-279, **Version:** 1

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**SUBJECT:**

Airport Economic and Development Applicant Review and Recommendation to Town Council - Update

**DEPARTMENT:** Administrative Operations

**PRESENTER(S):** Julian Jacquin, Director of Economic Development

**TIME ESTIMATE:** 80 minutes

*For time estimate: please put 0 for Consent items.*

**SUMMARY/KEY POINTS**

- Advisory boards make recommendations for board appointments to the Town Council every two years.
- Four (4) positions on AEDAB are ending on April 30, 2026.
- AEDAB will need to appoint four (4) members to the board from the twelve (12) attached applications.
- Four (4) applicants will be appointed to four (4) three-year terms to fulfill the odd numbered year appointments as updated in the Town of Erie Municipal Code

**BACKGROUND OF SUBJECT MATTER:**

Ordinance 30-2025 repealed and reenacted Title 3 of the Erie Municipal Code regarding boards, commissions, and committees. Appointments shall occur in April of odd number of years or as necessary to fill vacancies. Because of the Municipal Code update, four (4) applicants will now be appointed seats with terms ending April 30, 2029.

**Process:**

- A quorum must be present.
- All members present will receive a blank ranking sheet at the meeting.
- Members will review the applications and submit their rankings to the staff liaison, who will enter them into a scoring sheet.
- The staff liaison will compile the individual scores into a single composite score, which will be used to develop the ranking.
- Members may then discuss the final rankings, if needed, and make recommendations for the open positions.

- If, after discussion, the rankings are tied for the final open position, the members present will decide the final appointee by majority vote.
- If an even number of members are present and no decision can be reached, the staff liaison will serve as the tie breaker.

New members will be appointed by the Town Council in May and will take their seats as of June 1, 2026.

**ATTACHMENT(S):**

Add items in a numbered list OR delete this list and change to N/A.

1. AEDAB App - David Wallace
2. AEDAB App - James Turpin
3. AEDAB App - Ken Iverson
4. AEDAB App - Kevin Cain
5. AEDAB App - Lyle Martin
6. AEDAB App - Michael Bowden
7. AEDAB App - Seth Wilcox
8. AEDAB App - Steven Toebben

# Airport Economic Development Advisory Board Application

02/04/2026 10:08 PM (MST)



## Town of Erie Airport and Economic Development Advisory Board Application

All advisory board and commission members will be expected to support the priorities and work plan set forth by the Town Council.

This board meets the **third Thursday of each month at 6:30 PM**. You are required to notify your chair if you are going to be absent from a meeting. Failure to attend three consecutive regularly scheduled meetings without a leave of absence approved by majority of the Airport and Economic Development Advisory Board could be grounds for dismissal.

Full Name David Wallace

Are you an Erie resident? Yes

Are you under the age of eighteen (18)? No

Home Address

[REDACTED]

Email

[REDACTED]

Primary Phone Number

[REDACTED]

Employer Surveillance One

Job Title/Occupation CEO / Pilot

Have you ever been employed by the Town of Erie? No


Do you work for or own a company that does business with the Town of Erie? No

What is your highest level of education completed? Master Degree or Higher

Are you currently serving on a board? No

Are you applying for more than one board? No

This board meets the third **Thursday of each month at 6:30 PM**. You are required to notify your chair if you are going to be absent from a meeting. Only three excused absences are allowed per year.

<b>Why are you interested in serving on a board or commission and what specific talents or expertise do you bring if appointed?</b>	CEO of Surveillance One for 26 years, providing security technology for ground-based assets and associated airspace (drone threats). Pilot based at Erie Airport, National HQ based on Airport Dr, active in 50 states.
<b>Have you served on another board/commission in an advisory capacity? If so, please describe the board and what made serving in that capacity a good experience? What were the major concerns or issues?</b>	Yes, on the Board at the Erie Convair Hangar Association (Business Park on Airport Dr); Chaired an international NGO for 1 year and board member for 6; Currently Chair of the National Water Security Standards Council for the American Society of Civil Engineers.
<b>Please describe a situation where you were working with a small group and disagreed with the direction of the project, what did you do? What was the result?</b>	Boards are typically smaller groups, and almost no issues are seen unanimously. The key is to find common ground. Recently we had budgetary conflicts in one board meeting, it was resolved through careful communication, asking lots of questions, and finding careful compromises where all objectives could be heard. A resolution was made by delaying hard cost increases immediately, and creating a progressive increase over time, while showing responsibility in the deliverables in good faith.
<b>If you were appointed, what goals would you like to see accomplished on this board or commission?</b>	Growth and health of the community surrounding the airport, more restaurants and businesses around the airport that could bring economic growth and additional places to bring enjoyment to the community while generating revenue. Modernizing the airport, creating balanced environmental paths, creating compounded revenue streams in overnight/multi-night stays, while keeping Erie a small town destination.
<b>Are you aware of the time commitment, and do you have the personal time to devote to this board or commission?</b>	Yes
<b>Upload resume and additional documents (optional)</b>	 LinkedIn Profile for David Wallace.docx

### Please Read and Agree with the Following Statement:

I certify that the facts and statements contained in this Board and Commission Application is true and correct.  
I further understand that false statements shall be sufficient cause for rejection of this application.  
I further certify that I have not been convicted of a felony under the laws of the State of Colorado or in another jurisdiction.  
I understand that falsification, omission or misrepresentation will result in a rejection of this application. Any falsification, omission or representation is evidence of perjury in the second degree.  
If I become a board or commission member with the Town, this form is valid for the period of my term with the Town and the crime records may be updated periodically at the discretion of the Town.  
I understand that this application is considered a public record and subject to the Colorado Open Records Act.

<b>I agree</b>	Yes
<b>All board and commission members must follow the rules and regulations in the Erie Municipal</b>	Yes

Code as well as the Town's policies related to harassment, anti-violence, and technology use.

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Acknowledgement Signature

A handwritten signature in black ink, appearing to be 'D. J. W.', written in a cursive style.

Here is a LinkedIn profile link for David Wallace.

[https://www.linkedin.com/in/wallacedavid?utm\\_source=share&utm\\_campaign=share\\_via  
&utm\\_content=profile&utm\\_medium=ios\\_app](https://www.linkedin.com/in/wallacedavid?utm_source=share&utm_campaign=share_via&utm_content=profile&utm_medium=ios_app)



## Town of Erie Airport and Economic Development Advisory Board Application

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Full Name James Turpin

Are you an Erie resident? Yes

Are you under the age of eighteen (18)? No

Home Address

[REDACTED]

Email

[REDACTED]

Primary Phone Number

[REDACTED]

Employer Arcadia Power

Job Title/Occupation VP, Engineering

Have you ever been employed by the Town of Erie? No

Do you work for or own a company that does business with the Town of Erie? No

What is your highest level of education completed? Bachelors Degree

Are you currently serving on a board? No

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Are you applying for more than one board? No

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This board meets the third **Thursday of each month at 6:30 PM**. You are required to notify your chair if you are going to be absent from a meeting. Only three excused absences are allowed per year.

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**Why are you interested in serving on a board or commission and what specific talents or expertise do you bring if appointed?**

I'm interested in serving on the Erie Airport Economic Advisory because I see the airport as one of the most important economic assets in our community, and I want to help it thrive. As a pilot since 2018, I understand airport operations from the user's perspective — what works, what doesn't, and what draws aviation activity to a region.

Professionally, I bring deep expertise in both business strategy and technology. I can contribute insight on economic development opportunities, modernization initiatives, and leveraging technology to improve operations and attract investment. I believe the combination of hands-on aviation experience and a strong business and tech background makes me well-suited to help guide the airport's future growth.

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**Have you served on another board/commission in an advisory capacity? If so, please describe the board and what made serving in that capacity a good experience? What were the major concerns or issues?**

While I have not served as a formal member of a board or commission, I have spent much of my career advising boards and executive leadership teams in my roles as both a CTO and Vice President. In these capacities, I've regularly presented strategic recommendations, technology roadmaps, and business cases to board-level audiences, and I've helped guide decision-making on complex issues ranging from technology investments to operational transformation.

What made those experiences valuable was the collaborative nature of the work — bringing together diverse perspectives to solve problems that no single discipline could address alone. I found that my ability to translate technical concepts into clear business terms helped boards make more confident, informed decisions. The major concerns and issues I've helped boards navigate have included managing the pace of technological change, balancing innovation with fiscal responsibility, cybersecurity risk, and aligning technology strategy with long-term organizational goals.

These experiences have given me a strong understanding of how advisory bodies function, the importance of preparation and clear communication, and the responsibility that comes with helping shape strategic direction. I'm eager to bring that same level of engagement and rigor to the Erie Airport Economic Advisory.

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**Please describe a situation where you were working with a small group and disagreed with the direction of the project, what did you do? What was the result?**

In a previous role, I was part of a small team planning a major technology initiative. The group was converging on an aggressive, all-at-once approach that I felt introduced unnecessary risk. Rather than simply objecting, I prepared a clear comparison of the proposed strategy against a phased alternative, highlighting the differences in cost, timeline, and risk.

I presented my case respectfully, acknowledged the strengths of the original plan, and focused the discussion on what would best serve the organization. The group ultimately adopted the phased approach, and the first phase delivered ahead of schedule — building momentum and confidence for the rest of the project.

The experience reinforced my belief that constructive disagreement, grounded in data and delivered with respect, leads to better outcomes. I bring that same approach to every team I'm part of.

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**If you were appointed, what goals would you like to see**

If appointed, I would focus on three key areas:

First, I believe the board should proactively address the growing tension between

**accomplished on this board or commission?**

new residential development and long-established airport operations. As new communities continue to develop near well-established flight paths, we're seeing increasing pressure to restrict or even shut down airport activity. This is a pattern playing out at airports across the country, and Erie needs a strategy to get ahead of it — through land use advocacy, public education, and strong partnerships with local planning bodies. The airport was here first, and it's critical that we protect its ability to operate and grow.

Second, I'd like to see the advisory board champion the airport's economic story. Many residents may not fully understand the economic impact the airport has on the community — the jobs it supports, the businesses it attracts, and the tax revenue it generates. By clearly quantifying and communicating that value, we can shift public perception and build broader community support. When people understand what the airport contributes in real dollars, it changes the conversation from "that's a noisy neighbor" to "that's an engine for our local economy."

Third, I want to build on the momentum of community engagement successes like the Air Fair, which has been a resounding success in connecting residents with the airport in a positive way. More events and initiatives like this — opportunities for the community to experience the airport firsthand — will strengthen public goodwill and create advocates who see the airport as an asset rather than a nuisance. Expanding these efforts should be a priority for the board.

**Are you aware of the time commitment, and do you have the personal time to devote to this board or commission?**

Yes, I understand the time commitment and I have the availability to fully participate. Serving on this board is a priority for me, and I'm prepared to dedicate the time needed not only for meetings but for the preparation and follow-through that effective advisory work requires.

## Please Read and Agree with the Following Statement:

I certify that the facts and statements contained in this Board and Commission Application is true and correct. I further understand that false statements shall be sufficient cause for rejection of this application. I further certify that I have not been convicted of a felony under the laws of the State of Colorado or in another jurisdiction. I understand that falsification, omission or misrepresentation will result in a rejection of this application. Any falsification, omission or representation is evidence of perjury in the second degree. If I become a board or commission member with the Town, this form is valid for the period of my term with the Town and the crime records may be updated periodically at the discretion of the Town. I understand that this application is considered a public record and subject to the Colorado Open Records Act.

**I agree** Yes

**All board and commission members must follow the rules and regulations in the Erie Municipal Code as well as the Town's policies related to harassment, anti-violence, and technology use.** Yes

**Acknowledgement Signature**





**Town of Erie Airport and Economic Development Advisory Board Application**

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Full Name	Ken Iverson
Are you an Erie resident?	Yes
Are you under the age of eighteen (18)?	No
Home Address	[REDACTED]
Email	[REDACTED]
Primary Phone Number	[REDACTED]
Alternate Phone Number	8156858515
Employer	Retired
Job Title/Occupation	Retired math teacher/coach
Have you ever been employed by the Town of Erie?	Yes
If so, please explain your employment with the Town of Erie	MOD EIRE REC CENTER
Do you work for or own a company that does business with the Town of Erie?	No
What is your highest level of education completed?	Master Degree or Higher

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Are you currently serving on a board? Yes

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Which board are you serving on? Erie CoCreat makers

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Are you applying for more than one board? Yes

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Please rank your choice for this board Second

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Why are you interested in serving on a board or commission and what specific talents or expertise do you bring if appointed? Like giving back to community I live in  
By having seat at the decision making table

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Have you served on another board/commission in an advisory capacity? If so, please describe the board and what made serving in that capacity a good experience? What were the major concerns or issues? Grundy County Illinois Bosrd member for 20 yrs

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Please describe a situation where you were working with a small group and disagreed with the direction of the project, what did you do? What was the result? Stand up for what think is best with honest reasons but Always  
Listen to both sides without judgment

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If you were appointed, what goals would you like to see accomplished on this board or commission? Collective common good for growing community very similar to situation back in Illinois being on fringe of Chicago metro sprawl

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Are you aware of the time commitment, and do you have the personal time to devote to this board or commission? Yes plus like being busy

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## Please Read and Agree with the Following Statement:

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I agree

Yes

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All board and commission members must follow the rules and regulations in the Erie Municipal Code as well as the Town's policies related to harassment, anti-violence, and technology use.

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Yes

Acknowledgement Signature

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**Town of Erie Airport and Economic Development Advisory Board Application**

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Full Name Kevin Cain

Are you an Erie resident? Yes

Are you under the age of eighteen (18)? No

Home Address

[REDACTED]

Email

[REDACTED]

Primary Phone Number

[REDACTED]

Employer City and County of Denver

Job Title/Occupation Assistant General Counsel, Denver International Airport

Have you ever been employed by the Town of Erie? No

Do you work for or own a company that does business with the Town of Erie? No

What is your highest level of education completed? Master Degree or Higher

Are you currently serving on a board? Yes

Which board are you serving on? Airport Economic Development Advisory Board

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Are you applying for more than one board? No

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This board meets the third **Thursday of each month at 6:30 PM**. You are required to notify your chair if you are going to be absent from a meeting. Only three excused absences are allowed per year.

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**Why are you interested in serving on a board or commission and what specific talents or expertise do you bring if appointed?**

I have been an airport professional for twenty years, representing Denver International Airport as in-house legal counsel. I have a deep understanding of airport issues and operations, and hold a Certified Member certification from the American Association of Airport Executives ("AAAE"). Erie has been my home for nearly twenty years, I have three children who have gone through (or are currently in) Erie schools and am proud of my community. I understand the importance of public service and community involvement and have expertise essential to the work of the airport board.

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**Have you served on another board/commission in an advisory capacity? If so, please describe the board and what made serving in that capacity a good experience? What were the major concerns or issues?**

Yes, I have served on the airport board since its creation in 2020. When the board was first formed, the airport and its operational and economic importance to the Town was not particularly a priority. Through the work of the board, the airport is evolving into an even more integral part of the community. Major concerns or issues are sustainable development of the airport while maximizing the economic benefits to the town and providing good stewardship of an important Town asset.

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**Please describe a situation where you were working with a small group and disagreed with the direction of the project, what did you do? What was the result?**

In my professional role, I work on a daily basis as part of small, cross-functional teams with multiple stakeholders on critical and time-sensitive projects. My role often highlights identifying risks, and means to mitigate risk. On many occasions, a focus on speed of delivery and meeting short-term goals leads to critical risks being overlooked or minimized. I take the time to understand the direction of each team member and work to advise on how both the short-term and long-term goals can be met with a compromise solution when all identified aspects of each goal is considered, not just personal preference of each stakeholder. The result is frequently a better, unified solution that meets the needs/goals of all stakeholders.

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**If you were appointed, what goals would you like to see accomplished on this board or commission?**

Continuing the board's goal of developing the airport asset to provide a first-class public general aviation airport, with hangar space and community amenities within a structure of economic self-sufficiency.

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**Are you aware of the time commitment, and do you have the personal time to devote to this board or commission?**

Yes

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## Please Read and Agree with the Following Statement:

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I agree

Yes

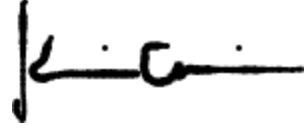
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All board and commission members must follow the rules and regulations in the Erie Municipal Code as well as the Town's policies related to harassment, anti-violence, and technology use.

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Yes

Acknowledgement Signature



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Full Name	Lyle Martin
Are you an Erie resident?	Yes
Are you under the age of eighteen (18)?	No
Home Address	[REDACTED], Erie, CO
Email	[REDACTED]
Primary Phone Number	[REDACTED]
Alternate Phone Number	[REDACTED]
Employer	Retired
Job Title/Occupation	Retired
Have you ever been employed by the Town of Erie?	No
Do you work for or own a company that does business with the Town of Erie?	No
What is your highest level of education completed?	Bachelors Degree
Are you currently serving on a board?	Yes

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Which board are you serving on? Erie Airport Economic Development Board

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Are you applying for more than one board? No

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This board meets the third **Thursday of each month at 6:30 PM**. You are required to notify your chair if you are going to be absent from a meeting. Only three excused absences are allowed per year.

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**Why are you interested in serving on a board or commission and what specific talents or expertise do you bring if appointed?**

I am a resident of the Erie Airpark and have a vested interest in the long-term viability of the Erie Airport. For the last 14 months I have served on the Erie Airport Economic Development Board, and my work career as an executive in the building industry has allowed me to assist the Board in understanding the revenue challenges and develop proposed solutions. I am also an active pilot and interact with many of the stakeholders at the airport, which I believe gives me a unique insight into the airport challenges and opportunities.

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**Have you served on another board/commission in an advisory capacity? If so, please describe the board and what made serving in that capacity a good experience? What were the major concerns or issues?**

I am currently serving on the Erie Airport Economic Development Board. The Erie Airport is a great asset to the community, generating \$23M in business revenue in the community. But it also is challenged to generate the funds necessary to operate as revenue neutral. This past year we have spent a considerable amount of time understanding the revenue sources, how they are currently managed, and developing a plan to that will bring the airport to a satisfactory revenue level. It has been an enlightening experience, and I would like to continue to assist in presenting the City of Erie options to make the Airport financially viable.

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**Please describe a situation where you were working with a small group and disagreed with the direction of the project, what did you do? What was the result?**

My career in the building industry, more specifically managing very large projects, I have learned the importance of coming to a consensus in order to be successful. However, sometimes a consensus is not possible, and in those moments you just have to agree to disagree. But you do this in a manner respectful to all parties involved so that you can continue to work towards a common goal. I've enjoyed the last 14 months on the Erie Airport Economic Development Board because all parties have a common goal, and we have worked well together to tackle the challenges.

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**If you were appointed, what goals would you like to see accomplished on this board or commission?**

Very soon the Board will be presenting to the City a proposed revenue structure that will allow the Airport to achieve a balanced budget. The Mayor and the Council will then have to make some hard decisions. I believe the Board can be of great assistance over the next year in assisting the Mayor, City Council, and City Staff in communicating the importance of the long-term viability of the Airport to all the stakeholders associated with the airport. Therefore, I would like to continue my work on the Board to see this process through.

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**Are you aware of the time commitment, and do you have the personal time to devote to this board or commission?**

I am retired and have the time and commitment necessary to help the Board be successful. I have not missed a monthly meeting since being appointed.

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## Please Read and Agree with the Following Statement:

I certify that the facts and statements contained in this Board and Commission Application is true and correct. I further understand that false statements shall be sufficient cause for rejection of this application. I further certify that I have not been convicted of a felony under the laws of the State of Colorado or in another jurisdiction. I understand that falsification, omission or misrepresentation will result in a rejection of this application. Any falsification, omission or representation is evidence of perjury in the second degree. If I become a board or commission member with the Town, this form is valid for the period of my term with the Town and the crime records may be updated periodically at the discretion of the Town.

I understand that this application is considered a public record and subject to the Colorado Open Records Act.

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I agree Yes

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All board and commission members must follow the rules and regulations in the Erie Municipal Code as well as the Town's policies related to harassment, anti-violence, and technology use. Yes

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Acknowledgement Signature

A handwritten signature in black ink, appearing to be "T. M. W.", written in a cursive style.



**Town of Erie Airport and Economic Development Advisory Board Application**

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Full Name	Michael Bowden
Are you an Erie resident?	Yes
Are you under the age of eighteen (18)?	No
Home Address	[REDACTED]
Email	[REDACTED]
Primary Phone Number	[REDACTED]
Employer	OpenText Corp
Job Title/Occupation	Software Architect
Have you ever been employed by the Town of Erie?	No
Do you work for or own a company that does business with the Town of Erie?	No
What is your highest level of education completed?	Bachelors Degree
Are you currently serving on a board?	Yes
Which board are you serving on?	AEDAB

Are you applying for more than one board? No

This board meets the third **Thursday of each month at 6:30 PM**. You are required to notify your chair if you are going to be absent from a meeting. Only three excused absences are allowed per year.

Why are you interested in serving on a board or commission and what specific talents or expertise do you bring if appointed?

I would like to assist in further enriching what the airport can offer to the residents of Erie. It is a valuable asset of the town that few towns possess. Aviation is integral to today's lifestyle for work, for travel, economically, employment, emergency services, education, entertainment, and mobility. I have been a private pilot since I was 21 years old, have lived near airports most of my life, and I am intimately familiar with both the benefits and impact an airport has on the surrounding area in which it operates.

Have you served on another board/commission in an advisory capacity? If so, please describe the board and what made serving in that capacity a good experience? What were the major concerns or issues?

I have been a member of the AEDAB for over 3 years, currently serving as Secretary. I believe my input as a champion for community integration/involvement has been valuable for ensuring the airport serves more than just the pilots & owners who use the airport.

Please describe a situation where you were working with a small group and disagreed with the direction of the project, what did you do? What was the result?

I have served in the leadership of small groups at work, in Boulder business groups, in the Boy Scouts, and in town advisory groups. I feel it is important to acknowledge each member's opinion and perspective but keep focus on achievement of long term goals and objectives, understanding that compromise is a necessary element of all negotiations and relationships.

If you were appointed, what goals would you like to see accomplished on this board or commission?

Allow the airport to operate and make improvements in a revenue positive direction. Enhance awareness of what the airport has to offer the families and residents of the town in general.

Are you aware of the time commitment, and do you have the personal time to devote to this board or commission?

Yes

## Please Read and Agree with the Following Statement:

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I agree

Yes

All board and commission members must follow the rules and regulations in the Erie Municipal

Yes

Code as well as the Town's policies related to harassment, anti-violence, and technology use.

---

Acknowledgement Signature



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**Town of Erie Airport and Economic Development Advisory Board Application**

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Full Name Seth Wilcox

Are you an Erie resident? Yes

Are you under the age of eighteen (18)? No

Home Address [REDACTED]

Email [REDACTED]

Primary Phone Number [REDACTED]

Employer Icat

Job Title/Occupation Director of IT

Have you ever been employed by the Town of Erie? No

Do you work for or own a company that does business with the Town of Erie? No

What is your highest level of education completed? Bachelors Degree

Are you currently serving on a board? No

Are you applying for more than one board? No

This board meets the third **Thursday of each month at 6:30 PM**. You are required to notify your chair if you are going to be absent from a meeting. Only three excused absences are allowed per year.

Why are you interested in serving on a board or commission and what specific talents or expertise do you bring if appointed?

I live in the Airpark on the East side interfacing with most of commercial and industrial development at the airport. I'm interested in the future of the airport, seeing is continued growth and financial contribution to the town that is compatible with the airports residential community. The airport and the surrounding property has so much untapped potential to drive economic growth for the town, and I would like to see more use of the airport by the development around it

Have you served on another board/commission in an advisory capacity? If so, please describe the board and what made serving in that capacity a good experience? What were the major concerns or issues?

I have not served on a board/commission before

Please describe a situation where you were working with a small group and disagreed with the direction of the project, what did you do? What was the result?

In my position as an IT director, I have had disagreements on the most effective ways to implement technology solutions. My go-to approach is to assume positive intent, and understand what drives a different visions on how to reach a common goal. Sometimes, different views are actually largely miscommunication of agreement. When there is a true disagreement having the group work to understand the roots of opinions usually also a path for forward progress, even when there isn't unanimous agreement.

If you were appointed, what goals would you like to see accomplished on this board or commission?

I would like to see more aircraft storage options made available to the aviation community, and development of businesses that take advantage of the unique advantage of the opportunities the airport can provide.

Are you aware of the time commitment, and do you have the personal time to devote to this board or commission?

Yes

## Please Read and Agree with the Following Statement:

I certify that the facts and statements contained in this Board and Commission Application is true and correct. I further understand that false statements shall be sufficient cause for rejection of this application. I further certify that I have not been convicted of a felony under the laws of the State of Colorado or in another jurisdiction. I understand that falsification, omission or misrepresentation will result in a rejection of this application. Any falsification, omission is representation is evidence of perjury in the second degree. If I become a board or commission member with the Town, this form is valid for the period of my term with the Town and the crime records may be updated periodically at the discretion of the Town. I understand that this application is considered a public record and subject to the Colorado Open Records Act.

I agree

Yes

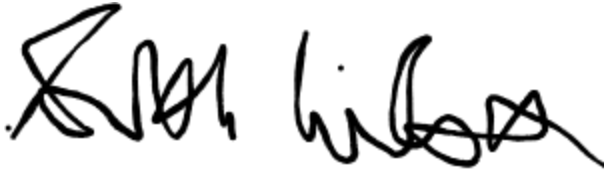
All board and commission members must follow the rules and

Yes

regulations in the Erie Municipal Code as well as the Town's policies related to harassment, anti-violence, and technology use.

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Acknowledgement Signature



A handwritten signature in black ink, appearing to read "Sam Wilson". The signature is written in a cursive style with a large, stylized initial "S".

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## Town of Erie Airport and Economic Development Advisory Board Application

All advisory board and commission members will be expected to support the priorities and work plan set forth by the Town Council.

This board meets the **third Thursday of each month at 6:30 PM**. You are required to notify your chair if you are going to be absent from a meeting. Failure to attend three consecutive regularly scheduled meetings without a leave of absence approved by majority of the Airport and Economic Development Advisory Board could be grounds for dismissal.

Full Name	STEVEN TOEBBEN
Are you an Erie resident?	Yes
Are you under the age of eighteen (18)?	No
Home Address	 ERIE CO 80516
Email	
Primary Phone Number	
Employer	CITY AND COUNTY OF DENVER
Job Title/Occupation	SUPERVISOR
Have you ever been employed by the Town of Erie?	No
Do you work for or own a company that does business with the Town of Erie?	No
What is your highest level of education completed?	Master Degree or Higher
Are you currently serving on a board?	No

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Are you applying for more than one board? No

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This board meets the third **Thursday of each month at 6:30 PM**. You are required to notify your chair if you are going to be absent from a meeting. Only three excused absences are allowed per year.

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**Why are you interested in serving on a board or commission and what specific talents or expertise do you bring if appointed?**

I am interested in serving on the Town of Erie Airport and Economic Development Advisory Board because I am deeply passionate about how local general aviation airports can serve as catalysts for safe aviation operations, thoughtful growth, and long-term economic vitality. Having spent much of my career at the intersection of aviation infrastructure, public service, and community-focused development, I view Erie's airport not simply as a transportation asset but as a strategic platform that can support business attraction, emergency services, workforce development, and overall quality of life in the Town of Erie.

If appointed, I would bring over two decades of experience in airport operations, capital planning, and complex stakeholder coordination across public, private, and governmental environments, along with hands-on leadership experience from my current role at Denver International Airport in facility programming, infrastructure development, budgeting, and long-term strategic project integration. As a Certified Member of the American Association of Airport Executives with extensive military and civilian leadership experience, I am skilled at evaluating risk, balancing competing priorities, and translating technical concepts into clear, actionable guidance, and I would bring a collaborative, strategic-focused, and service-oriented perspective to help the Town of Erie steward its airport as a safe, efficient, and economically impactful community asset.

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**Have you served on another board/commission in an advisory capacity? If so, please describe in that capacity a good experience? What were the major concerns or issues?**

I have not previously served on a formal board or commission in an advisory capacity; however, much of my career has been spent in advisory and governance-adjacent roles where providing informed recommendations, balancing stakeholder interests, and supporting senior decision-makers were core responsibilities. Throughout my civilian aviation career and military service, I have participated in planning forums, working groups, and leadership councils focused on evaluating policies, infrastructure investments, risks, and long-term strategic impact.

These experiences required engaging diverse perspectives, surfacing concerns early, and translating complex technical and operational issues into clear, actionable options for leadership—often while aligning growth with operational constraints and managing limited resources responsibly. Collectively, these experiences have given me a strong appreciation for the value of advisory bodies in shaping transparent, community-centered decisions and have motivated me to pursue formal board service, where I can apply the same collaborative, analytical, and service-oriented approach in support of the Town of Erie's airport and economic development goals.

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**Please describe a situation where you were working with a small group and disagreed with the direction of the project, what did you do? What was the result?**

Throughout my career, I have frequently worked in small strategic planning groups where project decisions carried long-term implications well beyond their immediate scope. One example occurred during a capital program planning effort when the team was inclined to advance projects primarily based on short-term execution timelines. From a strategic planning perspective, I was concerned this approach did not sufficiently account for organizational interdependencies, future operational demand, or alignment with longer-range goals.

Rather than reacting oppositionally, I analyzed broader program impacts, developed alternative scenarios, and facilitated a discussion that connected project sequencing to lifecycle value, risk management, and strategic outcomes. The result was a more deliberate planning framework that balanced near-term priorities with long-term

sustainability, ultimately leading to adjustments in the project roadmap to better align with strategic objectives and resource constraints. This experience reinforced my belief that effective strategic planning requires both the confidence to raise concerns and the discipline to frame them within shared goals, and that thoughtful dialogue can transform differing perspectives into stronger, more resilient decisions—an approach I would bring to service on an advisory board.

**If you were appointed, what goals would you like to see accomplished on this board or commission?**


If appointed, one of my primary goals would be to help the Board advance a clear, balanced vision for the Erie Municipal Airport that reflects both its operational importance and its close connection to the surrounding community. As an Erie resident who overlooks the airport every day, I experience firsthand how airport activity, land use decisions, and long-term planning directly influence quality of life, safety, and community character, which gives me a strong personal stake in thoughtful, well-informed outcomes.

Drawing on my professional background in strategic planning, capital programming, and airport infrastructure, I would help the Board reinforce clear priorities, objectively evaluate trade-offs, and provide practical, data-driven recommendations to Town leadership. Ultimately, my goal would be to help guide decisions that reflect both professional best practices and the lived experience of Erie residents, supporting an airport that serves the community effectively today while being positioned for sustainable, community-supported success in the future.

**Are you aware of the time commitment, and do you have the personal time to devote to this board or commission?**

Yes, I am fully aware of the time commitment associated with serving on this board, and I have the personal time and flexibility to participate consistently and meaningfully.

**Upload resume and additional documents (optional)**

 Steve Toebben (Resume) v2.0 - 20260227.pdf

## Please Read and Agree with the Following Statement:

I certify that the facts and statements contained in this Board and Commission Application is true and correct. I further understand that false statements shall be sufficient cause for rejection of this application. I further certify that I have not been convicted of a felony under the laws of the State of Colorado or in another jurisdiction. I understand that falsification, omission or misrepresentation will result in a rejection of this application. Any falsification, omission or representation is evidence of perjury in the second degree. If I become a board or commission member with the Town, this form is valid for the period of my term with the Town and the crime records may be updated periodically at the discretion of the Town. I understand that this application is considered a public record and subject to the Colorado Open Records Act.

**I agree** Yes

**All board and commission members must follow the rules and regulations in the Erie Municipal Code as well as the Town's policies related to harassment, anti-violence, and technology use.**

Yes

**Acknowledgement Signature**



# STEVEN M. TOEBBEN, M.C.E., C.M.

## PROFESSIONAL SUMMARY

An American Association of Airport Executives Certified Member (C.M) with over 20 years of expertise in **systems integration**, **strategic program management**, and **construction engineering**. Proven success in leading cross-functional teams across public and private sectors, including government, military, and large-scale infrastructure projects. Expertise in **synchronizing complex capital programs**, **managing operational processes**, and **integrating multiple stakeholder priorities** into cohesive strategies that deliver measurable results. Adept at **budget forecasting**, **contract negotiations**, and **innovation testing** for large-scale initiatives. Seeking to leverage extensive experience and leadership skills in a strategic Director role to further enhance the integration of operations, programs, and customer services at Denver International Airport (DEN).

## CORE VALUES / KEY SKILLS

- Integrity
- Service
- Excellence
- Accountability
- Systems Integration & Program Management
- Cross-Departmental Leadership
- Strategic & Operational Planning
- Team Development & Supervision

### Planned & Programmed Engineering Efforts

- Developed and instituted DEN's Facility Programming project lifecycle to include procedures and synchronization cadence, ensuring Stakeholder awareness and consistency across the development of Design, Engineering, and Construction projects.
- Led planning charrette efforts for \$450M worth of programmed Military Construction (MILCON) works, covering three installations, supporting European Command's (EUCOM) #1 program initiative.
- Assisted in developing 30 engineering projects valued at \$2.6 million; supported 2-year design reserve for post-base Realignment and Closure (BRAC) tenants.
- Set European Command's (EUCOM) United Kingdom FY21 European Deterrence Initiative (EDI) program for success by posturing 32 end-of-year projects totaling \$23M.

### Strategic and Operational Program Management

- Providing oversight and management to support DEN's 2023 Design, Engineering, and Construction Division Project CIP program, covering 111 projects worth \$283M.
- Successfully completed over 2,700 work orders/project requests with a 94% total completion rate throughout final Base Realignment and Closure preparations, demonstrating a strong focus on base maintenance/installation program.
- Developed organizational campaign plan, synchronizing personnel to project requirements, ultimately linking strategy-to-task for 270 projects worth \$39 million.

### Management and Administration

- Successfully provided direct leadership and supervision to over 200+ personnel throughout 19-year military and civilian careers, demonstrating strong leadership and management skills.
- Effectively managed 150 United Kingdom's Reserve Support program members over three years, covering a \$60M contract.
- Led future engineer planning & programming operations for 509 personnel across ten nations/19 locations, supporting Operation Enduring Freedom and the United States Central Command operational engineering requirements.
- Synchronized congressionally mandated 2005 Base Realignment and Closure of two programs securing \$413 million in seamless equipment transfers; implemented five months ahead of schedule.

## RECENT FEDERAL SERVICE & PRIVATE SECTOR EXPERIENCE

### Denver International Airport – City & County of Denver

**Supervisor of Project Programming and Development**

**Supervisor of Facility Design & Construction**

*Design, Engineering & Construction Department, Denver, Colorado*

- Led Denver International Airport's Facility Programming and Project Management teams, driving cross-departmental collaboration and aligning capital improvement and project lifecycle management with DEN's strategic goals. Spearheaded the development and execution of the facility project programming lifecycle, ensuring consistent stakeholder engagement and seamless integration across the Design, Engineering, and Construction phases. Management supervision of over 100 projects, totaling \$283M, and provided oversight of project budgets, schedules, and contractor performance. Developed new processes to optimize resource allocation and streamline department communication, ensuring alignment with DEN's operational goals and system-wide integration efforts.

**September 2021 – Present**

**July 2023 – Present**

**September 2018 – July 2025**

### United States Air Force (USAF), Title 10 [Active Duty]

**May 2018 – June 2021**

**Program Manager (Major)**

**May 2018 – June 2021**

*European Deterrence Initiative (EDI) Program (USAFE-AFRAFICA, USAF), Royal Air Force Base Fairford, United Kingdom (UK)*

- Key to \$4.3B EDI construction programs, enabling strategic requirements for 22 NATO Air Bases. Led the strategic integration and management of the European Deterrence Initiative (EDI), overseeing \$337.8M in infrastructure programs across 22 NATO Air Bases. Developed and executed comprehensive systems integration plans, aligning infrastructure

projects with military operational goals. Coordinated efforts between multiple agencies, ensuring that contractor performance and stakeholder requirements were consistently met and exceeded.

**Lead Civil Engineer (Acting) (Major)** **August 2019 – January 2020, January 2021 – March 2021**

*Civil Engineer Department (420 ABS/CE), Royal Air Force Base Fairford, United Kingdom (UK)*

- Provided vital Leadership and Management for United States Air Forces Europe (USAFE) on strategic bomber installation. Managed a 27-member team, sustaining a \$455M infrastructure platform, covering two military installations and over 300 buildings on 1,900 acres.

**D.H. Griffin Construction, LLC**

**August 2017 – April 2018**

**Project Manager**

*Greensboro, North Carolina*

- Managed complex construction projects, overseeing timelines, budgets, and contract negotiations to ensure successful project delivery. Coordinated with subcontractors, engineers, and clients to streamline processes and mitigate risks, ensuring timely completion of projects and adherence to safety and quality standards.

**Hayward Baker, Inc., A Keller Company**

**September 2014 – April 2017**

**Project Manager**

*Southern States Region, Greensboro, North Carolina*

- Responsible for managing structural support and ground improvement projects, estimating and proposal preparation, business development, contract negotiations, managing change orders and claims, monitoring and managing the project schedule, cost control and QA/QC requirements, project invoicing, and securing payments.

**Onsite Project Manager**

**September 2014 – July 2016**

*Southern States Region, Greensboro, North Carolina*

- Provided project engineers and project managers with hands-on assistance in completing their day-to-day project QA/QC and other technical documentation requirements.

## OTHER FEDERAL EXPERIENCE

**North Carolina Air National Guard (NC ANG), Title 32 [Air National Guard]**

**October 2011 – May 2024**

*Regional Civil Engineer Program (245 CEF, NC ANG), Charlotte Douglas International Airport, North Carolina*

- Successfully coordinated multi-stakeholder integration efforts as a team member of the Regional Civil Engineer Program, ensuring that all engineering projects align with strategic military goals and regulatory compliance.

**Program Director (Major)**

**July 2021 – May 2024**

**Program Manager (Major),**

**October 2017 – April 2018**

**Senior Project Manager (Major)**

**September 2013 – October 2017**

**Project Manager (Captain)**

**October 2011 – September 2013**

**United States Air Force (USAF), Title 10 [Active Duty]**

**July 2004 – October 2011**

**Senior Project Manager (Captain)**

**June 2010 – October 2011**

*Civil Engineer Operations Program (43 CES/CEO, USAF), Pope Army Airfield, North Carolina*

**Assistant Project Manager (Captain)**

**October 2009 – June 2010**

*Mission Support Department (354 MSG, USAF), Eielson Air Force Base, Alaska*

**Operations Manager (1st Lieutenant & Captain)**

**May 2006 – October 2009**

*Readiness & Emergency Management Program (354 CES, USAF), Eielson Air Force Base, Alaska*

*Civil Engineer Customer Service Program (78 CES, USAF), Warner-Robins Air Force Base, Georgia*

**Project Engineer (2nd & 1st Lieutenant)**

**July 2004 – May 2006**

*Roofing Section (78 CES, USAF), Warner-Robins Air Force Base, Georgia*

*Engineering Section (778 CES, USAF), Warner-Robins Air Force Base, Georgia*

**Deployed Tours, Title 10 [Active Duty]**

**Program Manager – Civil Engineering Future Operations, Al Udeid Air Base, Qatar**

**March 2013 – October 2013**

**Operations Manager – Civil Engineer Program, Bagram Airfield, Afghanistan**

**February 2009 – August 2009**

**Project Engineer – Civil Engineer Program, Forward Operating Base Sharana, Afghanistan**

**June 2006 – December 2006**

## EDUCATION / TRAINING / SIGNIFICANT QUALIFICATIONS / HONORS / MISC.

**Master of Civil Engineering, Geotechnical Engineering,**  
North Carolina State University **December 2013**

**Bachelor of Science, Civil Engineering,**  
University of Missouri - Columbia **May 2004**

<b>AAAE Certified Member Program, Denver International Airport, Colorado</b>	<b>November 2024</b>
<b>LeadershipDEN, Denver International Airport, Colorado</b>	<b>March 2024</b>
<b>Air Command and Staff College (via Correspondence), Maxwell Air Force Base, Alabama</b>	<b>March 2019</b>
<b>Squadron Officer School (via Correspondence), Maxwell Air Force Base, Alabama</b>	<b>April 2013</b>
<b>Civil Engineer Leadership Development Course, Wright-Patterson Air Force Base, Ohio</b>	<b>July 2005</b>
<b>Airfield Pavement Maintenance and Rehabilitation Course, Wright-Patterson Air Force Base, Ohio</b>	<b>June 2005</b>
<b>Airfield Pavement Construction Inspection Course, Wright-Patterson Air Force Base, Ohio</b>	<b>February 2005</b>
<b>Aerospace Basic Leadership Development Course, Maxwell Air Force Base, Alabama</b>	<b>October 2004</b>

<b>Applicant</b>	<b>Question #1</b>	<b>Question #2</b>	<b>Question #3</b>	<b>Question #4</b>	<b>Total</b>
David Wallace	/5	/5	/5	/5	
James Turpin	/5	/5	/5	/5	
Ken Iverson	/5	/5	/5	/5	
Kevin Cain	/5	/5	/5	/5	
Lyle Martin	/5	/5	/5	/5	
Michael Bowden	/5	/5	/5	/5	
Seth Wilcox	/5	/5	/5	/5	
Steven Toebben	/5	/5	/5	/5	

1 = Very weak response. The answer is unclear, minimally relevant, poorly supported, or raises concerns.

2 = Weak response. The answer shows limited relevance, limited detail, or only modest support for the candidate's fit.

3 = Adequate response. The answer is relevant and acceptable, with enough detail to show basic qualification or understanding.

4 = Strong response. The answer is clear, relevant, well supported, and demonstrates solid qualification, judgment, or alignment.

5 = Exceptional response. The answer is highly clear, highly relevant, well supported, and demonstrates outstanding qualification, judgment, or a

Member Name (please print):

lignment.