



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	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

Are you applying for more than one No
board?

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 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.

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.

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.

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.

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 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.

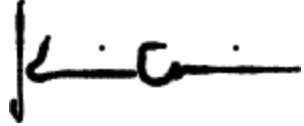
I agree

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

A handwritten signature in black ink, appearing to be "J. C.", written over a horizontal line.

Airport Economic Development Advisory Board Application

02/10/2026 2:49 PM (MST)



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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

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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 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

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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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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

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

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 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.

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.

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.

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.

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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I agree

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Yes

Acknowledgement Signature

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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

Are you applying for more than one board? No

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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.

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.

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:

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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

May 2018 – June 2021

Program Manager (Major)

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**

AAAE Certified Member Program, Denver International Airport, Colorado **November 2024**

LeadershipDEN, Denver International Airport, Colorado **March 2024**

Air Command and Staff College (via Correspondence), Maxwell Air Force Base, Alabama **March 2019**

Squadron Officer School (via Correspondence), Maxwell Air Force Base, Alabama **April 2013**

Civil Engineer Leadership Development Course, Wright-Patterson Air Force Base, Ohio **July 2005**

Airfield Pavement Maintenance and Rehabilitation Course, Wright-Patterson Air Force Base, Ohio **June 2005**

Airfield Pavement Construction Inspection Course, Wright-Patterson Air Force Base, Ohio **February 2005**

Aerospace Basic Leadership Development Course, Maxwell Air Force Base, Alabama **October 2004**