

## **Curriculum Vitae**

### **Dennis E. Roberts, President Aviation Insights, LLC**

My aviation career spans 48 years. As the sole-proprietor and President of Aviation Insights, LLC, I provide professional consulting services to airports and aviation-related entities on airport policy, planning, engineering, operations/compliance, certification, capital development, environmental and community engagement matters.

From 2004 until my retirement in October 2018, I worked at the Federal Aviation Administration where I held multiple, senior executive management positions including FAA Regional Administrator at three of FAA's nine regions (Northwest-Mountain Region in Seattle, Washington; Southern Region in Atlanta, Georgia; and Western-Pacific Region in Los Angeles, California). In these capacities, I served as the FAA Administrator's senior, executive representative for each of the agency's lines-of-business (Airports, Air Traffic, Aviation Safety/Regulation, Security/Hazardous Materials, Government/Industry Affairs, Legal and Human Relations).

Before taking my first assignment as FAA's Northwest-Mountain Regional Administrator, I served as FAA Executive Director of the Agency's Division of Airport Planning and Programming (APP-1), responsible for the nationwide management of the annual \$6.2 billion Airport Improvement Program (AIP), Passenger Facility Charges (PFC), Letters of Intent (LOI) and the Military Airports Program (MAP). My duties included technical and fiscal policy development and compliance, allocation, and management of federal grant funds, as well as project oversight and close-out auditing. As a result, I am very familiar with how airports plan for, develop and provide both aeronautical and non-aeronautical services throughout the nation.

Other FAA executive positions included Director of the Flight Service Station (FSS) Program Office and Director of the FAA Air Traffic Organization's (ATO) Airspace Services Division.

As the FAA FSS Program Director, I managed the nation's largest A-76 transition (outsourcing of the FAA's FSS to private contractor – Lockheed Martin) and FAA's FSS operations in the State of Alaska.

As Director of the FAA ATO's Airspace Services Division, I led the transition from ground-based air traffic procedures to satellite-based technologies. This included establishment of Performance-Based Navigation (PBN) procedures, environmental analysis, and community outreach/engagement. Also included was the development and implementation of PBN procedures at 21 of the nation's busiest metropolitan areas – known as Metroplexes. Additionally, Airspace Services carried out obstruction evaluations (OE) related to wind turbines, solar farms, broadcast towers and building structures which could be deemed hazards to air navigation, managed the ATO's environmental policy and served as its

focal point-of-contact for Unmanned Aircraft Systems (UAS) policy and all ATO-related federal rulemaking.

Prior to working at the FAA, I served as Deputy Executive Director (DED) for the Louisville, Kentucky Regional Airport Authority (LRAA), overseeing airport operations, property and real estate development, airport planning and engineering, aircraft rescue and firefighting certification (ARFF-FAR Part 139). Tasks specifically included general aviation, commercial air carriers, Kentucky Air National Guard, and United Parcel Service tenant relations. As DED, I served as the Authority's technical point-of-contact with all local, state and federal agencies, including the US Congress and FAA on matters involving both the LRAA's commercial-service airport (Louisville Mohammed Ali International Airport) and its general-aviation, reliever airport (Bowman Field).

From 1998 to 2001, I was the Executive Vice-President of Government and Technical Affairs for the Aircraft Owners and Pilots Association (AOPA), serving as an advocate with both domestic and international regulators on aircraft/airmen certification, airport policy and member engagement. In this position, I managed the Association's regional representatives as well as the all-volunteer Airport Support Network (ASN) cadre – both who focused on the preservation of public airport facilities.

Prior to joining AOPA, I held regional and state government positions at the Denver Regional Council of Governments (DRCOG) and the State of Colorado Department of Transportation-Division of Aeronautics. As the DRCOG regional aviation expert, I interacted with the region's 42-member local governments on the planning/development of the new Denver International Airport plus developed the region's first Regional Aviation System Plan and the Denver Heliport System Plan.

As the first Executive Director for the Colorado Division of Aeronautics, I advised and carried out the directives of the Colorado Aeronautics Board to analysis, develop and maintain the State's system of 92 public-use airports.

I began my aviation career in the Midwest with consulting engineering firms performing airport master plans, statewide/regional aviation system plans, airport planning/design/construction projects and serving as a company corporate pilot.

I am an instrument-rated, commercial pilot with a bachelor of science degree in aviation management and a master's degree in aviation safety from Central Missouri State University. As a member of the federal Senior Executive Service (SES), I held a top-secret clearance. I now reside in Chevy Chase, Maryland with my wife of 48 years.

## PROJECT-SPECIFIC EXPERTISE

### Federal Sector:

FAA Office of Airports: Executive Director – Airport Planning and Programming Division (APP-1)

- Managed FAA's Airport Improvement Program, Passenger Facility Charges, Airport Capital Improvement Program (ACIP) and Military Airports Program (MAP).
- Co-Lead, with the US Department of Transportation, the Small Community Air Service Development Grant Program. Provided technical support and data analysis on Essential Air Service (EAS) designations to Congressional and USDOT leadership.
- Supported Regional Airports' Divisions and local Airport District Offices with the formulation and implementation of annual ACIP budget and grant allocations. Specific to Mammoth Lakes, these interactions included Mr. Mark McClardy, Manager-FAA Western Pacific Region Airports Division (AWP-600), Ms. Faviola Garcia, Deputy Airports Division Director, Mr. Brian Armstrong, Manager-Western Pacific Airports Compliance & Standards, Ms. Laurie Suttmeier, Manager-Western Pacific Airport Planning & Programming and Ms. Amy Choi, Manager-FAA San Francisco Airports District Office (encompassing Mammoth-Yosemite Airport).

FAA Regional Administrator: Northwest Mountain Region, Seattle, WA

- As the senior executive representative for the FAA Administrator, my responsibilities included all congressional and inter/intra-agency communications within my 7-state region. This included engaging with the US Department of the Interior, US Forest Service and the FAA's Air Traffic Organization on matters related to the *National Interagency Fire Center* at the Boise, ID airport and the establishment of temporary air traffic control facilities across the region during firefighting operations.
- Prior to establishment of Alaska-Horizon Airlines' commercial air service into Mammoth Lakes, it was my responsibility to evaluate and approve the Agency's Record of Decision on granting a commercial air service certificate to Horizon Airlines. This is due to fact Horizon Airlines is based and certificated in Portland, Oregon – part of the FAA's NW Mountain Region.

FAA Regional Administrator: Western Pacific Region, Los Angeles, CA

- As the primary executive representative for the FAA Administrator, my responsibilities included regular interface with all FAA lines-of-business, including the Office of Airports both at the Regional and District levels. Additionally, I worked with the region's Airport compliance/standards teams, led by Mr. Brian Armstrong, specifically on airport usage by US DOD, USFS and contract firefighting teams at both Napa and Sonoma County airports.
- Maintained close contact with local, state and national political leaders on the prioritization, development and financial assistance for the Region's public-use airports. This included regular engagement with CALTRANS and the CA Division of Aeronautics.

### State Sector:

Colorado DOT - Division of Aeronautics, Executive Director

- As founding Director of the Division, developed and maintained the Colorado State Aviation System Plan covering 92 public-use airports.
- Developed the Colorado Part 139 Live Fire Training Academy with the USAF at Peterson AFB, CO. Procured 2 ARFF vehicles which, when not used for training, were available for deployment to Colorado's ski-country, commercial-service airports.
- Developed a surplus equipment program between Colorado DOT-Highway Division and public-use airports statewide.

- Provided financial and technical support to the Eagle County and Lake County (Leadville) Airports for the development of helicopter landing areas used for both military and civil high-altitude helicopter training and manufacturing/operational research.
- Developed public and special air traffic arrival/departure procedures at Colorado Ski Country airports with the aim to enhance safety and provide greater operational reliability.
- Worked closely with Colorado Ski Country USA and area Chambers of Commerce on promoting aviation's value to Colorado's year-round tourism industry.

### **Regional Government Sector:**

Denver Regional Council of Governments (DRCOG), Director-Regional Aviation Planning

- As Director, I oversaw the development and implementation of the Region's Aviation and Heliport System Plans.
- Working with 42 units of local government, I coordinated aviation facility requirements, mitigation of environmental impacts, surface transportation interfaces and land use compatibility relating to the siting and development of the Denver International Airport.
- With the FAA and Federal Highway Administration (FHWA), I integrated aviation capital improvement needs into the region's Transportation Improvement Program (TIP).

### **Local Government Sector:**

Louisville Regional Airport Authority, Louisville, KY – Deputy Executive Director

- I was responsible for the planning and development of both the Louisville International Airport and the Authority's general aviation airport – Bowman Field.
- I served as the principal point-of-contact with the FAA, United Parcel Service Air Group (chief airport tenant), commercial/general aviation users and the KY Air National Guard.
- Oversaw the airport's operations, engineering and planning groups – including the airport's P-139 ARFF team. Secured and managed the funding, design and construction of a state-of-the-art ARFF building.
- In conjunction with the FAA, Boeing, MIT-Lincoln Labs, MITRE Corp. and UPS, developed noise-abatement procedures for aircraft arrivals which are now the international standard for Continuous Descent Approaches (now referred to as Optimized Profile Descents).

### **Private Sector:**

- Principal planner on multiple airport master plans, regional/state aviation system plans and noise compatibility projects with national airport A/E consultants (2).

### **Not-For-Profit Association Sector:**

Aircraft Owners and Pilots Association (AOPA) – Frederick, MD – Executive Vice-President

- Primarily responsible for the Government and Technical Affairs Division. Represented members on all technical and regulatory matters with the FAA and international regulators.
- Managed the association's 9 regional representative.
- Established and managed AOPA's Airport Support Network (ASN) cadre of volunteers whose purpose is to be the "eyes and ears" for the organization and help preserve general aviation airports across the US.