ROVOLUS

INTRODUCTION LETTER

August 26, 2020

Ms. Myrna Marquez
One Civic Plaza, Room 7057
Albuquerque, NM 87102

Re: On-Call Engineering for Aviation Sustainability and Environmental Services, Project No: 7740.00

Dear Ms. Marquez:

RoVolus, LLC (RoVolus) is pleased to submit this proposal to provide the City of Albuquerque (the City) with On-Call Engineering for Aviation Sustainability and Environmental Services at the Albuquerque International Sunport (Sunport) and Double Eagle II Airport.

THE ROVOLUS TEAM

RoVolus specializes in management consulting and environmental engineering that is focused on environmental, financial, and policy issues affecting the aviation sector. The RoVolus Team includes **AECOM**, a global professional services firm that has a large Albuquerque office providing engineering and environmental services to industry and government clients, including a roadway contract with the City. The RoVolus Team also includes **Jacobsen|Daniels**, a pre-eminent airport planning and consulting firm that has been at the leading edge of many airport sustainability projects.

DBE PARTICIPATION

RoVolus is a socially disadvantaged and economically disadvantaged business, as defined by the United States (U.S.) Small Business Administration and has been certified as a Disadvantaged Business Enterprise, consistent with the objectives described in Federal Aviation Administration (FAA) Advisory Circular 150/5100-14E.

DELIVERING VALUE

Grant Experience

RoVolus consultants have assisted clients receive more than 60% of the grants issued under the FAA's Voluntary Airport Low Emission (VALE) Program since the Program's inception. RoVolus staff prepared some of the first Zero Emission Airport Vehicle (Section 511) grant applications, and completed the majority of the Energy Efficiency of Airport Power System grants (Section 512). RoVolus staff served FAA in the development of the VALE Technical Reference Manual and the Section 511 worksheets. The City will directly benefit from this experience in our understanding of the logic behind FAA's requirements, and our familiarity with what it takes to ensure an application is successful. This is reflected in the fact that RoVolus staff have prepared applications for VALE grants, a Section 512 grant, and a Section 511 grant, making the City the only airport sponsor in the entire country to receive grants from all three of these programs.

Sunport Experience and Established Relationships

This remarkable history of securing grants demonstrates that RoVolus staff have worked with City leadership at the Sunport and Double Eagle II Airport for nearly two decades. Further, Mr. Darcy Zarubiak led the development of the nation's first airport Sustainability Management System for which the City received the Airports Council International-North America (ACI-NA) *Environmental Achievement Award*. RoVolus understands the institutional history behind decisions and are sensitive to nuances of the City organization and has created a trusted advisor relationship with City and Sunport staff. This relationship of trust is essential since success requires overcoming much more than just technical challenges.

Established FAA Relationships

The RoVolus Team will be led by Mr. Darcy Zarubiak, PE (TX 87119, CA M37656) who is currently serving as Program Manager for the FAA's Policy, Engineering, Analysis, and Research Support (PEARS) II contract. As the PEARS II prime contractor, RoVolus work includes updating FAA Orders 1050.1F and 5050.4B, in addition to many of the guidance documents and advisory circulars issued by FAA's Office of Airports (ARP).This deep working relationship enables Mr. Zarubiak to hear and understand internal FAA perspectives that can enhance the City's chance of having a successful grant application. We do not expect conflicts of interest to arise because of this FAA contract, but if they did we would have to recuse ourselves from work that causes a conflict with our FAA PEARS II work.

IN CONCLUSION

As a result of our long-term industry relationships, our familiarity with environmental regulations and our proposed Project Manager's involvement in leading-edge issues, the City can expect EXTRAORDINARY customer service from the RoVolus Team. Our job is to make your job as easy as possible—we do this by using our vast experience to determine what is needed for success, quickly developing scopes of work and budgets, proactively managing our resources, diligently tracking progress and performance, and most importantly prioritizing good communications. RoVolus backs up these operational commitments with the pledge of a conveniently-located project team. Mr. Zarubiak works from the RoVolus headquarters in Dallas, Texas (a short drive to FAA's Airport District Office in Fort Worth). Mr. Zarubiak also spends a considerable amount of time at FAA Headquarters in Washington D.C. in his role of Project Manager for the PEARS II project.

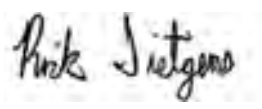
We appreciate your consideration of our qualifications. All future correspondence and communications may be directed to the RoVolus proposed Program Manager, Mr. Darcy Zarubiak, who is authorized to act on behalf of the RoVolus Team.

Darcy Zarubiak, PE (TX 87119, CA M37806)
5014 Airline Road
Dallas, Texas 75205

Email: darcy@rovolus.com
Phone: +1 214.551.7651

Sincerely,

Rocio Zarubiak



Richard Tietgens, PE (NM)

ROVOLUS

RESPONSE TO RFP PROJECT NO: 7740.00

ON-CALL ENGINEERING FOR AVIATION SUSTAINABILITY AND ENVIRONMENTAL SERVICES AT THE ALBUQUERQUE INTERNATIONAL SUNPORT AND DOUBLE EAGLE II AIRPORT

August 26, 2020

5014 Airline Road, Dallas, TX 75205
+1 214 298 2402
www.rovolus.com

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ROVOLUS

GENERAL INFORMATION

RoVolus, LLC (RoVolus) specializes in management consulting and environmental engineering that is focused on environmental, financial, and policy issues affecting the aviation sector. RoVolus has assembled a collection of highly experienced aviation environmental experts that over the past two decades have managed some of the largest and most complex airport environmental projects. RoVolus is currently managing a $51million Federal Aviation Administration (FAA) environmental contract and is performing analysis, research, and engineering that supports FAA's development of computational tools and the establishment of national aviation policies (Policy, Engineering, Analysis and Research Support II contract--PEARS II).

RoVolus consultants have assisted clients receive more than 60% of the grants issued under the FAA's Voluntary Airport Low Emission (VALE) Program since the Program's inception. RoVolus consultants have also assisted clients secure funding for numerous Zero Emissions Vehicles (ZEV) applications, as well as perform technical analyses to enable grants for major infrastructure improvements under the FAA's Airport Improvement Program (AIP). RoVolus consultants have been involved in more than half the general conformity determinations ever issued by the FAA for airport projects. Importantly, the ability of RoVolus consultants to create a **trusted advisor** relationship with senior airport leadership has allowed airport sponsors to implement sustainability programs that move airports from a series of green projects to a system of managing sustainability.

RoVolus consultants serve FAA as the developers of the noise and air emissions model, the Aviation Environmental Design Tool (AEDT). As expert users of this FAA-required model, RoVolus has developed proprietary pre- and post- processors that make analyses more efficient. These processors allow RoVolus consultants to quickly manipulate the large AEDT input data sets, and efficiently generate optimized solutions. Clients benefit because RoVolus is best able to create technical solutions that are financially viable.

Range of Services: RoVolus staff includes outstanding engineers, scientists, and management consultants that bring innovation to every project. Typical project types performed by RoVolus consultants include:

- Federal, State and Local Grant Funding
- Airport Improvement Plan Support and Execution
- Air Quality, Greenhouse Gas Emissions and Noise Exposure Analysis
- National Environmental Policy Act (NEPA) Reviews
- Mitigation of Environmental Impacts
- Fuels Analysis, Energy Conservation and Sustainability Management
- Solar Glint and Glare Hazard Analysis

RoVolus, LLC: established September 2015 and is headquartered in Dallas, Texas.

Respondent: Darcy Zarubiak, PE (TX 87119, CA M37656), 5014 Airline Road, Dallas, Texas 75205
Phone: 214.551.7651 or 214 298-2402

THE ROVOLUS TEAM

The RoVolus Team includes **AECOM**, a global professional services firm that has a large Albuquerque office providing engineering and environmental services to industry and government clients. The RoVolus Team also includes

ROVOLUS

Jacobsen|Daniels, a pre-eminent airport planning and consulting firm that has been at the leading edge of many airport sustainability projects.

RoVolus is comprised of six full time employees with more than a half dozen contract employees that are able to assist at any given time. AECOM has more than 100,000 employees world-wide and Jacobsen|Daniels has more than 100 employees. RoVolus is focused on airport sustainability, environmental analysis, and grant assistance and is licensed to perform engineering in the state of Texas under license F-19809. AECOM is registered to perform engineering in all 50 states including New Mexico. Jacobsen|Daniels is one of the nation's largest airport planning consultants, with more than 100 employees spread across the country.

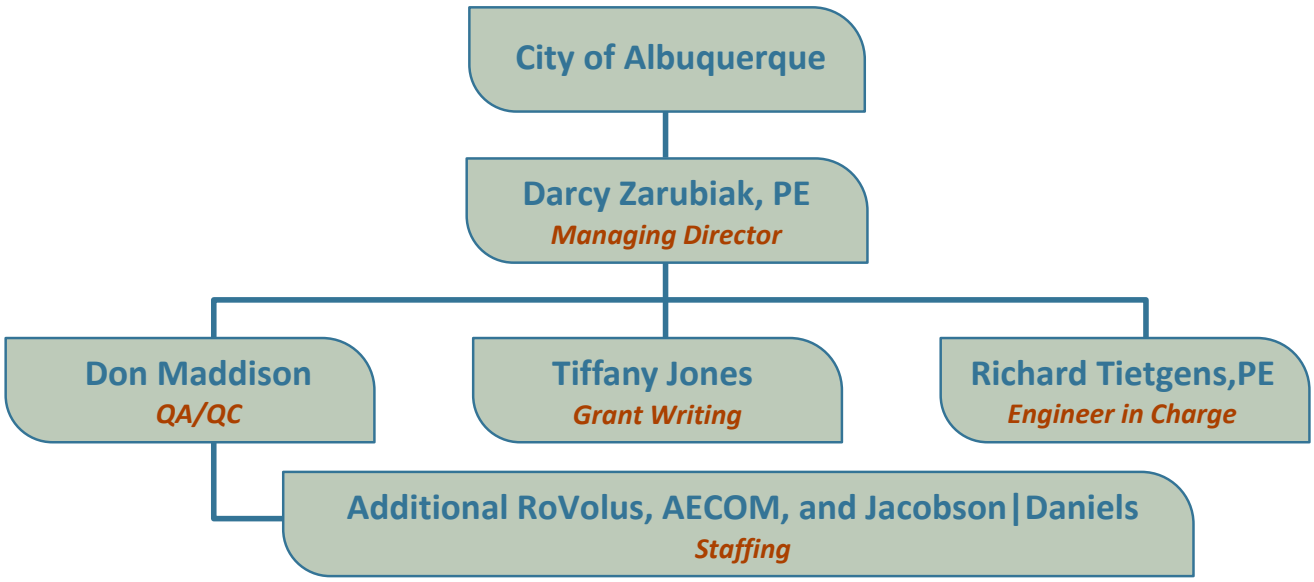
RoVolus is a socially disadvantaged and economically disadvantaged business, as defined by the United States (U.S.) Small Business Administration. RoVolus has also been certified as a Disadvantaged Business Enterprise as described in Advisory Circular 150/5100-14E. While RoVolus is proud of our certifications, we do not seek to be defined by certification. Instead we have shown our clients that our value is based on our capability to provide aviation sustainability and environmental services, particularly the entire array that the City is seeking.

All engineering services will be performed in Albuquerque under the professional charge of Mr. Richard Tietgens,PE. All other services are expected to be managed by Mr. Darcy Zarubiak in Dallas, and assigned to individuals working from their respective home offices.

PROJECT TEAM MEMBERS

ORGANIZATION CHART

The organization chart reflects a compact, cost efficient group of individuals that are responsible for efficiently executing each task. Each member of this core team has direct and extensive experience working for the City and the Sunport. RoVolus is a small company ensuring that the City will see and interact with the individuals shown in the organization chart. The three companies comprising the RoVolus Team gives us the ability to access specialized skill sets such as graphics professionals or airport revenue experts.



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A key aspect of the RoVolus organization chart is that Mr. Zarubiak is directly in charge of all individuals on the Team and ensuring effective communications with the City. He has had such responsibilities for more than two decades and he is particularly effective in helping organizations strategically manage their communication with FAA. Mr. Tietgens, PE is based in Albuquerque and will serve as Engineer-in-Charge of all engineering tasks. Ms. Jones just finished an assignment for the City in which she prepared the Section 511 grant application for electric buses. Finally, Dr. Maddison has one of the most important roles on the team – ensuring that all work products that are delivered to the City meets the highest professional standards for quality and accuracy. Dr. Maddison has more than four decades of airport experience and brings an attention to detail that will benefit the City.

Key Consultants and their Qualifications

The resumes for each of the individuals shown in the organization chart are provided on the following pages.

Relevant Unique Knowledge

The most noteworthy specialized knowledge of the RoVolus Team is Mr. Zarubiak, Ms. Jones, and Dr. Maddison's recent experience in preparing and negotiating the FAA ZEV grant application for the electrification of buses at the Sunport. Not only does this illustrate their knowledge of the FAA ZEV grant application process, but it also demonstrated their ability to interface with the City procurement department and executive leadership of the Aviation Department.

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RESUMES

Mr. Zarubiak consistently balances scientific and financial considerations to create solutions that benefit every client's bottom line. He has a unique ability to manage a team in a way that maximizes the positive contribution from each stakeholder, and results in outcomes that reflect the expertise of the entire team. Mr. Zarubiak also is deeply committed to strong client relationships and encourages strategies that create true partnerships where our clients and RoVolus can both succeed.

DARCY ZARUBIAK,

Managing Director,
RoVolus, LLC

EXPERIENCE

25 years of aviation environmental experience

EDUCATION

M.S.E., Mechanical and Aerospace Engineering, Princeton University

B.Eng., Mechanical Engineering, University of Saskatchewan

LOCATION

Dallas, TX

SPECIALTIES

Air Quality and Source Apportionment

NEPA

Grant Assurance

Sustainability Resilience Planning

PROFESSIONAL ACTIVITIES/PRESENTATIONS/CERTIFICATIONS

- 2000 TX: Professional Engineer (Reg. No. 87093)
- 2015 CA: Professional Engineer (Reg. No. 37656)
- 2003: Registered Environmental Manager (Reg. No. 11677)
- Environmental Steering Group Member, Airport Council International – North America

WORK HISTORY

Trinity Consultants, Project Engineer	1997 – 1998
Dallas Fort Worth International Airport, Senior Planner	1998 – 2004
Leigh Fisher (Jacobs Consultancy), Director	2004 – 2016
Haley & Aldrich, Senior Associate	2016 – 2018
RoVolus, Managing Director	2018 - present

PROJECT EXPERIENCE

Cost/Benefit and Economic Justification

Mr. Zarubiak is focused on delivering economically viable advice and he is experienced at performing life-cycle cost analysis that considers both direct costs and monetized externalities when looking at the consequence of a decision. In his role on FAA's E&E REDAC he has been a strong advocate for the monetization of externalities – essentially ensuring that community concerns are appropriately reflected in a cost/benefit analysis. This was an important consideration in his work on the Burbank Airport's 14 CFR Part 161 application.

Mr. Zarubiak has directly overseen the preparation and submittal of 60% of all FAA VALE applications that have been approved for funding. This includes projects ranging from electric ground support equipment, gate electrification, alternative fuel vehicles, central plant upgrades, solar heating, and remote ground power. These projects have required an ability to work with airport sponsors, airlines, FAA, state regulators, and engineering teams. Mr. Zarubiak has also assisted airport sponsors secure Environmental Protection Agency (EPA) and state environmental grants (e.g. Diesel Emission Reduction Act) to support environmental and operational initiatives.

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NEPA

Over the last two decades, Mr. Zarubiak has had a key role in some of the most sensitive and challenging federal environmental reviews NEPA for airport expansion projects and airspace procedure modifications. He has also managed numerous environmental reviews (Categorical Exclusions and Environmental Assessment – Finding of No Significant Impact) for typical airport projects. These reviews require the consideration of 23 environmental impact categories which typically requires Mr. Zarubiak to assemble a large team and draw upon a wide array of subject matter experts. He also is experienced at working with public and regulatory stakeholders from across the country in preparing the environmental reviews.

SOLAR AND ENERGY

Mr. Zarubiak has supported airport sponsors and airlines that are seeking ways to reduce their fuel and utility costs, while also contributing to the protection of the environment. Fundamentally, energy is a financial decision and he uses his financial and engineering expertise to define and redefine alternative fuel projects so they can realize a financial return. His expertise includes performing utility rate analyses, life-cycle cost analyses, system load profiles, and evaluating the feasibility of demand reduction programs. He has performed technical analysis of projects, ranging from glint and glare hazard analysis for solar projects, system efficiency evaluations, to application of pollutant control equipment. Mr. Zarubiak has worked on projects involving solar photovoltaic, solar hot water, geo-thermal heating and cooling, electric vehicles and rechargers, compressed natural gas vehicles and stations, propane vehicles, and bio-diesel vehicles.

AIR QUALITY

A defining aspect of Mr. Zarubiak's career has been his subject matter expertise in the application of the Clean Air Act to the airport industry. This has involved the development of emission inventories associated with airport projects, preparing airport emission budgets for inclusion in State Implementation Plans (SIPs), dispersion modeling, permitting, and source apportionment. Mr. Zarubiak is well versed in relevant air quality models, including the ***Aviation Environmental Design Tool*** (AEDT), ***Emissions and Dispersion Modeling System*** (EDMS), AERMOD, MOtor Vehicle Emission Simulator (MOVES), EMission FACtors (EMFAC), OFFROAD, and NONROAD. In addition, Mr. Zarubiak is actively helping airport sponsors address climate change, from preparing greenhouse gas inventories to helping them secure accreditation under Airports Council International's (ACI's) Carbon Accreditation Program (World Resource Institute's Greenhouse Gas Protocol).

EMISSIONS AND COMBUSTION

Mr. Zarubiak served on the Airport Cooperative Research Program (ACRP) steering committees characterizing the emissions of aircraft engine exhaust during taxi/idle (ACRP Project 02-03a). He also performed research that evaluated the gaseous emissions of Type I aircraft deicing fluid, using Light Detection and Ranging (LIDAR) to quantify emissions. This research resulted in industry accepted emission factors being revised upwards by three orders of magnitude (prior efforts did not account for Type I being sprayed on hot). His most important research on engine combustion was his chemical kinetic modeling of the oxidation and pyrolysis of acetaldehyde, a key byproduct in aircraft engine exhaust.

SUSTAINABILITY AND ENVIRONMENTAL MANAGEMENT

Mr. Zarubiak is helping many airports sponsors implement sustainable management plans and sustainable master plans in a way that brings 'long time horizons' into daily business decision-making. Rather than take sustainability as a single initiative, Mr. Zarubiak works with organizations to understand how social, financial, and environmental impacts are part of daily decisions. On five occasions, Mr. Zarubiak's work on sustainability and environmental management has directly contributed to an airport being recognized with the ACI Environmental Achievement Awards.

Mr. Zarubiak has implemented environmental management systems (EMS) at multiple airports using the principles of distributed accountability and continuous improvement. He has enhanced the deployment of these EMS by coupling them with electronic tools to enhance the traceability of individual compliance.

DONALD MADDISON,
Director, RoVolus, LLC

EXPERIENCE

40+ years of experience

EDUCATION

B.S. honors, Civil Engineering
University of Durham, England

MS and Doctor of Engineering
University of California, Berkeley

LOCATION

Moraga, CA

SPECIALTIES

Securing AIP grants:

- VALE
- Section 511
- Section 512

Grant strategies

Spanning four decades, Dr. Maddison's career has involved transportation planning projects that focused primarily on the technical, operational, and environmental aspects of air transportation. While at the University of California, Berkeley, Dr. Maddison's doctoral dissertation developed the industry's first airfield computer simulation model. The model was to become the forerunner of FAA's SIMMOD and was used to form the basis of FAA's *Advisory Circular AC 150/5060-5 - Airport Capacity and Delay*. Throughout his long career, Dr. Maddison has managed large-scale airport planning projects that have included extensive coordination with local planning agencies as well as citizen and industry groups at airports in the United States and abroad.

PROJECT EXPERIENCE

In his early career while working for LeighFisher Associates (and subsequent firms), Dr. Maddison managed master plan and environs plan projects for airports in Burbank, Baton Rouge, El Paso, Honolulu, Kahului, Kansas City, Kona, and St. Louis. On the international scene Dr. Maddison was responsible for the preparation of development plans for the four commercial airports serving the City of Moscow (Republic of Russia) as part of a USTDA-funded study, and assisted an international consortium in preparing its successful bid to acquire a strategic shareholding in nine airports in southeastern Mexico (including Cancun and Cozumel).

From 2004 through 2010, Dr. Maddison directed air quality projects for airports in Albuquerque, Allentown, Boston, Grand Rapids, Houston, Los Angeles, Philadelphia, and San Francisco. All these studies involved the estimation of emission reduction of criteria pollutants.

Since January 1, 2011, Dr. Maddison has been an independent consultant and retained by several firms (including RoVolus, LLC) as a Contract Employee. During this timeframe, Dr. Maddison has provided (1) airport planning and operational consulting services, and (2) contract administration services and overall Quality Assurance/Quality Control (QA/QC) for dozens of clients regarding Federal Grant Strategies for Sustainability and Low Emission Initiatives.

Dr. Maddison has assisted clients (1) receive more than 60% of the grants issued under the FAA's VALE Program since the Program's inception, (2) prepare some of the first Zero Emission Airport Vehicle (Section 511) grant applications, and (3) complete the majority of the Energy Efficiency of Airport Power System grants (Section 512). The City will directly benefit from this experience in understanding the logic behind FAA's requirements, and familiarity with what it takes to ensure an application is successful. This is reflected in the fact that Dr. Maddison assisted in the preparation of the City's applications for several VALE grants, a Section 512 grant, and a Section 511 grant, making the Albuquerque International Sunport the only airport in the entire country to receive grants from all three of these programs.

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TIFFANY JONES,

Principal Consultant,

RoVolus, LLC

EXPERIENCE

15 years of aviation sustainability experience

EDUCATION

B.S., Interior Design, Georgia Southern University

LOCATION

Atlanta, GA

SPECIALTIES

Capitol Program Management

Aviation Project Management

Strategic Planning

Resource Management

Cross-Functional Management

Resilience Planning

Deeply accomplished leader with expertise in all facets of project management, program direction, sustainability design, controllership, and completing large projects. Skilled in collaborating with all members of the organization to achieve business and financial objectives. Proven ability to formulate and implement operational excellence through continuous improvement processes, training and development, business process analysis, and project execution. A visionary leader who can lead teams by establishing direction, providing coaching and motivation, creating an atmosphere of trust, leveraging diverse views, and encouraging innovation. Provide leadership in the development of business cases and the determination of project feasibility.

PROJECT EXPERIENCE

RoVolus, Atlanta, GA **2019 – Present**

Principal Consultant

Serves as a principal responsible for project delivery as it relates to capital management, program planning, and portfolio diversity. She spearheads grant writing efforts and shepherds them into fruition. She achieves this by gathering proposal information, identifying sources of information, coordinating submissions and collections, and identifying and communicating risks associated with proposals.

- Facilitated the preparation and delivery of the Albuquerque International Sunport ZEV Grant application for 2020 to acquire three electric buses.
- Estimate reductions for ozone precursor air pollutants oxides of nitrogen (NOx) and volatile organic compounds (VOC's) utilizing the tools provided under the ZEV program technical guidance.
- Prepared and submitted ZEV program formal application and technical proposal for three electric buses and three electric charging stations and infrastructure.

Haley & Aldrich, Atlanta, *2018–2019*

Senior Sustainability Project Manager

Facilitated the preparation and delivery of the Hartsfield-Jackson International Airport ZEV Grant application for 2019 to acquire three electric buses.

Parsons, Atlanta, GA 2017 – 2018

Construction Manager

Responsibilities included design and blueprint review, analysis of project preparation, mobilization, negotiations, procurement, quality control, and project closeout.

AATC, Atlanta, 2015 – 2017

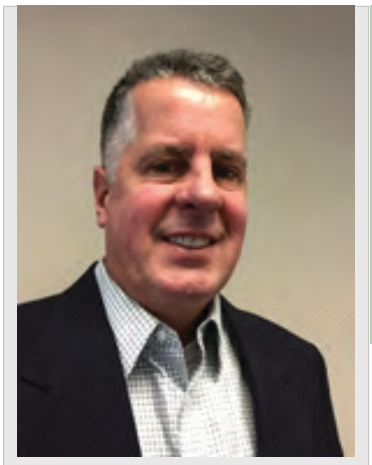
Program Manager

Provided guidance and project management in the areas of design, budget and cost control, process improvement, analysis and planning, project execution, operational issues, customer expectations, and PMI compliance.

CITY OF ATLANTA, DEPT. OF AVIATION, Atlanta, GA 2006 – 2015

Aviation Senior Facilities Manager Sustainability/Compliance Officer

(Promotion) *(2013 – 2015)*



RICHARD TIETGENS,
Program Manager,
AECOM

EXPERIENCE

27 years of experience with AECOM

EDUCATION

B.S. Civil Engineering, California Polytechnic State University, 1991

LOCATION

Albuquerque, NM

SPECIALTIES

Project Management

Airfield and Landside Development

Air Carrier, General Aviation, Military Airports and Heliports

Mr. Tietgens has over 25 years of experience in organizing and implementing complex multidisciplinary airfield and landside facility projects. At AECOM he serves as Program Manager for both air carrier and military airfield and landside facility projects. His management and technical experience include airfield and landside development studies, design, preparation of construction plans and specifications, and quantity and cost estimating at air carrier, general aviation, and military airports.

PROFESSIONAL ACTIVITIES/PRESENTATIONS/CERTIFICATIONS

- Member, Society of American Military Engineers (SAME)
- Registrations: Professional Engineer, New Mexico No. 13127, 1996; professional Engineer, California No. C053698, 1995; Professional Engineer, Nevada No 14255, 1997

Certifications: URS Certified Project Manager; USACE TSC 2-day Airfield Paving Workshop, 2013

PROJECT EXPERIENCE

Tucson Airport Authority, Reconstruct Runway 11L-29R and Connector Taxiways, Tucson AZ, 2016-present, $19M

Design Engineer for the rehabilitation of an 8,400-foot asphalt runway and associated connector taxiways. The project includes design and construction administration of pavement, drainage, edge lighting, guidance signage and airfield marking. The project is being constructed in an active airfield environment and required extensive phasing and traffic control.

Range Development, Air Force Test Range, White Sands Missile Range, Alamogordo, NM, 2015-present, $1M

Project Manager for the design and construction administration for a 1,500 foot x 150 foot aircraft preliminary test range with a milled asphalt surface. The project was designed in accordance with UFC criteria and included approximately 90,000 CY of material, surface drainage improvements and marking.

Terminal, Roads, and Expansion of Passenger Facilities, Albuquerque International Sunport, Albuquerque, NM, 2000-2007, $40M

Project Manager for multi-year planning, engineering, architecture, and construction management services for $40M terminal area improvement program at the Albuquerque International Sunport. Program Tasks included terminal optimization planning, design and construction management of a 30,000 sq.ft. passenger screening expansion, new 10,000 barrel Jet-A storage facility, baggage and retail concessions expansion, and several terminal area roadway re-alignment projects.

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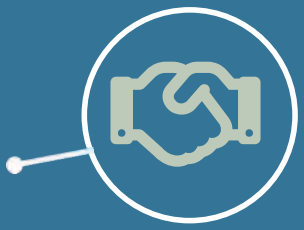
RESPONDENT EXPERIENCE



ABQ Zero Emissions Vehicle 2020 Grant Application and Submission

RoVolus's most recent project was the completion and successful facilitation of a FAA ZEV Grant Application for the City of Albuquerque. Working with the City's Aviation Department and design engineer, RoVolus formulated the final ZEV program project for the procurement of three electric buses and design of three electric chargers and supporting infrastructure at the Sunport. RoVolus prepared a final formal application and technical proposal for submission to the FAA on July 8, 2020 that was consistent with the *Zero Emissions Airport Vehicle and Infrastructure Pilot Program – Technical Guidance Version 1*. RoVolus estimated reductions for ozone precursor air pollutants (oxides of nitrogen and volatile organic compounds) utilizing the tools provided under the ZEV program technical guidance. RoVolus prepared and shepherd the submittal of the NEPA environmental documentation that was required to allow the FAA to approve the project. This project was met with its challenges such as revised deadlines for a week earlier submission and working with the FAA and City officials to navigate finding new options for procurement strategies. It was through Mr. Zarubiak's knowledge of the grant submittal process and experience working with City officials that challenges for this project were met and overcome. Ms. Jones and Dr. Maddison were instrumental in the success of this project.

Project cost: $99,471.54, Client Contact: Chris Albrecht (505.244.7836), Active dates: April 2020 through July 2020

ABQ VALE Grant for ten electric heaters, two Ground Power Units, and four PreConditioned Air Units

In 2015 Mr. Zarubiak and Dr. Maddison supported the City by preparing a grant application for a collection of ramp improvement projects. These projects required coordinating with airlines, the City's design engineer (Molzen Corbin), the City procurement department, the FAA, and equipment vendors. This project was particularly complex because even though it was spread across a wide geographic area covering common use space as well as exclusive use space, it was handled by a single application. Mr. Zarubiak worked with the procurement department to meet tight deadlines so the final application would have "bids in hand". This project illustrates Mr. Zarubiak's understanding and experience with City procedures.

Project cost: $150,000, Client Contact: Jim Hinde (505.328.8414), Active dates: September 2014 through September 2015)

Updates to FAA Air Quality Handbook

RoVolus examined the subject of emissions and air quality components of a project and how best to satisfy reporting and disclosure requirements. The research focused on updating the air quality screening process that makes the assessment of air quality in United States attainment areas predictable for FAA staff, and as efficient as possible in terms of time, modeling, and resource use. The reports that resulted from this research will be used nationwide to justify the procedures and decisions for scoping and analyzing the air quality of FAA projects. This project is relevant to the proposed work at the City because this established key rules that will be followed during the project.

Project cost: $150,000, Client Contact: FAA Dr. Mohammed Majeed (202 267-3703), Active dates: July 2018 to present.

BNA Runway 2L Extension Air Quality Analysis

RoVolus provided air quality support and analysis for the Runway 2L extension at Nashville International Airport. Due to the complex historic regulatory environment, RoVolus performed in-depth research into the history of Davidson County status with regards to EPA standards. RoVolus coordinated with local environmental and conservation representatives, and performed air emissions modeling for roadway traffic and aircraft operations to quantify the effects of this project on the local air quality environment. This project is relevant to the proposed work at the City as it demonstrates RoVolus's comfort and capability with respect to interacting with City personnel, performing regulatory environment research, and preparing air quality impact assessment.

Project Cost: $35,000, Client Contact: Bryan Oscarson (215-399-4333), Active dates: June 2020 to present.

TECHNICAL APPROACH

Demonstration of a thorough understanding of the scope:

The City has been a leading voice in airport sustainability for the better part of the past two decades. This is reflected by the fact that over the past 15 years the City has received more federal grants for air and energy improvements at the Sunport than any other airport sponsor in the United States. This commitment led to the creation of the first airport Sustainability Management System (SMS)--the City received ACI-NA's Environmental Achievement award for this project. Mr. Zarubiak managed each of those grant applications and the development of the SMS. This current City project is about furthering that environmental legacy with projects that will continue to contribute to reducing the environmental footprint of the Sunport and Double Eagle II Airport. While there is uncertainty about the release of an additional stimulus bill, there is little uncertainty about the existing programs under the FAA environmental set-aside. These FAA and EPA grant programs and our experience includes:

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FAA's Voluntary Airport Low Emission (VALE) Program: In 2004, the FAA's Office of Airports established the VALE Program as a way to encourage eligible airports to engage in clean technology projects. The VALE Program provides a significant financial contribution to airports in areas designated by the EPA as non-attainment or maintenance of National Ambient Air Quality Standards. The City recently emerged from a maintenance designation for carbon monoxide but air quality data from the past three years is likely to result in a new designation of nonattainment for ozone. Mr. Zarubiak led VALE projects for solar panels, remote ground power, a new boiler and electric ground support equipment (GSE) at the Sunport.

FAA's Energy Efficiency of Airport Power Sources ("Section 512") Program: Like VALE Program funding, Section 512 Program funding comes from the AIP-discretionary account. However, the funding is not awarded out of the national Environmental and Noise set-aside budget, but rather it is awarded by the Region. Thus, a Section 512-funded solar photovoltaic project would (1) be scored against other discretionary projects in the Region, and (2) compete against other projects for which the airport sponsor may be seeking discretionary funding. Additionally, unlike VALE Program projects, Section 512 projects only focus on energy savings, thus an airport sponsor would not be able to seek Airport Emission Reduction Credits (AERCs) to offset future emission increases at their airport. Mr. Zarubiak led the project that secured the nation's first Section 512 grant for the Sunport's Phase III solar project.

FAA's Zero Emission Airport Vehicle ("Section 511") Program: RoVolus just successfully completed a Section 511 grant application for the electrification of rental car shuttle buses at the Sunport. There are more than a dozen additional buses at the Sunport that could benefit from further funding under this program.

EPA's Diesel Emission Reduction Act (DERA) Clean Diesel Program: The EPA's DERA or "Clean Diesel" Program offers grant funding assistance at the state and federal levels for projects that remove heavy polluting diesel engines, including diesel-powered GSE, from the nation's transportation infrastructure.

Plans to perform the services required by the project scope

RoVolus is superbly qualified to support the City of Albuquerque in preparing grant applications that further the Sunport's sustainability efforts by using an informed, focused, and collaborative approach. Our past work has demonstrated that a successful foundation for sustainability includes steps to (1) engage stakeholders, (2) work with the City's sustainability mission statement, (3) select focus categories as areas for improvement, (4) set clear objectives, (5) set clear performance targets, (6) recommend, prioritize, and select initiatives that would assist in meeting performance targets, (7) develop implementation plans that would see initiatives through to fruition, (8) monitor the outcomes of the initiatives, (9) communicate the results of initiatives in relation to the performance targets, and (10) refine the process and/or declare success and develop new performance targets.

As sustainability becomes a larger part of our global business landscape, one common flaw is that many organizations set sustainability goals and targets without a coordinated approach or a system to measure and report on their successes. Fortunately, much of this heavy lifting has already been accomplished with the City's SMS. Thus, the focus of our efforts will be to pursue a consensus-based approach that is carefully planned and where metrics are identified and used to gauge progress of specific projects. We have found it is critically important to the success of any sustainability effort that it not be seen as a series of projects that have been completed, but rather as a process that will become a part of the City's culture.

We intend to focus our effort on the FAA's VALE and ZEV Programs, and the EPA's DERA Program. Each of these are environmental grant opportunities that can offset the cost of alternative fuel vehicles and recharging/refueling infrastructure. These programs solicit project proposals once per federal fiscal year. RoVolus will include these schedule considerations in helping devise a grant strategy and procurement plan so that all necessary application requirements and appropriate permissions for submission will be in place to provide the best chance at securing a successful grant award.

RoVolus will coordinate with key stakeholders that are directly involved in the management of City-owned vehicles and the parking facilities where new electric vehicles will be assigned. This is likely to include Fleet Management, Parking Management, Operations & Maintenance, Planning & Development, Police, and Purchasing. The purpose of this coordination is to (1) encourage "buy-in" of City's goals and anticipated outcomes, (2) identify stakeholders and determine the appropriate contact within each department, (3) coordinate with electrical engineers to determine electrical infrastructure needs, and (4) identify roles and responsibilities for operation and maintenance of electric vehicles and equipment chargers.

The development and implementation of sustainable initiatives are met with over 15 years of experience with our Team and more than 15 years of experience with the City at the Sunport and Double Eagle II Airport.

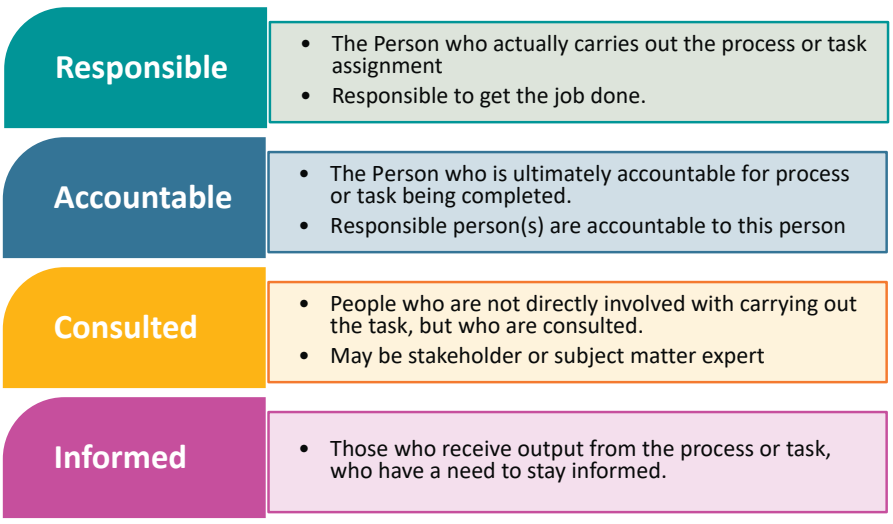
Quality Assurance/Quality Control

The team has successfully implemented quality assurance/quality control (QA/QC) plans for numerous federal grant projects. Our approach is to implement and embed the QA/QC plan at the beginning of each project so that reviews of all documents and models occur not only prior to external deliverable deadlines, but also at periodic and regular internal “checkpoints”. Our approach is especially critical for fast-track projects where there may be minimal time to address deficiencies or changes in project scope. To ensure consistency, accuracy, professionalism, and a high-quality work product, the Team would implement a two-step QA/QC process for all external deliverables. The first step would include continuous reviews by experienced Mr. Zarubiak. The second step would involve review by Ms. Jones and Dr. Maddison, who have expertise relevant to grant application preparation and submittal. Because projects are often time-sensitive, we would build our project schedule framework around the QA/QC process so that it is vigorously performed without affecting deliverable deadlines.

Project Management

The key to efficient project execution is to avoid obstacles and conflicts by using a proactive management approach. Implementing the following management philosophy assists in both responsibly assigning accountability for project management and the resolution of urgent problems with a collaborative approach. Perhaps the most important element of our project management approach is a mindset that is oriented towards serving the City on its terms, not ours. The RoVolus Team has a passion for excellent client service and has demonstrated this in projects around the country. We pride ourselves in providing a high degree of client service through technical innovation, responsiveness, and excellence in project delivery.

Clearly identify key team members and define (1) their reporting relationships, and (2) the roles and responsibilities —The Team would adhere to the simple, yet effective, Responsible, Accountable, Consulted and Informed (RACI) concept, as illustrated below:



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Prepare a detailed scope of services and manage to it—subsequent to being selected to provide the required services, we would develop a work plan that clearly and logically describes (1) all actions associated with each task to be accomplished, (2) the objectives and scope of each task, (3) the responsible Team member, (4) the task schedule, and (5) draft revised and final deliverable work products. All parties would agree upon the scope of services prior to initiation of the work.

Prepare a detailed budget and manage to it—a detailed project budget would be prepared that describes the labor and expenses allocated to each task. Similar to the scope of services, the budget for each task would be agreed upon by all parties prior to initiation of the work. Team members would be assigned budgets and held accountable for them. The Team has successfully performed previous grant applications on-time and within budget.

Continuously re-evaluate project priorities—every experienced project manager understands that things change during the course of a project and our experience has shown that most grant applications are dynamic processes. Our regular status reports to the City's Project Manager would facilitate communications and (1) provide executive control over major decisions, (2) allow for the continuous re-evaluation of project priorities, (3) allow the discussion of the latest related developments, and (4) be used to brainstorm strategies for resolving issues and re-evaluating priorities.

Specialized problem solving required in any phase of the project:
The RoVolus Team has a wealth of experience with securing environmental grants for the implementation of aviation sustainability initiatives. In our experience, sometimes even the most sophisticated organizations struggle to advance from collecting data and information to make it meaningful and actionable for strategy decisions. We believe the right process will produce the right results, as data collection is only a tool, and our strategy management processes can help organizations overcome the "paralysis" often associated with having copious data not adequately organized. Employing the right methods will help you make critical capital planning decisions by providing it with high-quality budget input based on our expert understanding of airport operational/capital expenditures. Also, our role as the developer for FAA's Aviation Environmental Design Tool reflects our state of the art knowledge on the calculation of emission inventories and quantifying emission reductions.

COST CONTROL

There are two major stages in each project where cost is controlled for the final outcome--the first being design and the second being construction. The design and construction tasks are generally under the control of an engineer and as such, the following description reflects the specific experience of AECOM and Mr. Tietgens, the engineering providers for the RoVolus Team. The following describes how each project phase impacts overall construction cost.

Cost Control During Design/Construction

Our approach to cost control during the design process begins with clear scoping. A meeting will be held with Chris Albrecht to identify a scope of work for each task, consistent with the City's needs and expectations. Mr. Tietgens will refine the detailed scope of work and build a fee proposal, and design schedule. This information will be reviewed and approved by Mr. Zarubiak to ensure all work, deliverables, schedules, and costs are clearly defined and suitable to meet task requirements. Mr. Tietgen and the AECOM cost estimators will prepare an engineer's estimate at each design submittal stage, for example 30%, 60%, and 90%. Estimates are produced by AECOM's experts in aviation work, who leverage several sources to ensure current trends and economic conditions are accounted for. Additionally, bid data from similar projects will be analyzed and compared to recent projects at the Sunport and Double Eagle II Airport.

Our goal is to ensure the engineer's estimate of probable cost captures the full project scope and considers the City's budget constraints. Earned Value Management is the foundation for controlling our projects' costs, providing meaningful, forward-looking data for Mr. Albrecht and the entire RoVolus Project Team to make well-informed decisions. Dealing with adjustment in costs, whether negative or positive need to be documented and captured effectively. Heading these off are what we are focused on, and by performing daily observation reports and communicating effectively we can capture these cost changes as they happen. Once a variance does occur, we make sure to document and hold meetings to communicate direction on how to proceed.

For instance, capturing a credit is important at early stages of the project, because it may allow for scope to be expanded to perform additional work under a contract. Additionally, identifying a cost overrun early can help put mitigation efforts in effect, like value engineering or scope reductions to remain on budget. Additionally, we can implement technology-focused Project Management Information Systems that facilitates project team communication and will provide Mr. Albrecht with real-time project metrics.

Cost Estimating Techniques

We use cost control techniques to manage project budgets. We evaluate many different tools to use for cost estimating. Our best tools are relying on our in-house databases within the local market. This allows us to have effective costs for big ticket items like steel, concrete, and large equipment. Additionally, we utilize our relationships with local suppliers in the marketplace to get good upfront cost gauges on these big ticket items.

To be effective with cost estimating, it really begins during the scoping stage of a project and continues through completion of work. Costs are monitored regularly and compared to the schedule and actual level of completion to verify budget compliance. We also look at national trends through RS Means and Building news to see if there is going to be adjustments to major materials during the scheduled construction. Additionally, our techniques are proven through mitigation efforts like value engineering and it is also evident based on previous experience.

Value engineering is an integral part of our team's process and is most successful when performed early in the project lifecycle. At the start, a cost model will be developed for each discernible aspect of the project. This becomes the baseline budget for the project. As design components are further developed, the cost model is continually updated and monitored to make sure additions and deletions in work scope are well documented and cost constraints are respected.

Proven Cost Control

AECOM's aviation design projects are delivered without contract claims, cost overruns, and escalations. The variance for contract award compared to the engineer's estimate for AECOM-designed projects is on average 4%.

Project #1: Tucson International Airport (TUS) – Rehabilitate Runway 11L-29R and connector taxiways

- Bid--September 2018 (3 Bidders)
- Original Construction Cost: $16.2m
- Final Construction Cost: $16.7m--cost was due to weather delays and operational constraint changes at the airport

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Project #2: Oakland International Airport (OAK) – South Field Runway Safety Area Improvements

- Bid--October 2018 (4 Bidders)
- Original Construction Cost: $33m
- Final Construction Cost $36m--cost changes were due to having to deal with operation airport constraints with night work/day work adjustment.

Project #3: Sacramento International Airport (SMF) – Runway 16R-34L Pavement Rehabilitation

- Bid--July 2019 (4 Bidders)
- Original Construction Cost: $40m
- Final Construction Cost: $40m

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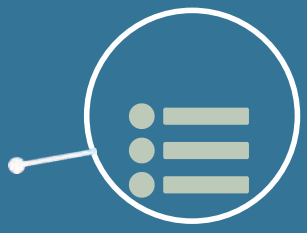
APPENDICES



The following appendixes are attached

- Pay Equity Worksheet PE10-249
- Certificate of Insurance
- Agreement and Insurance Certification

Note:

We want to clarify our interpretation of clauses of the contract reflecting our commitment to execute the standard agreement:

a. Page 1 indicates signatory has to be empowered to bind the company. Per our SBA certification and disadvantaged certification (under 13 CFR 125), having another individual with signatory authority would trigger an array of regulatory requirements for that individual on annual income and asset reporting and could create a situation that SBA defines as 'negative control'. As such we believe we would be compliant by having a professional engineer co-sign the contract along with our owner.

b. Under article IV, Section B the rate multiplier is fully acceptable for our employees, however the wage rates for Darcy and Rocio Zarubiak are disproportionately lower than their professional roles, reflecting the fact that via ownership their compensation is substantially derived from company profit. We interpret the operative word in this section to be "employee's" and thus the billing rate for Darcy and Rocio could be set separately at a commercially viable rate (e.g. rate used on prior contract with the City).

Pay Equity Reporting Form PE10-249, Version 03-2018

Company name:	RoVolus
Mailing address line 1:	5014 Airline Road
Mailing address line 2:	0
City, state, zip code:	Dallas TX 75205
Phone:	214 298-2402
E-mail address:	rocio@rovolus.com
FEIN number:	47 4973719
EAN number:	0
SUPPLIER ID:	0

Job Category	No. Females	No. Males	Gap (Absolute %)
1.1 Exec/Senior Level Officials/Mgrs	0	0	N/A
1.2 First/Mid Level Officials/Mgrs	0	0	N/A
2 - Professionals	0	0	N/A
3 - Technicians	0	0	N/A
4 - Sales Workers	0	0	N/A
5 - Office and Admin. Support	0	0	N/A
6 - Craft Workers (Skilled)	0	0	N/A
7 - Operatives (Semi-Skilled)	0	0	N/A
8 - Laborers (Unskilled)	0	0	N/A
9 - Service Workers	0	0	N/A

Employer certified no employees in the state of New Mexico

Total # Job Categories With No Employees	10
Total # Female Only Job Categories	0
Total # Male Only Job Categories	0
Total # Females (all categories)	0
Total # Full Time Females	0
Total # Part Time Females	0
Total # Males (all categories)	0
Total # Full Time Males	0
Total # Part Time Males	0
Total # Employees	0
Female % Workforce	
Male % Workforce	
Calculated Weighted Average Gap	**N/A**

Submit only this form

Must be signed by the principal executive of the company: RFP#: 7740.00

Signature certifies that all employees working in New Mexico are included, the data is for the current calendar year, and any challenges to your information may require you to get third party verification at your own expense.

Rocio Zarubiak, Owner		8/15/2020
Name and title, printed	Signature	Date submitted

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY): 8/17/2020

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER John McLaughlin Agy 828 Lynn Fells Pkwy Melrose MA 02176	**CONTACT NAME:** **PHONE (A/C, No, Ext):** 781-665-2775 **FAX (A/C, No):** 781-665-0295 **E-MAIL ADDRESS:** panastas@mclaughlinins.com
	INSURER(S) AFFORDING COVERAGE / **NAIC #**
	INSURER A : Starstone Specialty Insurance
INSURED ROVOL-1 RoVolus, LLC 5014 Airline Road Dallas TX 75205	**INSURER B :** Texas Worker's Comp
	INSURER C :
	INSURER D :
	INSURER E :
	INSURER F :

COVERAGES **CERTIFICATE NUMBER:** 101232802 **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	X **COMMERCIAL GENERAL LIABILITY** CLAIMS-MADE X OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: POLICY PRO-JECT LOC OTHER:			X77020200AEM	8/6/2020	8/6/2021	EACH OCCURRENCE DAMAGE TO RENTED PREMISES (Ea occurrence) MED EXP (Any one person) PERSONAL & ADV INJURY GENERAL AGGREGATE PRODUCTS - COMP/OP AGG 	$ 1,000,000 $ $ $ $ 3,000,000 $ $
	AUTOMOBILE LIABILITY ANY AUTO OWNED AUTOS ONLY SCHEDULED AUTOS HIRED AUTOS ONLY NON-OWNED AUTOS ONLY						COMBINED SINGLE LIMIT (Ea accident) BODILY INJURY (Per person) BODILY INJURY (Per accident) PROPERTY DAMAGE (Per accident) 	$ $ $ $ $
	UMBRELLA LIAB OCCUR **EXCESS LIAB** CLAIMS-MADE DED RETENTION $						EACH OCCURRENCE AGGREGATE 	$ $ $
B	**WORKERS COMPENSATION AND EMPLOYERS' LIABILITY** Y / N ANYPROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? **(Mandatory in NH)** If yes, describe under DESCRIPTION OF OPERATIONS below	N / A		0002050961	8/6/2020	8/6/2021	X PER STATUTE OTH-ER E.L. EACH ACCIDENT E.L. DISEASE - EA EMPLOYEE E.L. DISEASE - POLICY LIMIT	 $ 1,000,000 $ 1,000,000 $ 1,000,000
A	Professional Liability Pollution Liability			X77020200AEM	8/6/2020	8/6/2021	$1MM/$2MM $1MM/$2MM $1,000	Each Claim/Agg Each Claim/Agg Deductible

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

The City of Albuquerque is added as an additional insured with respect the operations of the Named Insured if required by written contract.

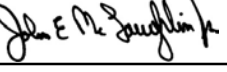
CERTIFICATE HOLDER

City of Albuquerque
One Civic Plaza NW
#11
Albuquerque NM 87102

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE



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City of Albuquerque Capital Implementation Program

Agreement and Insurance Certification

We have reviewed the standard agreement for Engineering orArchitectural or Landscape Architectural Services that are required for the project listed below, and hereby certify that we will, if selected for the project, enter into this standard agreement for this project and meet all insurance requirements listed therein.

This Certification is intended for the use of the City of Albuquerque only, in conjunction with the award of the Engineering or Architectural or Landscape Architectural Services Agreement for Project:

Project Name ON-CALL ENGINEERING FOR AVIATION SUSTAINABILITY AND ENVIRONMENTAL SERVICES

Project Number 7740.00

Date Aug 25, 2020 Firm Name RoVolus LLC

Signature 

Title Owner

STATE OF NEW MEXICO)

) ss

COUNTY OF BERNALILLO)

The above Certification was subscribed before me, the undersigned authority, by:

_____

who swore upon oath that this Certification was signed of free act and deed, on this

_____ day of _____ , 20 _____

_____

(Notary Public)

My commision expires: _____