

# March 31, 2025 Board Meeting

Dan McClure Auditorium East  
6000 Airport Circle Dr  
Sarasota, FL 34243



March 31, 2025 01:00 PM

Agenda Topic	Presenter	Page
1. Call to Order, Invocation, and Pledge to Flag	Chairman Biter	
2. Introduction of New Employees	Anita Eldridge	
3. <a href="#">Approval: Minutes of Regular &amp; Workshop Meetings of January 27, 2025</a>	Chairman Biter	4
4. Public Comments - Items on the Agenda	Chairman Biter	
Members of the public who wish to speak on a topic, whether on the agenda or not, are asked to fill out a Citizen's Comment card and present it to the Board Secretary. This is the time for anyone wishing to speak on ANY agenda item, even those that may involve a contract in excess of the \$500,000 threshold amount. A later item on the agenda is set aside for those wishing to speak on items NOT on the agenda.		
5. Items Needing Action	Fredrick J Piccolo	11
5.1 Public Hearing to Approve Revisions to the Minimum Standards for Aeronautical Activities		
5.2 <a href="#">Approval: Resolution 2025-03, Adopting Minimum Standards for Aeronautical Activities</a>		11
5.3 <a href="#">SELECTION Professional Planning, Engineering and Architectural Design Services for RW 14-32 ROFA Improvements</a>		63
5.4 <a href="#">SELECTION Professional Planning, Engineering and Architectural Design Services for Emergency Operations/Public Safety Complex</a>		161
5.5 <a href="#">SELECTION Professional Planning, Engineering and Architectural Design Services for Rehabilitate Taxiway Alpha &amp; Alpha Connectors</a>		295
5.6 <a href="#">Approval: Increase Contract Scope for The Terminal Expansion Project with DeAngelis Diamond - Magnum Builders, Work Program Incentive Bonus</a>		420
5.7 <a href="#">Approval: Increase Contract Scope for West Apron &amp; Employee Parking Lot Renovations - Drainage Improvements</a>		428



5.8	<a href="#"><u>Approval: Interlocal Agreement Fire Marshal Services in Unincorporated Manatee County</u></a>	432
5.9	<a href="#"><u>Approval: Agreement with 911 Billing Services and Consultant, Inc. for Professional Ambulance Billing Services</u></a>	441
5.10	<a href="#"><u>Approval: Amendment to Commercial Lease with Aircraft Services Group, Inc.</u></a>	466
5.11	<a href="#"><u>Approval: Amendment to Lease and Development Agreement with SRQ Hangar, LLC</u></a>	470
5.12	<a href="#"><u>Approval: Amendment to General Ground Lease with Experimental Aircraft Association, Manasota Chapter 180, Inc.</u></a>	474
5.13	<a href="#"><u>Approval: Amendment to Lease and Concession Agreement with Paradies-Shell Factory III, LLC Incorporating Additional Premises</u></a>	478
5.14	<a href="#"><u>Approval: Amendment to Lease, Development and Operating Agreement with DaVinci Inflight Training Institute, Inc.</u></a>	483
5.15	<a href="#"><u>Approval: Three Year Police Collective Bargaining Agreement and Retroactive Pay for Bargaining Unit</u></a>	487
5.16	<a href="#"><u>Approval: Seventh Amendment to President, CEO Employment Contract</u></a>	495
6.	Items Needing Action - Over \$500,000 Threshold	Fredrick J. Piccolo 498
The following item(s) involve a contract in excess of the threshold of \$500,000 and pursuant to Section 332.0075(3)(b) F.S., a reasonable opportunity for public comment must be offered before their approval, award, or ratification.		
6.1	<a href="#"><u>Approval: Increase Contract Scope for The Terminal Expansion Project with DeAngelis Diamond - Magnum Builders, Work Program Curbside Ceiling Replacement</u></a>	498
6.2	<a href="#"><u>Approval: Construction Contract Award to Stellar Development, Inc for The QTA Phase 1 - Overflow Lot A</u></a>	520
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7.8     [Internal Audit & Investment Compliance](#)     552

7.9     [Information Technologies](#)     553

8.     Attorney Presentations     C. Dan Bailey

9.     Old/New Business     Chairman

10.    Public Comments - Items Not on the Agenda     Chairman

Anyone wishing to speak on items not on the agenda must complete a Citizen's Comment card and present it to the Board Secretary. Comments are limited to five minutes per person. No individual may give their time to another speaker.

11.    Comments by Commissioners     Chairman

12.    Adjournment     Chairman

Proceedings of this public meeting will be digitally recorded. Copies may be purchased from the SMAA executive assistant at 941-359-2770, ext. 4216. Anyone wishing to appeal a decision made by the Airport Authority concerning any matter considered at this public meeting will need a record of the proceedings and must ensure that a verbatim record of the proceedings is made, which includes the testimony and evidence upon which the appeal is based.

## AGENDA ITEM NO. 3

### **Minutes for January 27, 2025 Board Meeting**

01/27/2025 | 01:00 PM - 01:22 PM - Eastern Time (US and Canada)

Dan McClure Auditorium

#### **Attendees (6)**

Jesse Biter; Kristin Incrocci; Carlos Beruff; Doug Holder; Jeff Jackson; Robert Spencer  
Attendees - Staff: Fredrick Piccolo; Lionel Guilbert; Kent Bontrager; Anita Eldridge; Mark Stuckey; Evan Knighting; Joe Filippelli; Ray Anderson; C. Dan Bailey, Jr., Airport Counsel; Zack Buffington; Karen Garofalo; Andrea Scheck

#### **Agenda**

##### **Attendees - Board**

Jesse Biter, Kristin Incrocci, Carlos Beruff, Doug Holder, Jeff Jackson, Robert Spencer

##### **Attendees - Staff**

Fredrick Piccolo, Kent Bontrager, Anita Eldridge, Mark Stuckey, Lionel Guilbert, Evan Knighting, Joseph Filippelli, Ray Anderson, C. Dan Bailey, Zack Buffington, Andrea Scheck, Karen Garofalo

#### **Item 1. Call to Order, Invocation and Pledge to Flag**

Chairman Biter called the meeting to order at 1:00 p.m. and Commissioner Spencer gave the invocation and led the pledge.

#### **Item 2. Introduction of New Employees**

Anita Eldridge introduced new employees Talita Araujo and Sophia Bonsky, IT System Technicians and noted one new ARFF Firefighter, one Police Officer and two Traffic Control Specialists were hired.

#### **Item 3. Approval: Minutes of Regular Meeting of November 19, 2024**

## AGENDA ITEM NO. 3

The Board unanimously approved the minutes of the Regular meeting of November 19, 2024.

### **Item 4. Public Comments - Items on the Agenda**

There were no public comments offered regarding items on the agenda.

### **Item 5. Communication: Plante Moran Audited Fiscal Year 2024 Financials**

Mr. Rumzei Abdlaalh, principal with the Plante Moran Auditing firm, presented the Airport's FY 2024 Financials. He identified two specific items, fixed assets and accounting for grants that needed additional attention, which slightly delayed the process due to a change in airport staff. He stated the Airport is in full compliance with Auditor requirement journal entries for AIP, FDOT grant monies, and all PFC regulations. He thanked Mr. Piccolo and his Airport staff team for their assistance in getting the balances reconciled and stated confidence in the preliminary findings to offer an unmodified opinion on the financial statements, which is the highest level of opinion given. There were no questions from the Board.

### **Item 6. Items Needing Action**

#### **6.1 Request to Approve Resolution 2025-01 Authorizing President, CEO to Execute Certain Leases, Contracts, Grant Agreements and Utility Easements**

Mr. Bailey presented Resolution 2025-01 authorizing the President to execute certain leases, contracts, grant agreements and utility easements. He noted this resolution renews annually and will now include authorization for the president to sign development applications, and utility easements requested by tenants for capital projects on the airport.

**MOTION: Commissioner** Holder motioned to approve Resolution 2025-01 as presented. Commissioner Beruff seconded.

**MOTION PASSED UNANIMOUSLY (6-0)**

#### **6.2 Public Hearing to Approve: Resolution No. 2025-02, Amending Fiscal Year 2025 Budget to Establish Fees for Fire and Emergency Medical Technician Services**

## AGENDA ITEM NO. 3

Chairman Biter opened the Public Hearing. Mr. Bailey presented SMAA Resolution 2025-02, amending Resolution 2024-07, approving the FY2025 Budget, to establish fees for fire and emergency medical technician services. The resolution includes a rate schedule that is consistent with that adopted by the Manatee County's Fire Chiefs Association that would cover the cost of construction plans review, permits, inspections, and medical transports, which are anticipated by an increase in the volume of upcoming construction plans. Mr. Piccolo advised that additionally we will be providing all life support, paramedic services and all fire marshal services.

**THE PUBLIC HEARING WAS CLOSED.**

### **6.3 Approval of Resolution 2025-02, Amending FY 2025 Budget to establish fees for Fire and Emergency Medical Technician Services**

**MOTION: Commissioner** Jackson motioned to approve Resolution 2025-02 as presented. Commissioner Beruff seconded.

**MOTION PASSED UNANIMOUSLY (6-0)**

### **6.4 Award for Tenant Rental Car Concession and Lease Agreement & Agreement of Lease - Land Rental Car Service Facility to SIXT RENT A CAR LLC**

**MOTION: Commissioner** Holder motioned to approve the award for Tenant Rental Car Concession and Lease Agreement & Agreement of Lease - Land Rental Car Service Facility to SIXT Rent A Car LLC as presented. Commissioner Jackson seconded.

**MOTION PASSED UNANIMOUSLY (6-0)**

### **6.5 Request for Approval: Automatic Bi-Part Doors for Terminal**

**MOTION: Commissioner** Jackson motioned approval of the Automatic Bi-Part Doors for Terminal as presented. Commissioner Holder seconded.

**MOTION PASSED UNANIMOUSLY (6-0)**

## AGENDA ITEM NO. 3

### **Item 7. Items Needing Action - Over \$500,000 Threshold**

#### **7.1 Request for Approval: Loading Bridge Replacement 60 Ton PCA Units**

Mr. Piccolo requested approval of the Loading Bridge replacement - 60-ton PCA Units for Concourse B. Following a question from the Board on the age of the units, Mr. Piccolo stated the current units are approximately ten years old and in need of replacement. Mr. Bontrager advised the company that installed the original loading bridges stopped supporting the PCA Units therefore making them difficult to find. He noted the firm awarded the proposed contract is a local firm based in Palmetto.

**MOTION: Commissioner** Beruff motioned to approve replacement of loading bridge 60-ton PCA Units as presented. Commissioner Spencer seconded.

**MOTION PASSED UNANIMOUSLY (6-0)**

### **Item 8. Department Reports Accepted**

- 8.1 Financial Statements
- 8.2 Investment Portfolio
- 8.3 Finance & Administration
- 8.4 Real Estate Development & Properties
- 8.5 ARFF, Operations & Police
- 8.6 Development/Community Relations & Activity Report
- 8.7 Engineering, Planning & Facilities
- 8.8 Internal Audit & Investment Compliance
- 8.9 Information Technologies

### **Item 9. Attorney Presentations**

There were no Attorney Presentations.

### **Item 10. Old/New Business**

There was no old/new business.

### **Item 11. Public Comments - Items Not on the Agenda**

There were no public comments offered regarding items not on the agenda.

### **Item 12. Comments by Commissioners**

Minutes of Regular Meeting January 27, 2025 – Page 4

## AGENDA ITEM NO. 3

There were no additional comments by Commissioners.

### **Item 13. Adjournment**

The meeting adjourned at 1:22 p.m.

AGENDA ITEM NO. 3

**January 27, 2025 Minutes for Workshop Meeting**

01/27/2025 | 11:00 AM - 12:10 PM - Eastern Time (US and Canada)

DMA Conference Room

**Agenda**

**Attendees - Board**

Jesse Biter, Kristin Incrocci, Carlos Beruff, Doug Holder, Jeff Jackson, Robert Spencer

**Attendees - Staff**

Fredrick Piccolo, Kent Bontrager, Mark Stuckey, Lionel Guilbert, Evan Knighting, Joseph Filippelli, Ray Anderson, C. Dan Bailey, Karen Garofalo

**Item 1. Call to Order**

**Item 2. Parking Plan Consultant and the Financials for the Rest of Construction Projects**

**PowerPoint Presentation**

Mr. Dan Barton, V.P., InterVISTAS Consulting Group, presented a PowerPoint, evaluating the airports parking needs and recommendations for improvements through a Master Parking Plan. InterVISTAS was selected in January 2023 to develop a Master Parking Plan for the airport. He discussed the existing facilities and the airport's current parking demand and presented short-term plans for parking and rental car development. He reviewed two Long-Term Plan options for future discussion. Mr. Barton answered questions on future projects and the metrics of passengers based on enplanement growth.

Following discussion, the Board agreed to continue with the financial and conceptual design process for the first phase of the parking and rental car development as proposed.

**Item 3. Discussion: Miscellaneous Matters**

No miscellaneous matters were discussed.



AGENDA ITEM NO. 3

**Item 4. Adjournment**

The meeting was adjourned at 12:10 p.m.

## AGENDA ITEM NO. 5.2

**SARASOTA MANATEE AIRPORT AUTHORITY  
MARCH 31, 2025, REGULAR MEETING  
STAFF NARRATIVE**

**REQUEST FOR APPROVAL  
RESOLUTION NO. 2025-03, ADOPTING MINIMUM STANDARDS FOR AERONAUTICAL ACTIVITIES**

**EXECUTIVE SUMMARY:** Recommending Approval of Resolution No. 2025-03 Adopting Minimum Standards for Aeronautical Activities at Sarasota Bradenton International Airport.

**NARRATIVE:** FAA Advisory Circular (AC) 150/5190-7, Minimum Standards for Commercial Aeronautical Activities, states that "The airport sponsor of a federally obligated airport agrees to make available the opportunity to engage in commercial aeronautical activities by persons, firms, or corporations that meet reasonable minimum standards established by the airport sponsor." The AC also states that "The FAA objective in recommending the development of minimum standards serves to promote safety in all airport activities, protect airport users from unlicensed and unauthorized products and services, maintain and enhance the availability of adequate services for all airport users, promote the orderly development of airport land, and ensure efficiency of operations. Such standards must be reasonable and not unjustly discriminatory and ... should be updated to reflect current conditions that exist at the airport and not those that existed in the past."

The Minimum Standards for Aeronautical Activities (the "Minimum Standards" or "Standards") for the Airport were last updated on January 29, 2024. Subsequently, Staff has found a disparity in the Standards and is recommending approval of the attached resolution to amend the Standards by lowering the excess liability insurance requirement for Aircraft Self-Fueling Operators from \$25 million, the amount required by the Standards for Fixed Base Operators, to \$10 million, to better reflect the risk associated with the lower level of fueling activity conducted.

A redlined copy of the proposed amendment to the Minimum Standards is attached for your review, which can be found on Page 39. No other revisions to the Standards are requested or recommended at this time. Based on the disparity discovered, the President and Chief Executive Officer recommends approval of the attached Resolution No. 2025-03 to amend the excess liability insurance requirement for Aircraft Self-Fueling Operators from \$25 million to \$10 million to better reflect the risk associated with the level of fueling activity conducted.

**RECOMMENDATION:** It is hereby recommended that the Sarasota Manatee Airport Authority Board approve Resolution No. 2025-03, Adopting Minimum Standards for Aeronautical Activities at Sarasota Bradenton International Airport, to amend the excess liability insurance requirement for Self-Fueling Operators from \$25 million to \$10 million to better reflect the risk associated with the level of fueling activity conducted.

**ATTACHMENTS:** 1) Resolution No. 2025-03 Adopting Minimum Standards for Aeronautical Activities at Sarasota Bradenton International Airport, 2) Minimum Standards for Aeronautical Activities at Sarasota Bradenton International Airport, dated March 31, 2025.

**SARASOTA  
BRADENTON  
INTERNATIONAL  
AIRPORT**

**SARASOTA MANATEE AIRPORT AUTHORITY**

**MINIMUM STANDARDS  
FOR  
AERONAUTICAL ACTIVITIES**

**SARASOTA BRADENTON INTERNATIONAL AIRPORT**

**MARCH 31, 2025**

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**Addendums**

- Addendum No. I - Application to Conduct Aeronautical Activities
- Addendum No. II - Term Sheet for Lease and Development Agreements
- Addendum No. III - Rules and Regulations for Sarasota Bradenton International Airport
- Addendum No. IV - Application for Tenant Construction Permit

**MINIMUM STANDARDS  
FOR  
AERONAUTICAL ACTIVITIES  
AT  
SARASOTA BRADENTON INTERNATIONAL AIRPORT**

**WHEREAS** the Sarasota Manatee Airport Authority, an independent Special District of the State of Florida, hereinafter referred to as "Authority" owns and operates the Sarasota Bradenton International Airport, hereinafter referred to as "Airport"; and

**WHEREAS** the Authority desires to establish and maintain minimum standards and requirements for Aeronautical Activities at the Airport to protect the public's health, safety, and security, to discourage unqualified applicants, and to protect the aviation user and the public from unsafe, unlicensed, or irresponsible operators; and

**WHEREAS** the Authority, in recognition of the statutory prohibition against granting an exclusive right to conduct Aeronautical Activities on the Airport imposed by Section 308 of the Federal Airport Act and in compliance with obligations contained in certain agreements between the Authority and the United States of America relative to the expenditure of federal funds for the development and operation of the Airport, desires that all such Aeronautical Activity be conducted on the Airport in a fair and equitable manner:

**NOW THEREFORE**, the Authority does hereby resolve that Aeronautical Activities at the Airport shall hereafter be rendered by and engaged in by duly qualified operators so determined by the hereinafter established Minimum Standards which are hereby adopted as the "Minimum Standards for Aeronautical Activities at Sarasota Bradenton International Airport", also referred to herein as the "Minimum Standards". as follows:

**ARTICLE 1  
POLICY STATEMENT**

The Authority shall provide a fair and reasonable opportunity, without unlawful discrimination, to all Applicants to qualify, or otherwise compete, for available Airport facilities and the furnishing of selected Aeronautical Activities subject to the Minimum Standards established by Authority and set forth herein. The Authority reserves the right to revise these Minimum Standards from time-to-time. The Authority likewise reserves the right to revise any Minimum Standards requirement(s) as it determines in its reasonable discretion to best ensure the orderly, safe, secure, and efficient operation of the Airport.

These Minimum Standards set forth the minimum requirements to be met by any General Aviation Operator seeking to perform or conduct Aeronautical Activities at the Airport ("Operator"). These Minimum Standards shall not apply to scheduled air carriers or scheduled air taxi Operators. The Authority's goal in adopting these Minimum Standards is to protect the level and quality of Aeronautical Activities offered to the public, and to encourage the development of quality Aeronautical Activities and facilities at the Airport. In all cases where the words "Standards" or "requirements" appear herein, it shall be understood that they are modified by the word "Minimum." All Operators will be encouraged to exceed the minimums. Unless provided for herein or within an Agreement, no Person shall be allowed to engage in Aeronautical Activities at the Airport under conditions that do not comply with these Minimum Standards, unless an exemption or variance has been approved by the Authority consistent with the General Rules as set forth in the Rules and Regulations for Sarasota Bradenton International Airport ("Airport"). Any Person currently engaging in Aeronautical Activities without an Agreement shall have six (6) months from the date of adoption of these Minimum Standards to comply with them. These Minimum Standards do not apply to Part 121 scheduled air carrier or scheduled air taxi Operators.

Prior to starting any operation(s), a potential Operator must apply in writing to the Authority to conduct Aeronautical Activities at the Airport, hereinafter an "Application", and enter into a written Agreement with the Authority or an FBO. The purpose of the Application will be to verify the Operators qualifications to

conduct Aeronautical Activities at the Airport and the Agreement will recite the terms, covenants, and conditions under which the Aeronautical Activities may be conducted on the Airport, including, but not limited to, the term of the Agreement, rentals, fees and charges, and the rights and obligations of each party.

The Authority reserves the right to designate from time-to-time specific areas where individual Aeronautical Activities or a combination of Aeronautical Activities may be conducted, and to determine whether there is sufficient, appropriate, or adequate Land, Improvements, and other resources to meet the Minimum Standards established herein. This determination shall consider the nature and extent of the proposed Aeronautical Activity and the Land, Improvements, and resources available for such purposes, consistent with the current Airport Master Plan, Airport Rules and Regulations, and the orderly, safe, secure, and efficient operation of the Airport.

Upon adoption of these Minimum Standards, all previous Minimum Standards adopted by the Authority are hereby repealed.

## **ARTICLE 2 EXCLUSIVE RIGHTS**

Entering into a written Agreement with the Authority and granting rights or privileges to perform Aeronautical Activities at the Airport ("Aeronautical Activities") shall not be construed in any manner as granting any Operator an Exclusive Right, other than the exclusive use of the Land and/or Improvements that may be leased by the Authority to an Operator and then only to the extent provided in an Agreement in accordance with the Airport Sponsor Grant Assurances required by the Federal Aviation Administration ("FAA"), the Florida Department of Transportation ("FDOT") and/or any other federal and/or state government agency as a condition to receiving federal and/or state funding.

The opportunity to engage in Aeronautical Activities shall be made available only to those entities willing and able to comply with these Minimum Standards, and as Land and Improvements may be available at the Airport to support such Aeronautical Activities provided such use is consistent with the current and planned uses of Land and Improvements at the Airport and is deemed to be in the best interests of the Authority, as determined by the Authority in its sole discretion. The presence of only one Operator engaged in a particular Aeronautical Activity does not, in and of itself, indicate that an Exclusive Right has been granted. It is the policy of the Authority not to enter or promote an understanding, commitment, or express Agreement to exclude other reasonably qualified and experienced Operators.

The Authority reserves the right in its sole discretion to grant others certain rights and privileges at the Airport which are identical in whole or part to those granted to Operators. The Authority does covenant and agree that:

- All Minimum Standards of Aeronautical Activities conducted at Airport shall be enforced.
- Following the date of official adoption of these Minimum Standards for Aeronautical Activities, new Aeronautical Activity will NOT be permitted or allowed to be conducted at the Airport under terms and conditions more favorable than those set forth in these Minimum Standards.
- No Aeronautical Activity will be permitted or allowed at Airport without a written Agreement with Authority, or other written agreement approved by the Authority.

## **ARTICLE 3 PURPOSE OF MINIMUM STANDARDS**

The purpose of these Minimum Standards is to provide and promote: (a) consistent high quality, safe and efficient Aeronautical Activities at the Airport; (b) the orderly development of Land and high-quality Improvements at the Airport; (c) the safety, security, and efficient operation of the Airport, (d) the economic health of Operators at the Airport, (e) the self-sustaining economic sufficiency of the Airport; and (f) to protect the level and quality of Aeronautical Activities offered to the public.

These Minimum Standards specified herein must be complied with by any Operator desiring to engage in Aeronautical Activities at the Airport. Throughout these Minimum Standards, the word "requirements" shall be understood to be preceded by the word "Minimum Standards" except where explicitly stated otherwise. Any required determinations, interpretations, or judgments regarding what constitutes an acceptable standard or requirement, or regarding compliance with such standard or requirement, shall be determined solely by the Authority. Unless provided for herein or in an Agreement with the Authority that precedes these Minimum Standards, no Person shall be allowed to engage in Aeronautical Activities at the Airport under conditions that do not fully comply with these Minimum Standards.

#### **ARTICLE 4 PRIOR MINIMUM STANDARDS**

The Minimum Standards for Aeronautical Activities, dated September 25, 2023, is hereby amended, and restated to conform with these Minimum Standards. However, these Minimum Standards shall not apply to any Agreement or amendment thereto properly executed prior to the date of adoption of these Minimum Standards except as provided for in such Agreement, in which case, these Minimum Standards shall apply to the extent required or permitted by such Agreement.

If an existing Operator desires, under the terms of an existing Agreement, to engage in additional Aeronautical Activities, the existing Operator shall comply fully with these Minimum Standards without any exception for all Aeronautical Activities conducted by the Operator.

These Minimum Standards shall not be deemed to modify any existing Agreement under which an Operator is required to exceed these Minimum Standards nor prohibit the Authority from entering or enforcing an Agreement or an amendment thereto that requires an Operator to exceed these Minimum Standards, unless specifically set forth in said Agreement.

If these Minimum Standards are amended after an Operator enters into an Agreement with the Authority, the Operator shall not be required to comply with the amended Minimum Standards, except as required by Operator's existing Agreement with the Authority or until such time as a) Operator's existing Agreement is amended, b) the Authority approves an assignment of Operator's Agreement to another Person, or c) Operator enters into a new Agreement with the Authority. If after the date of adoption of these Minimum Standards, an Operator with nonconforming Land or Improvements is required to conform to these Minimum Standards, the Operator shall be obligated at its sole cost to reconfigure by the assembly, reassembly, addition, or deletion of Land and/or Improvements to conform to these Minimum Standards. Similarly, if, after the date of adoption of these Minimum Standards, an Operator's Land or Improvements are expanded or altered, or its use is changed or intensified, said Land and Improvements shall only be expanded, altered, or its use changed to the extent required to conform to these Minimum Standards.

While these Minimum Standards do not apply directly to subtenants, since they are not in privity with the Authority, Operators are required to ensure through their sublease Agreements that any Aeronautical Activity conducted by their subtenants are carried out in a manner that fully comply with these Minimum Standards and does not frustrate the purposes of these Minimum Standards.

#### **ARTICLE 5 EXISTING OPERATORS**

**Existing Scope of Aeronautical Activities** – Upon adoption of these Minimum Standards, an existing Operator with an existing Agreement with the Authority may engage in the Aeronautical Activities permitted under the Agreement provided the Operator is in full compliance with all the terms and conditions of the existing Agreement and all applicable legal and operational requirements.

**Revised Scope of Aeronautical Activities** – Prior to engaging in any new Aeronautical Activity at the Airport not permitted under an existing Agreement with the Authority or attempting to modify or expand the scope of Aeronautical Activities permitted under an existing Agreement with the Authority, Operator shall



apply to and obtain an amended to the existing Agreement or obtain a new Agreement with the Authority to secure the right to conduct any new Aeronautical Activity.

## **ARTICLE 6 AIRPORT RULES AND REGULATIONS**

These Minimum Standards incorporate in their entirety the Rules and Regulations for the Sarasota Bradenton International Airport, dated May 20, 2019, attached as Addendum No. III, as may be amended from time-to-time in writing by the Authority ("Airport Rules and Regulations" or "Rules and Regulations"). The Rules shall always be complied with by all Operators, subtenants, and users of the Airport.

## **ARTICLE 7 SEVERABILITY OF MINIMUM STANDARDS**

The Articles of these Minimum Standards are severable, and if any of its provisions shall be held invalid by any court of competent jurisdiction, the decision of such court shall not affect or impair any of the remaining Articles.

## **ARTICLE 8 STANDARD DEFINITIONS**

As used in these Minimum Standards, the following terms shall have the meanings set out below, unless the context clearly requires otherwise:

- **Aeronautical Activities** - Any commercial aeronautical activity, other than FAA Part 212 regularly scheduled air carrier services and FAA Part 135 nonscheduled air carrier services, which involves, makes possible, or is required for the operation of Aircraft, or which contributes to or is required for the safety of such operations, which shall include, but is not limited to, aeronautical activities commonly conducted at Airports such as Fixed Base Operations, Aircraft Maintenance and Repair, Avionics Maintenance and Repair, Aircraft Storage, Aircraft Management, On Demand Aircraft Charter, Flight Training and Aircraft Rental, Aircraft Sales, Aircraft Assembly, Non-For-Profit Flying Clubs, and Specialized Services including aerial tours, aerial photography, and aerial surveying can appropriately be regarded as an "Aeronautical Activity." An activity is considered an Aeronautical Activity if it conducts any aspect of a business, concession, operation on the Airport, or provides goods or services to any individual for compensation or hire on the Airport, including exchange of goods and services, whether such objectives are accomplished, and regardless of whether the business is nonprofit, charitable, or tax-exempt. Aeronautical Activities conducted by a governmental entity shall be deemed noncommercial and shall also be subject to review and approval by the Authority as provided herein.
- **Agreement** - A written contract, lease, license, use, permit, or other form of authorization, executed by the Authority and Operator, whereby the Authority authorizes an Operator to conduct a specific Aeronautical Activity at the Airport.
- **Aircraft** - Aircraft means a device that is used or intended to be used for flight in the air.
- **Aircraft Assembly Operator** - The assembly, sale, maintenance, repair and/or delivery of Aircraft, Aircraft components, instruments, parts, and equipment listed by the International Civil Aviation Organization originally manufactured on the Airport or elsewhere.
- **Aircraft Hangar** - A building or structure designed to hold Aircraft, Airplanes, or Airships.
- **Aircraft Maintenance and Repair Operator (MRO)** – An Operator providing one or a combination of airframe, power plant and accessory repair on Aircraft up to and including business jet Aircraft, helicopters, and blimps. This category shall also include the non-exclusive sale of Aircraft parts and accessories.

- **Aircraft Management and Charter Operator** – An Operator engaged in the business of managing Aircraft owned by others including, but not limited to Aircraft storage, Aircraft ground handling, and scheduling Aircraft maintenance including fueling, detailing, and on-board services. Operators may also engage in an On Demand Aircraft Charter, or in the private carriage of passengers or property, as defined in 14 CFR Part 125.
- **Aircraft Rental Operator** – An Operator engaged in the rental and/or lease of Aircraft to the public.
- **Aircraft Sales Operator** – An Aircraft Sales Operator is a Person engaged in the sale of new and/or used Aircraft through franchises or licensed dealerships or distributorships, on a rental or wholesale basis, for an Aircraft manufacturer; and provides such manufacturer parts, goods, and services necessary to meet any guarantee or warranty on the Aircraft sold.
- **Aircraft Self-Fueling Operator** – An Operator with a written Agreement with the Authority that grants the right to self-dispense aviation fuels and oils in their owned Aircraft, Aircraft where the Operator is vested with greater than a fifty percent (50%) ownership, or Aircraft registered by a Person majority owned by the Operator, using its own employees and equipment from their privately owned Aircraft Hangar.
- **Aircraft Storage Operator** - An Operator with a written Agreement with the Authority that grants the right to construct and maintain its own Aircraft Hangar on its own Leased Premises for the storage of its owned Aircraft, Aircraft where the Operator is vested with greater than a fifty percent (50%) ownership, or Aircraft registered by a Person majority owned by the Operator, which are not used for commercial Aeronautical Activities at the Airport. Ownership of the leasehold, Aircraft Hangar and Aircraft shall be identical, or the owners shall be related. The Aircraft Hangar owner and Aircraft owner are deemed to be “related” to the Operator if the owner of the Aircraft Hangar and Aircraft is vested with greater than a fifty percent (50%) ownership, either legal or equitable, in the Operator. An Aircraft under lease by the Operator from a third party for use by the Operator for a minimum of twelve (12) months is deemed “owned” by the Operator.
- **Air Operations Area (AOA)** – An area used or intended to be used for Landing, takeoff, or surface maneuvering of Aircraft including all Airport Lands adjacent thereto and enclosed by the perimeter security fence.
- **Airplane** - an engine-driven fixed-wing [Aircraft](#) heavier than air, that is supported in flight by the dynamic reaction of the air against its wings.
- **Airport** – The Sarasota Bradenton International Airport (SRQ), located in the City of Sarasota, Sarasota County and Manatee County, Florida, including any real property, the fee simple title to which is vested in the Authority.
- **Airport Master Plan** – Document charting the proposed evolution of the Airport to meet future needs, as approved by the Federal Aviation Administration, and as amended from time to time.
- **Airship** - means an engine-driven [lighter-than-air Aircraft](#) that can be steered.
- **Applicant** – An individual or entity seeking to enter into an Agreement with the Authority to establish, perform or operate an Aeronautical Activity at the Airport or to sublease to a Person to operate an Aeronautical Activity at the Airport.
- **Assembly Made Aircraft** – An Aircraft assembled by an Operator at the Airport with components, instruments, parts, and equipment originally manufactured on the Airport or elsewhere.
- **Authority** - The Sarasota Manatee Airport Authority, a special district created by the Legislature of the State of Florida, pursuant to Chapter 2003-309, Laws of Florida as amended, which owns and operates

the Airport. The term shall also mean the President, Chief Executive Officer, or his/her designated representative when the context permits.

- **Avionics Maintenance and Repair Operator** – An Operator engaged in the sales, maintenance, repair, or alteration of one or more of the items described in 14 CFR Part 43, Appendix A, including but not limited to Aircraft radios, electrical systems, and flight instruments for Aircraft other than those owned, leased, and/or operated by or under the full and exclusive control of the Operator.
- **Best's** – Best's Rating, insurance industry standard measure of insurance financial performance prepared by A.M. Best Company.
- **Convicted Vendor List** – List required to be kept by the State of Florida Department of Management Services of entities under Florida Statute 287.133, Public Entity Crime; denial or revocation of the right to transact business with public entities.
- **Co-Op Fueling** - Fueling or otherwise servicing multiple Aircraft owned by different entities based in the same Aircraft hangar or Leased Premises. Co-Op fueling is not recognized as self-fueling by the FAA and will not be allowed at the Airport. To be afforded self-fueling rights, all Aircraft must demonstrate the same ownership structure as the Aircraft Hangar.
- **FAA** – The Federal Aviation Administration of the United States of America, its successors, and assigns.
- **FAR** – The Federal Aviation Regulations.
- **Fixed Base Operator (FBO)** – An Operator engaged in providing multiple Aeronautical Activities including the sale and dispensing of aviation fuels and lubricants to the public, Aircraft Storage, Aircraft Maintenance and Repair, and other Aeronautical Activities required in Article 13 of these Minimum Standards.
- **Flight Training and Aircraft Rental Operator** – An Operator engaged in providing Aircraft flight training, and the rental of Aircraft to the public for Aircraft flight training and instruction, in fixed or rotary wing Aircraft, and who provides such related ground school instruction as is required before taking a written examination and flight check ride for the category or categories of pilot's licenses and ratings involved.
- **Improvements**. Improvements shall include any building, betterment, facility, structure, or equipment built, constructed, installed, or placed upon the Airport.
- **Land** – Land shall mean the surface or immediate subsurface of the Airport real property suitable for development of Improvements for the use and benefit of Operators as required herein.
- **Leased Premises** – Leased Premises shall mean the Land and Improvements described in a lease executed by the Authority and an Operator, and available for use by that Operator in performing, operating, or engaging in Aeronautical Activities.
- **Minimum Standards** – The requirements established by Authority as the Minimum Standard requirements for any Person that must be met as a condition precedent to the right to conduct an Aeronautical Activity on the Airport (also referred to herein as the "Minimum Standards").
- **NFPA** – The National Fire Protection Association.
- **Not-for-Profit Flying Club** – An Operator that is a nonprofit entity organized for the express purpose of providing its members with an Aircraft or several Aircraft for their personal use and enjoyment only.
- **On Demand Aircraft Charter** – An Operator engaged in On Demand Aircraft Charter, as defined in 14 CFR Part 135, or in the private carriage of passengers or property, as defined in 14 CFR Part 125.

- **Operator** – A Person with an Agreement with the Authority and performing, operating, or engaging in an Aeronautical Activity at the Airport.
- **Person** – A Person who enters into an Agreement with the Authority including all individuals, firms, companies, associations, joint ventures, partnerships, trusts, business trusts, syndicates, fiduciaries, corporations, and all other groups or combinations.
- **President, Chief Executive Officer** – The principal representative of the Authority with powers and duties to direct all administrative, operational, financial, and other matters at the Airport; to supervise the Aeronautical Activities at the Airport and be responsible for the operation, management, and maintenance of the Airport and all facilities and equipment in connection therewith and to enforce the provisions of these Minimum Standards. Such other employees of the Authority, as the President, Chief Executive Officer from time to time may designate, to carry out the duties of the President, Chief Executive Officer.
- **Private Hangar Owners** - An Operator permitted by its Agreement to construct and maintain its own hangar on its own Leased Premises for the storage of its own Aircraft which is not used for Aeronautical Activities at the Airport. Ownership of the leasehold, hangar and Aircraft are identical, or the owners are related. The hangar owner and Aircraft owner are deemed to be “related” to the Operator if the owner of the hangar and Aircraft have, directly or indirectly, a major equity ownership in the Operator. An Aircraft under lease by the Operator from a third party for use by the Operator for a minimum of twelve (12) months is deemed “owned” by the Operator. Subject to compliance with Article 16, fueling and service of the Aircraft stored on the Leased Premises is also permitted but only if it is provided by the Operator or by a party related to the Operator, i.e., no Co-Op fueling, and servicing is permitted.
- **Rules and Regulations** – The Rules and Regulations for Sarasota Bradenton International Airport, as amended from time to time by the Authority.
- **Self Service Fueling Facility**- A fueling facility that is operated by an Operator, not by an attendant. If the pump is made available to the public, it becomes a commercial Aeronautical Activity and does not constitute self-fueling.
- **Specialized Aviation Service Operator (SASO)** – An Operator conducting a single specialized Aeronautical Activity at the Airport. SASO Operators typically offer only a single specialized aeronautical service such as On Demand Aircraft Charter, Aircraft Flight Training and Rental, Aircraft Sales, Aircraft Maintenance and Repair, Avionics Maintenance and Repair, ambulance service, sightseeing flights, aerial photography, Aircraft detailing, in-flight catering, vendors of pilot supplies, and/or other Aeronautical Activity specifically excluded from Parts 121 and 135 of the Federal Aviation Regulations.
- **Terminal Aircraft Parking Apron** – A defined paved area at the Airport commercial airline passenger terminal building for the loading and unloading of passengers and light cargo, Aircraft fueling, Aircraft parking, Aircraft cabin service, and Aircraft inline maintenance as required.
- **Transient Operator.** Any Person not leasing or subleasing Land and/or Improvements at the Airport, as required by these Minimum Standards, that conduct temporary or occasional Aeronautical Activities at the Airport, are required to obtain an Agreement or a Permit with the Authority and comply with the General Requirements of these Minimum Standards. For purposes of this definition, temporary or occasional Aeronautical Activities may include, but not be limited to, On Demand Aircraft Charter, Flight Training and Aircraft Rental, Aircraft Maintenance and Repair, Aviation Maintenance and Repair, upholstery, detailing, sightseeing, aerial photography, or other Aeronautical Activity.

**Note:** In addition to the Definitions provided herein, these Minimum Standards incorporate, by reference the defined words and acronyms identified in Section 1, Definitions, of the Rules and Regulations and are capitalized whenever used in these Minimum Standards. In the event of a conflict in a Definition provided herein and a Definition provided in the Airport Rules and Regulations, the Definition provided herein shall prevail. Those Words or acronyms that are not defined, identified, or capitalized shall be construed consistent with common meaning or as generally understood throughout the aviation industry.

## **ARTICLE 9 GENERAL MINIMUM REQUIREMENTS**

Any Person desiring to conduct Aeronautical Activities on the Airport shall meet or exceed the general minimum standard requirements ("General Requirements") of this Article as well as the Minimum Standards applicable to each Aeronautical Activity, as set forth herein.

**Application Required.** Any Person wishing to conduct an Aeronautical Activity at the Airport shall file an Application to Conduct Aeronautical Activities, hereinafter "Application", attached to these Minimum Standards as Addendum No. I, with the Authority in a form and manner approved by the Authority and obtain an Agreement or a Permit approved by the Authority as set forth in these Minimum Standards. The Application is required to be completed in its entirety and submitted to the Authority for consideration by the Authority prior to engaging in any Aeronautical Activity at the Airport. Applicant shall submit all the information requested by the Authority in the Application, or in addition thereto, and shall thereafter submit any additional information, data, and/or documentation that may be requested by the Authority to evaluate the Application and facilitate a complete and proper analysis of the proposed Aeronautical Activity.

No Application will be considered complete that does not provide the Authority with the information, data, and/or documentation requested by the Authority to enable the Authority to make a meaningful assessment of Applicant's desired Aeronautical Activities and determine whether the Applicant's desired Aeronautical Activities will comply with all applicable with the Airport Layout Plan and all applicable legal requirements. Following review of the Application by the Authority and subject to the Applicant complying with all requirements thereto, an Agreement may be issued by the Authority. The Authority reserves the right to approve or not approve any Application for any Aeronautical Activity as it determines in its reasonable discretion to be in the best interest of the public.

**Agreement or Permit Required.** A written Agreement or Permit properly executed by the Applicant and Authority, or by the Applicant and an existing FBO, that is approved by the Authority, is a prerequisite for an Applicant to commence any Aeronautical Activity at the Airport. Upon approval of an Application as submitted or modified by the Authority, if the Agreement is with the Authority, the Authority shall prepare a Term Sheet, as attached as Addendum No. II or equivalent in detail, acceptable to both parties that outlines the terms, covenants, and conditions of a final Agreement. If the parties agree on a Term Sheet, the Authority shall cause to be prepared an Agreement between the Applicant and the Authority. In all cases, the Authority or FBO shall cause to be prepared an Agreement between the Applicant and the Authority or FBO. All Agreements shall contain the following provisions, among others:

- Provisions for strict compliance with these Minimum Standards.
- Term provision.
- Reasonable rental rate and/or Authority use fee to be paid to Authority.
- Rent or fee escalation provision.
- Provision for security deposit, performance bond or other form of performance guarantee to be posted by Operator, along with construction and payment bonds, if applicable.
- Release, Indemnity and Hold Harmless provisions.

- Provisions providing that any Improvements to be built, constructed, or placed upon the Airport shall conform to all safety regulations of all agencies with jurisdiction, including but not limited to the State of Florida, the Counties of Sarasota and Manatee, and the City of Sarasota, and shall conform with the requirements of current building codes and fire regulations of said jurisdictions, including but not limited to all required permits, licenses, and fees.
- Provisions that any Improvements built, constructed, or placed upon the Airport shall require a construction bond and once construction is commenced, will be diligently pursued to completion.
- Covenants specifically agreeing to comply with environmental and natural resources laws and regulations.
- Provisions that the Agreement is subordinate to any existing or future Agreement between Authority and the United States, relative to the operation and maintenance of the Airport, the execution of which has been or may be required as a condition precedent to expenditure of Federal funds for the development of Airport properties.
- Provision prohibiting sublease or assignment of any Agreement without prior notification and approval by the Authority.
- Provisions required by the FAA or other governing agency or entity.

In lieu of or in addition to an Agreement, the Authority may issue a Permit. A Permit issued by the Authority will remain valid for one (1) year or such other period as indicated in the Permit if the Operator meets the following requirements:

- The information submitted by the Operator is and remains current. The Operator shall notify the Authority in writing within fifteen (15) calendar days of any change to the information submitted by the Operator.
- The Operator remains in full compliance with the terms and conditions of the Permit and all applicable legal requirements.

A Permit issued by the Authority may not be assigned or transferred and shall be limited solely to the approved Aeronautical Activity identified in the Permit. Where applicable, a Permit issued by the Authority shall be incorporated by reference in any Agreement between the Authority to the same Operator and subject to "cross default". The breach of any portion of a Permit issued by the Authority, including the Application incorporated by reference thereto, shall be deemed a material breach of any Agreement with the same Operator, subject to termination of the Permit and the Agreement. A default by an Operator shall result in the immediate cancelation of all Airport security badges, vehicle decals, and all other forms of controlled Airport access privileges.

**Transient Operators.** Transient Operators shall be required to obtain an Agreement or a Permit from the Authority and comply with the Minimum Standards set forth in this Section, including but not limited to the following:

- **Licenses and Certifications.** Transient Operators shall be properly licensed and certificated by the FAA and hold the appropriate type ratings and medical certifications required for the Aircraft being operated and the work being performed, including the ability to perform inspections, examinations and issue certifications typically conducted as part of the Aeronautical Activities being conducted. Transient Operators shall provide a copy of their active licenses and certifications to the Authority and to any customer upon request.
- **Registered Aircraft.** Transient Operators shall provide and maintain with the Authority a registered list of all Aircraft used by the Operator to conduct temporary or occasional Aeronautical Activities.

- **Locations of Aeronautical Activities.** Transient Operator Aeronautical Activities may only be conducted at a facility and location previously designated and approved by the Authority for the Aeronautical Activity to be conducted or at such facility or location designated and approved in advance in writing from time-to-time by the Authority. Each location shall meet all applicable legal and operational requirements for the type of Aeronautical Activities conducted.
- **Required Insurance.** Transient Operators conducting Aeronautical Activities at the Airport shall disclose the amount and variety of insurance coverage provided to its customers, when the insurance applies to the customer, where the customer may obtain additional information regarding the insurance provided and provide a copy of the applicable certificate of said insurance to the Authority and to any customer upon request.
- **Airport Rules and Regulations.** Transient Operators shall conduct all Aeronautical Activities in accordance with the Airport Rules and Regulations, and all applicable FAA Regulations, NFPA code, Department of Environmental Protection rules and regulations, the Authority's Standard Operating Procedures, and the rules and regulation of any agency with jurisdiction over the Aeronautical Activities conducted.

Based Aircraft owners, FBOs, and MROs with an active Agreement with the Authority, may request a Transient Operator to conduct Aeronautical Activities for their Aircraft or customers, respectively. However, a Transient Operator shall not be permitted to solicit business at the Airport for any reason.

**Airport Security Badges.** All Operators, their officers, managers, and employees working at the Airport shall be required to display a valid Airport Security Badge issued by the Authority.

**Aircraft Hangars.** All Aircraft Hangars on the Airport shall be subject to the following restrictions:

- Aircraft Hangars shall be equipped to provide appropriate and sufficient vehicles, tools, and equipment, including tugs with sufficient power and braking action to handle any Aircraft stored in the facility.
- Aircraft Hangars shall be equipped with sufficient Aircraft tow bars to provide for the movement of all Aircraft using the facility.
- Hazardous Material storage shall not be permitted to be stored in Aircraft Hangars unless specifically authorized in writing by the Authority.
- Aircraft Hangars shall not be used for Aeronautical Activities that impede the movement of Aircraft, storage of inventory unrelated to Aircraft Storage, or as a base of operations for a non-aeronautical business other than Aircraft Storage.
- Aircraft Hangars shall not be used for the storage of vehicles, marine vessels, non-aeronautical equipment, crates, boxes, barrels, containers, surplus property, and refuse.
- No vehicles shall be permitted to access Aircraft Hangars unless specifically authorized in writing by the Authority, which shall require the display of an active vehicle decal issued by the Authority.
- Aircraft Hangars may only be used for Operator's approved Aeronautical Activities or Aircraft registered in the name of the Operator.

**Prohibited Activities.** Any Aeronautical Activity described in these Minimum Standards conducted at the Airport without an Agreement or Permit with the Authority granting the right to conduct the Aeronautical Activity proposed to be conducted, including any Aeronautical Activities conducted by on-airport Operators, Transient Operator, sub-tenants, and all other Persons without an Agreement or Permit with the Authority

is strictly prohibited. The use of Aircraft for the purpose of banner towing and crop dusting is not permitted at the Airport under any condition.

**Compliance and Enforcement.** All Operators shall comply with all applicable federal, state, and local laws, Airport Rules and Regulations, these Minimum Standards for Aeronautical Activities, the Airport Master Plan, and all orders and directives of the Authority's management and staff that apply to the Aeronautical Activities conducted, which may individually or collectively be amended from time to time by the Authority. In addition, all Operators shall maintain in effect and post in a prominent public place in a facility on their Leased Premises all licenses, certifications, and permits required by law.

In the event an Operator fails to comply with these Minimum Standards, the Authority shall send a written statement of violation to such Person at their last known address. Unless otherwise provided in the Operator's an Agreement with the Authority, the Operator shall have ten (10) calendar days within which to (a) provide a written statement to the Authority explaining why the violation occurred and to advise the Authority that the violation has been corrected or (b) when and how the violation will be corrected. The Authority, in its sole discretion, has the right to immediately suspend the Operator's Aeronautical Activities and/or revoke the Operator's privileges at the Airport, as the Authority deems it necessary to correct the violation and prevent further violations. The Operator shall pay all costs incurred by the Authority to cure a violation required to be cured by the Operator, including but not limited to, attorney fees, expert witness fees, court costs, and other legal costs. Prior violations may warrant denial of future Permit applications by the Authority.

## **ARTICLE 10 APPLICATION PROCESS**

**Application Form.** All Persons seeking to perform an Aeronautical Activity at the Airport shall obtain a copy of these Minimum Standards, as may be amended, and shall file an Application to the Authority. All Applications shall be executed under penalty of perjury by an officer, director, manager, or other properly authorized official. The Application shall set forth in detail the following:

- Name and address of the Applicant.
- Name and address of classes of membership of the Applicant, if applicable.
- Copies of all licenses and certifications required to conduct the proposed Aeronautical Activity.
- Tax identification number.
- Copy of the Applicant's IRS Non-Profit Determination Letter, if applicable.
- Proposed Land use, facility and/or location for the Aeronautical Activity proposed.
- Names and qualifications of personnel involved in conducting the proposed Aeronautical Activity.
- Financial capability of the Applicant.
- Technical capability of the Applicant to perform the proposed Aeronautical Activity.
- List of Aircraft, vehicles, facilities, and equipment to be furnished by the Applicant in connection with the Aeronautical Activity proposed.
- Proposed date of commencement of the Aeronautical Activity.
- Proposed term of an Agreement with the Authority.



- Specifications of proposed Improvements.
- Estimated cost of proposed Improvements.
- Method of financing construction or acquisition of proposed Improvements.

**Application Review.** Once a complete written Application is received by the Authority, it shall be reviewed by the Application for compliance with these Minimum Standards. The determination of what is considered a complete Application will be as follows:

- Complete Application. If the Authority determines that the Application is complete, the Authority shall commence negotiations with the Applicant to execute an appropriate written Agreement.
- Incomplete Application. If the Authority determines that an Application is incomplete or further information is required, the Authority shall return the Application to the Applicant and notify the Applicant in writing of the reason(s) the Application was incomplete.

**Action on Application.** If the Authority determines that an Application is complete, the Authority shall approve, approve with conditions, or deny the application. The following are some examples of circumstances that may warrant the denial of the application:

- An Applicant, for any reason, does not meet the qualifications, standards, and requirements established by these Minimum Standards, or is not prepared to meet the same within a reasonable time as established by the Authority but not exceeding one year.
- An Applicant's proposed Aeronautical Activity or construction will create a safety hazard on the Airport.
- An Applicant's proposed Aeronautical Activity will result in a financial loss for the Authority.
- An Applicant's proposed Aeronautical Activity will cause the Authority to spend funds or supply labor or materials in connection therewith.
- No appropriate, adequate, or available Land or facilities exist at the Airport to accommodate an Applicant's proposed Aeronautical Activity on the date of Application or within a reasonable time thereafter.
- Airport development or construction required for the proposed Aeronautical Activity does not comply with the Airport Master Plan or conflicts with the Airport Rules and Regulations, federal, state, or local rules and regulations.
- Development or use of the Land area requested by an Applicant will result in Aircraft or building congestion or will unduly interfere with the Aeronautical Activities of an existing Operator on the Airport or might restrict Aircraft access to other existing Operators on the Airport.
- An Applicant either intentionally or unintentionally falsified information on an application or supporting documents or omitted relevant information.
- An Applicant failed to make full disclosure on an application.
- An Applicant has a record of violating the Airport Rules and Regulations, the rules, and regulations of another Airport, FARs, FAA standards, FDOT aviation regulations, or any other rules and regulations applicable to the Authority.
- An Applicant has defaulted in the performance of any Agreement with Authority, Manatee County, City of Sarasota, or Sarasota County, or other Airport in the United States.

- Based on current financial and background information, an Applicant does not, in the sole opinion of the Authority, exhibit adequate financial responsibility or technical capability to undertake the proposed Aeronautical Activity.
- An Applicant is unable to provide a performance bond or other security in an amount required by the Authority to insure performance of its obligations under its proposed Aeronautical Activity or ensure completion of any associated construction.
- An Applicant has been convicted of any felony or misdemeanor involving moral turpitude or has been convicted of a public entity crime as defined in Section 287.133 Fla. Statutes and placed on the Convicted Vendor List.

**Public Hearing.** Once an Application is approved and a Term Sheet is executed by the Authority and the Applicant, and a proposed Agreement or Permit is executed by the Applicant acceptable to the Authority, the Authority will decide based upon these Minimum Standards, Airport Rules and Regulations, Federal, State, and local law, policies, and guidelines, if a public hearing is required.

- **No Hearing Required.** If the proposed Aeronautical Activity does not require a hearing, the Authority will draft and execute the proper Agreement authorizing the Applicant to perform the proposed Aeronautical Activity in accordance with these Minimum Standards.
- **Hearing Required.** If it is determined that the proposed Aeronautical Activity requires a hearing, the hearing shall be governed as follows:
  - The Application and proposed Agreement will be placed on the agenda of a future regularly scheduled board meeting of the Authority. An Application and an Agreement must be executed before being placed on a Board agenda.
  - All Operators currently providing Aeronautical Activities as those proposed by the Applicant will be notified of the Application and advised of the date, time, and place of the scheduled board meeting where the Application and proposed Agreement will be considered.
  - The Authority will determine whether the Applicant meets these Minimum Standards as herein established, and whether the Agreement should be approved, modified, or rejected.
- **Continuing Obligations.** Successful Applicants who execute an Agreement with the Authority and are approved by the Authority shall be required to comply with the following.
  - **Informational Update.** Promptly advise the Authority of any changes to the information provided in the Application, Permit and/or Agreement.
  - **Compliance with Other Regulations.** Abide by and comply with all federal, state, and local Laws, ordinances, regulations, and the Rules and Regulations of the Authority.

**Technical Experience Required.** Operator shall, in the judgment of the Authority, based on the Application submitted by the Applicant, demonstrate before and throughout the term of an Agreement the capability to consistently conduct its Aeronautical Activities at the Airport in a safe, secure, efficient, courteous, prompt, and professional manner to the benefit of the public with the degree of professional care and level of skill exercised by qualified and experienced Operators conducting similar Aeronautical Activities at comparable Airports.

**Financial Capability Required.** Any Applicant desiring to conduct an Aeronautical Activity at the Airport shall demonstrate the financial strength and technical capability to pay all rents, fees, and charges owed to the Authority; developing and maintaining the required Land and Improvements, procuring, and maintaining

the required vehicles, tools, equipment, and/or Aircraft, and employing the required personnel to engage in the proposed Aeronautical Activity.

All Applicants shall provide the Authority with credible evidence regarding their financial and technical financial ability to perform the proposed Aeronautical Activity before and at any time during the term of any Agreement. Credible evidence shall consist of, but not necessarily be limited to, financial statements certified by an officer of Applicant as to its correctness, licenses, permits, and/or certificates required by law and applicable to Applicant's business, references and any other information indicating Applicant's ability to perform the proposed Aeronautical Activity at the Airport.

**Bankruptcy.** In the event of insolvency, voluntary or involuntary bankruptcy of an Operator which is not promptly discharged, or an arrangement for creditors is made, the Authority shall have the remedies provided in the Authority's Agreement with the Operator and as available by law.

**Agreement or Permit Required.** No individual or entity shall engage in any Aeronautical Activity at the Airport without first applying to the Authority and obtaining an Agreement or a Permit with the Authority, or having a sublease approved by the Authority, authorizing such Aeronautical Activity (collectively an "Agreement"). An Agreement or Permit with the Authority shall not replace, reduce, or otherwise limit in any way an Operator's obligations to comply with these Minimum Standards. Individuals and entities not based at the Airport that desire to conduct temporary or occasional Aeronautical Activities at the Airport, are also required to file an application, and obtain an Agreement or Permit with the Authority prior to conducting any Aeronautical Activity.

**Adequate Leased Premises.** An Operator shall lease or sublease adequate Land and Improvements to conduct each of the Operator's Aeronautical Activities, as required by these Minimum Standards. All required Improvements including, but not limited to, Aircraft apron, Aircraft tiedowns, buildings, facilities, vehicle parking, and fuel storage and dispensing shall be located on contiguous Land. Specialized Aviation Service Operators (SASOs) are encouraged to be sublessees from an FBO. however, if suitable Land or Improvements are not available or cannot be secured from an FBO, a SASOs may: (a) lease Land and/or facilities from the Authority, if such Land and/or facilities are available, or (b) sublease Land or Improvements from another SASO.

**Approval of Construction.** The construction or installation of any Improvements, or alteration of Improvements must be approved in advance by the Authority and all applicable federal, state, and local agencies having jurisdiction. Each Operator shall apply for a Tenant Construction Permit ("TCP Application") to the Authority for review and consideration in accordance with the requirements set forth in these Minimum Standards. A copy of the TCP Application is attached to these Minimum Standards as Addendum No. IV.

**Aircraft Apron and Tiedowns.** Aircraft apron shall be no less than one hundred percent (100%) of the square footage of the Aircraft Hangar size and able to accommodate the movement of Aircraft safely and effectively in and out of the Aircraft Hangar and provide for the efficient staging of Aircraft. In addition, Aircraft apron shall be:

- Contiguous and separated by no more than a taxi lane that allows the Operator to taxi or tow Aircraft without traversing an active runway, taxiway, or public roadway.
- Of adequate size and weight bearing capacity to accommodate the movement, staging, and parking of the largest Aircraft reasonably expected to utilize the Operator's Leased Premises.
- Able to accommodate the Operator's Aircraft fleet.
- Located to provide unimpeded movement of Aircraft in and out of Operator's Aircraft Hangars and all other facilities and to and from the nearest taxi lanes or taxiways.

If Operator utilizes an Aircraft Hangar for storing customer Aircraft, Operator shall provide a reasonable number of paved Aircraft tiedowns to effectively accommodate the demand for tiedowns. If Operator does not handle or store customer Aircraft, Aircraft tiedowns are not required.

**Vehicle Parking.** Paved vehicle parking shall be sufficient to meet local code requirements and accommodate all vehicles and equipment expected to utilize the Operator's Leased Premises each day. In addition, the following requirements shall be met:

- Leased Premises that require public access shall have direct Landside access.
- Paved vehicle parking shall be near the Operator's primary facility on the Operator's Leased Premises.
- On-street and off-street vehicle parking shall not be permitted except in marked vehicle parking spaces.

**Aircraft Hangars.** Aircraft Hangars identified throughout these Minimum Standards shall meet the following minimum requirements, unless otherwise stipulated in these Minimum Standards for the specific Aeronautical Activity conducted.

Leased Premises	Square Feet	Notes
Land	43,560	
Administrative and Maintenance Area	1,000	Shall include dedicated employee work areas, shop areas, and storage for parts and equipment.
Aircraft Hangar	10,000	
Aircraft Hangar Apron	10,000	
Aircraft Hangar Doors	20 by 80	Linear height by width

**Licensing and Regulatory Compliance.** Prior to engaging in any Aeronautical Activity at the Airport, and throughout the term of any Agreement with the Authority, each Operator shall obtain and maintain all necessary licenses and certificates required by the FAA and all other agencies having jurisdiction over the Operator's Aeronautical Activity. In addition, each Operator and their on-site managers and employees shall obtain and comply with all necessary licenses, permits, certifications, and/or ratings required to conduct Operator's Aeronautical Activities at the Airport, including:

- Each Operator shall keep in effect and post in a prominent place, readily visible and accessible to the public, copies of all licenses, permits, certifications, or ratings that are required for each chosen Aeronautical Activity.
- Upon request, each Operator shall provide copies of such licenses, permits, certifications, and/or ratings upon request to the Authority within 48 hours.

All Operators shall comply with all federal, state, and local laws, the Airport Master Plan, the Airport Rules and Regulations, and these Minimum Standards for Aeronautical Activities, which may be amended from time to time by the Authority, that apply to their business, including the Rules and Regulations promulgated by the Authority and all other agencies having jurisdiction. All Operators shall keep in effect and post in a prominent place on their Leased Premises all necessary and/or required licenses, certifications, and/or permits required to conduct the Operator's Aeronautical Activities.

**Personnel.** An Operator shall provide, at their own expense, sufficient employees to effectively and efficiently conduct their Aeronautical Activity approved by Agreement issued by the Authority. All Operator shall employ and designate a qualified, experienced, and professional on-site manager who shall be responsible for the day-to-day management of Operator's Aeronautical Activities, including the following:

- The designated on-site manager shall have experience managing similar Aeronautical Activities, as determined by the Authority.
- The Operator shall give due consideration to notification from the Authority of dissatisfaction with the designated on-site manager's performance and shall take all reasonable action to eliminate the cause of such dissatisfaction.

During Operator's hours of operation, a qualified, experienced, and professional on-site supervisor(s) shall be readily available and authorized to represent and act on Operator's behalf with respect to Operator's Aeronautical Activities. It shall be the responsibility of Operator to maintain close supervision over Operator's employees to ensure all Aeronautical Activities are consistently provided in a safe, secure, efficient, courteous, prompt, high quality, and professional manner.

Operators shall have in its employ, on duty, and be immediately available during hours of operation, properly trained and qualified employees in such numbers as are required to comply with these Minimum Standards and to meet the reasonable demands of customers for each of the Operator's Aeronautical Activities.

**Employee Conduct and Training.** Operators shall control and be responsible for the conduct, demeanor, and appearance of their employees, who shall be trained by Operators and who shall possess such technical qualifications and hold such certificates of qualification as may be required in carrying out assigned duties. It shall be the responsibility of Operators to maintain close supervision over their employees to assure a high standard of service to Operator's customers.

**Aircraft, Vehicles and Equipment.** The Aircraft, vehicles, and equipment required by these Minimum Standards must be fully operational, in compliance with all applicable federal, state, and local law, and capable of enabling the Operator to conduct its Aeronautical Activities in a safe and efficient manner consistent with their intended use. Aircraft, vehicles, and equipment may be unavailable on a temporary basis, as reasonably required for routine or emergency maintenance and repair provided that:

- Appropriate measures are being taken to return the Aircraft, vehicles, and equipment safely back into service as soon as possible.
- Fully operational back-up Aircraft, vehicle, and equipment are available within a reasonable time to conduct the Operator's Aeronautical Activities.

**Safety and Security.** Operators shall designate a responsible individual for the coordination of all communications, safety and security procedures and provide point-of-contact information to the Authority, including the name of the primary and secondary contacts. One of the contacts must be available by telephone on a 24-hour basis. Operators shall develop and maintain a security plan for their Leased Premises and the Aeronautical Activities conducted that complies with the following:

- The Operator's security plan shall be submitted to the Authority for review no later than thirty (30) calendar days before the Operator is scheduled to commence Aeronautical Activities at the Airport and shall resubmitted their security plan to the Authority after any revision.
- Upon request, Operators that are required to comply with a Transportation Security Administration (TSA) security program must demonstrate written compliance to the Authority including providing the Authority, within 24 hours, copies of all relevant and applicable TSA required documentation.
- Operators must comply with applicable reporting requirements as established by the Authority, FAA, TSA, and all agencies having jurisdiction.
- Operators shall develop and maintain a safety plan for Operator's Leased Premises and Aeronautical Activities that complies with the Rules and Regulations for the Airport.

- Operators, their officers, managers, and employees working at the Airport shall always display a valid Airport Security Badge issued by the Authority.

**Hours of Operation.** The hours of operations that are to be provided to the public and the contact information for after-hours of operation shall be clearly posted in public view using appropriate and professional signage. Unless otherwise stated in these Minimum Standards, Operator's Aeronautical Activities shall be continuously offered and available to meet reasonable demand of customers for a minimum of eight (8) hours per day during normal business hours Monday through Friday, excluding holidays or as otherwise specified in the Operator's Agreement with the Authority. Unless otherwise stated in these Minimum Standards, Operator's Aeronautical Activities shall be available to the public at all other times on-call and after-hours, with response time not to exceed one (1) hour. Operators shall provide good, prompt, and efficient Aeronautical Activities on a fair, reasonable, and non-discriminatory basis to all users of the Airport adequate to meet all reasonable demands for its Aeronautical Activities at the Airport.

**Product, Service, and Pricing.** The Operator shall furnish good, prompt, and efficient service on a fair, reasonable, and non-discriminatory basis to all users of the Airport adequate to meet all reasonable demands for its Aeronautical Activities at the Airport. Operator may provide reasonable discounts, rebates, or other similar types of price reductions based on the class of Airport user or the volume purchased. In the event of a complaint and upon request by the Authority or any customer, Operator shall provide a schedule of product, service, and facility pricing within 24 hours. In addition to identifying the Operator's product, service, and facility pricing, the schedule shall identify any discounts or rebates for volume purchases, or other similar types of price reductions offered by Operator.

**Non-Discrimination.** Operator shall (1) provide its Aeronautical Activities at a reasonable, and not unjustly discriminatory basis to all Airport users and (2) not charge unjustly discriminatory prices for any product, service, or facility. Operator may provide reasonable discounts, rebates, or other similar types of price reductions based on the class of Airport user or the volume purchased. In the event of a complaint and upon request by the Authority or any customer, Operator shall provide a schedule of product, service, and facility pricing within 24 hours. In addition to identifying the Operator's product, service, and facility pricing, the schedule shall identify any discounts or rebates for volume purchases, or other similar types of price reductions offered by Operator.

**Taxes and Expenses.** Operator shall meet all expenses and payments in connection with their Agreement with Authority, including licenses, taxes, or permits required by law in the normal course of business. Operator shall, at its sole cost and expense, pay all taxes, fees, and other charges, that may be levied, assessed, or charged by any duly authorized agency relating to the Operator's Aeronautical Activities conducted at the Airport and in connection with its Agreement with the Authority. Operators may, however, at their sole expense and cost, contest any tax, fee, or assessment. The Authority may enforce the payment of any rent, fee, or other charge due to the Authority from an Operator by any means provided by law.

**Vendors and Suppliers.** Operators shall have the right to choose, at their sole discretion, their vendors, and suppliers, operating in compliance with these Minimum Standards.

**On-Airport Signage.** Operators may not advertise or place signage on the Airport or the Operator's Leased Premises unless specifically granted said rights in their Agreement with the Authority.

## **ARTICLE 11 GENERAL INSURANCE REQUIREMENTS**

**Overview of Insurance.** All Operators shall procure, pay for, and maintain with insurance carriers rated A or better by Best's, insurance of the types and in the minimum limits established by the Authority, for the type of Aeronautical Activity in which the Operator will be engaged. If more than one Aeronautical Activity is proposed or conducted, minimum limits may be cumulative. Because of the many variables and combinations, insurance requirements will be reviewed and revised on an individual basis at the time of an Applicant's Application, during Agreement negotiations, and throughout the term of the Agreement.

All insurance shall be acquired and maintained with responsible companies approved by the Authority and authorized to do business in the State of Florida. All liability insurance policies shall provide a severability of interest provision. Required insurance coverage and limits shall be evidenced by properly executed certificates of insurance. Each certificate shall be an original, signed by the authorized representative of the insurance company shown on the certificate with proof that he/she is an authorized representative thereof attached. All insurance policies shall be primary coverage performable in Sarasota and Manatee Counties, Florida, and shall be construed in accordance with the laws of the State of Florida.

Insurance coverage and limits required herein are designed to meet uniform requirements of the Authority. They are not designed as a recommended insurance program for the Applicant or Operator. Applicant and Operators alone shall be responsible for the sufficiency of his insurance program. In the event the Authority determines that the insurance limits herein are inadequate, the Authority may modify said limits. If the insurance limits are modified, Applicant or Operator shall have thirty (30) days after receipt of written notice from the Authority to modify its insurance limits to meet the new requirements.

If any liability insurance required herein is issued or renewed on a "claims made" form as opposed to the "occurrence" form, the retroactive date for coverage shall be no later than the commencement date of the Agreement and shall provide that in the event of cancellation or non-renewal, the discovery period for insurance claims (tail coverage) shall be unlimited. Required coverage shall be issued as required by law and shall be endorsed, where necessary, to comply with these Minimum Standards. Submissions required by this Article shall be delivered to:

Properties Department  
Sarasota Manatee Airport Authority  
Sarasota Bradenton International Airport  
6000 Airport Circle, Third Floor  
Sarasota, Florida 34243-2105

The value and types of insurance shall conform in all cases to the following minimum requirements set forth in these Minimum Standards with the use of Insurance Service Office (ISO) policies, forms, and endorsements or broader where applicable.

**Certificates of Insurance.** Certificate of Insurance must be filed with and approved by the Authority prior to any Aeronautical Activity being conducted by the Applicant or the Operator at the Airport, which certificates shall state thereon the limits, coverages and endorsements required herein. All certificates shall provide for thirty (30) days prior written notice, by registered or certified mail, return recipient requested, to the Authority prior to renewal, non-renewal, cancellation, reduction in policy coverages, or other alteration including, but not limited to, revisions, replacements, suspensions, increases or cancellations of coverage, underwriters, exclusion, values, or limits. In any such case, Operator shall take immediate steps to reinstate any cancellation, reduction, or alteration that fails to comply with these Minimum Standards. If at any time the Authority requests a written statement from the Operator's insurance company as to any impairments to the aggregate limit, the Applicant and/or Operator shall promptly authorize and have such statement delivered to the Authority. The Applicant or Operator shall make up any impairment when known to it. All Applicants and Operators authorize the Authority to confirm all information furnished to the Authority, as to compliance with the insurance requirements herein, with Applicant or Operator's insurance agents, brokers, and insurance carriers. All insurance coverage of Applicants and Operators shall be primary as regards any insurance or self-insurance program carried out or approved by the Authority.

Renewal certificates of insurance shall be provided to the Authority a minimum of thirty (30) days prior to renewal. Thereafter, the Operator shall provide certificates of insurance to the Authority every twelve (12) months and prior to any alteration defined above. The certificate holder's name and address shall include:

*"Sarasota Manatee Airport Authority, an Independent Special District of the State of Florida, its Commissioners, Officers, Employees, and Agents, 6000 Airport Circle, Sarasota, Florida 34243."*

Companies issuing required insurance policies shall have no recourse against the Authority for payment of premiums or assessments for any deductibles. These costs shall be the sole risk and responsibility of the Operator. Certificates of insurance for the coverages required by these Minimum Standards shall be delivered to the Authority prior to the execution of any Agreement with the Authority. The Authority's acceptance of delivery of any policy or certificate of insurance evidencing the Applicant's or Operator's insurance coverages and limits and does not constitute approval or an Agreement by the Authority that the insurance requirements herein have been met or that the insurance policies shown in any certificate of insurance adhere to the requirements herein.

**Additional Insured Endorsement.** Operators shall endorse the Authority as an "Additional Insured" on each insurance policy with respect to liability arising out of Aeronautical Activities performed by or on behalf of the Operator, including the premises owned, leased, occupied, or used by the Operator, vehicles, equipment, and Aircraft owned, leased, hired, borrowed, or operated by the Operator. Such insurance shall provide primary coverage and shall not seek any contribution from any insurance or self-insurance maintained by the Authority, except for Worker's Compensation policies.

The additional insured endorsement, as to the interest of the Authority, shall not be invalidated by any act or neglect or breach of contract of the Operator. Any failure to comply with reporting or other provisions of the policies, including any breach of warranty, shall not affect coverage provided to the Authority and/or the Authority Board, individually and collectively, and its representatives, officers, employees, and agents. The Operator insurance shall apply separately to each insured against whom a claim is made, or suit is brought, except with respect to the aggregate limits of the insurer's liability.

Operators that sublease Land and/or Improvements shall be required to secure coverage by means of an endorsement to the Commercial General Liability policy. Other policies, when required, shall provide a standard "Additional Insured" endorsement offered by the insurer. The "Additional Insured" endorsements shall provide coverage on a primary basis. Additional Insured" endorsements shall state as follows:

*"Sarasota Manatee Airport Authority, an Independent Special District of the State of Florida, its Commissioners, Officers, Employees, and Agents, 6000 Airport Circle, Sarasota, Florida 34243."*

**Loss Payee Endorsement.** Operators shall endorse the Authority as a "Loss Payee" on the Property, Flood, and Windstorm insurance policies. "Loss Payee" endorsements shall provide coverage on a primary basis and shall read as follows:

*"Sarasota Manatee Airport Authority, an Independent Special District of the State of Florida, its Commissioners, Officers, Employees, and Agents, 6000 Airport Circle, Sarasota, Florida 34243."*

**Commercial General Liability/Airport Liability.** Commercial General Liability/Airport Liability insurance, including premises and operations, personal injury, Agreement requirements, and independent contractors, including completed operations limits of coverage shall not be less than:

- Combined single limit,  
bodily injury, personal injury and  
property damage liability \$5,000,000 per occurrence

**Commercial Automobile Liability.** Commercial Automobile Liability Insurance shall be maintained in accordance based on the following operating requirements:

Outside the AOA. Automobile Liability Insurance shall be maintained as to ownership, maintenance, and use of "all vehicles" which are tagged and used on Airport outside the AOA with limits not less than:

- Bodily Injury Liability \$1,000,000 each person  
\$1,000,000 each occurrence
- Property Damage Liability \$1,000,000 each occurrence



Inside the AOA. Automobile liability insurance shall be maintained as to ownership, maintenance, and use of "all vehicles" which are tagged and used on Airport inside the AOA with limits not less than:

- Bodily Injury Liability \$5,000,000 each person  
\$5,000,000 each occurrence
- Property Damage Liability \$5,000,000 each occurrence

**All Risk Property, Flood and Windstorm Insurance.** Property, Wind, & Flood Insurance, subject to reasonable deductibles approved by the Authority, is required for all constructed, leased, or subleased buildings, structures, and facilities as follows:

- Property insurance in an amount not less than one hundred percent (100%) of the total replacement cost of all Improvements, including those made by or on behalf of Operator as well as Operator's contents located on the Leased Premises. The settlement clause shall be on a Replacement Cost basis. Coverage shall be written with a Special - Cause of Loss (All-Risk) form and include an endorsement for Ordinance & Law in an amount not less than twenty-five percent (25%) of the Property insurance limit. This coverage shall be provided on a primary basis.
- Flood insurance, if within the 100-year flood zone, in an amount not less than one hundred percent (100%) of the total replacement cost of all Improvements, including, but not limited to, those made by or on behalf of Operator as well as Operator's contents, located on the Leased Premises, or the maximum amount available from the National Flood Insurance Program. This coverage shall be provided on a primary basis.
- Windstorm insurance, unless included as a covered peril in the property insurance, in an amount not less than one hundred percent (100%) of the total replacement cost of Improvements, including, but not limited to, those made by or on behalf of Operator as well as Operator's contents, located on the Leased Premises, or the maximum amount available under the Florida Windstorm Underwriting Association. This coverage shall be provided on a primary basis.

**Worker's Compensation and Employer's Liability.** Worker's Compensation and Employer's Liability insurance shall be maintained in accordance with federal law and the statutes and regulations of the State of Florida including employer's liability.

**Excess Liability Insurance.** Excess Liability insurance if used to reach the limits of liability required, shall not be less than Five Million Dollars (\$5,000,000) combined single limit each occurrence and aggregate where applicable for bodily injury, personal injury, and property damage liability.

**Waiver of Subrogation.** Operators shall provide a Waiver of Subrogation in favor of the Authority for each policy required to be maintained or maintained by Operator pursuant to or in connection with Operator's Period or Agreement with the Authority. When required by the insurer, or if a policy condition does not permit an insured to enter into a pre-loss agreement to waive subrogation without an endorsement, the Operator shall notify the insurer and request the policy be endorsed with a Waiver of Transfer of Rights of Recovery Against Others, or its equivalent. This Waiver of Subrogation requirement shall not apply to any policy, a condition to which the policy specifically prohibits such an endorsement, or voids coverage should an Operator enter into such an agreement on a pre-loss basis.

**Multiple Aeronautical Activities.** When an Operator engages in more than one Aeronautical Activity at the Airport, these General Insurance Requirements, and the insurance requirements specific to each Aeronautical Activity defined in these Minimum Standards, must be maintained throughout the term of any Agreement with the Authority.

**Accommodated Aircraft Size.** The General Insurance Requirements contained in this Article are the requisite minimum insurance requirements to be maintained to conduct any Aeronautical Activity at the

Airport regardless of the accommodated aircraft size. Minimum insurance requirements for Operators conducting Aeronautical Activities at the Airport with single and multi-engine piston Aircraft and Group I and Group II turboprop Aircraft only, are permitted to maintain throughout the term of any Agreement with the Authority half the minimum insurance requirements specific to each Aeronautical Activity defined in these Minimum Standards conducted by the Operator for a) Commercial General Liability or Airport Liability, b) Hangar Keepers Liability, and c) Excess Liability Insurance.

Minimums insurance requirements for Operators conducting Aeronautical Activities at the Airport with single and multi-engine piston aircraft and Group I and Group II turboprop aircraft only, are required to maintain throughout the term of any Agreement with the Authority the full amount of all other minimum insurance requirements specific to each Aeronautical Activity defined in these Minimum Standards conducted by the Operator. Lesser minimum insurance requirements shall not apply to any FBO Operator at any time, regardless of the accommodated aircraft size.

## **ARTICLE 12 NOTICE OF INDEMNIFICATION**

All Operators will be required to execute a separate indemnification contained in the Agreement or Permit issued by the Authority, which indemnification shall obligate the Operator to defend, indemnify, save, protect, reimburse, and hold harmless the Authority, its Board commissioners, officers, employees, and agents, individually and collectively, from and against any and all actual or alleged claims, demands, damages, expenses, costs, and fees including, but not limited to, legal, professional, expert, court and escrow fees, fines, environmental costs, and/or penalties, collectively referred to as costs, which costs may be imposed upon, claimed against, incurred or suffered by the Authority and which, in whole or in part, directly or indirectly, arising from or are in any way connected with any of the following, except to the extent resulting from the Authority's gross negligence or willful misconduct: (a) any act, omission, or negligence of Operator or Operator's partners, officers, directors, employees, contractors; agents or invitees, (b) any use or occupation, management, or control of the Operator's Leased Premises, whether or not due to Operator's own act or omission; (c) any condition created in or about the Operator's Leased Premises at any time during the term of an Agreement with the Authority; and (d) any breach, violation, or nonperformance of the Operator's obligations under any Agreement with the Authority.

In the event of a violation of environmental law, rules, or regulation, attributable to any Operator, Operator's Aeronautical Activities, employees, contractors, vendors, suppliers, or agents, the Operator will be required to assume full responsibility for any such violation and indemnify, release, defend, save, protect, and hold harmless the Authority and its Board commissioners, officers, employees, contractors, and agents individually and collectively.

In the event a party indemnified hereunder is responsible, in part, for the loss, the indemnitor will not be relieved of the obligation to indemnify. In any such case, liability shall be shared in accordance with the State of Florida's principles of comparative fault. Nothing herein shall constitute a waiver of any protection available to the Authority, its commissioners, officers, employees, contractors, and agents, individually and collectively, under the State of Florida's governmental immunity act or similar statutory provision.

## **ARTICLE 13 FIXED BASE OPERATOR**

All FBO Operators shall comply with all General Requirements of these Minimum Standards and the Minimum Standards included in this Article.

**Minimum Aeronautical Activities.** All Operators are required to provide the following Aeronautical Activities to the public.

Aeronautical Activities	Notes
Aviation Fuels and Lubricants	Provided by FBO
Aircraft Ground Handling	Provided by FBO
Aircraft Parking and Storage	Provided by FBO
Concierge Services	Provided by FBO
Courtesy Transportation	Provided by FBO
Baggage Handling	Provided by FBO
Aircraft Maintenance and Repair	Provided by FBO or SASO
On Demand Aircraft Charter	Provided by FBO or SASO
Catering Services	Provided by FBO or SASO
Cabin Oxygen	Provided by FBO or SASO

**Aviation Fuels.** All Operators shall offer for sale, deliver, and dispense upon request, the following fuels, and lubricants.

Fuels and Lubricants	Notes
Jet fuel	Shall comply with ASTM D 1655
Avgas	Shall comply with ASTM D 1910
Lubricants	Engine oils, hydraulic fluids, and corrosion inhibitors
Response Times	Thirty (30) minutes during Standard Hours of Operation One (1) hour after hours of operation

**Fuel Storage.** All Operators shall provide above ground fuel storage facilities for aviation fuels in the minimum capacity at a storage area approved by the Authority.

Capacity and Storage	Gallons	Notes
Jet Fuel	24,000	With the capability to expand
Avgas	12,000	
Waste Fuel		As required by local rules and regulations

**Fueling Equipment.** All Operators shall provide and maintain the following minimum fueling equipment:

Fueling Equipment	Gallons	Notes
Jet Fuel Metering		Shall include bottom loading capabilities
Jet Fuel Vehicles	One 5,000 Two 3,000	One Vehicle shall have over-the-wing, and single point Aircraft capability
Avgas Metering		Shall include bottom loading capabilities
Avgas Vehicles	One 750	One readily available backup vehicle is required

Fueling Equipment	Gallons	Notes
Self-Serve Facility	Optional	Self-serve facility may be substituted for one vehicle. Facility shall: (a) be constructed or installed in a location approved by the Authority, (b) be available for public use, and (c) provide detailed instructions for safe operation, telephone, emergency shut-off, fire extinguisher, and fuel spill kit.

**Regulatory Compliance.** Installation, construction or alteration of all fuel storage and distribution facilities and equipment shall be approved in advance and in writing by the Authority and shall comply with all applicable safety standards and regulations of the FAA, Department of Environmental Protection, the NFPA, the Authority's Airport Certification Manual, and in all applicable federal, state, and local rules and regulations. The Authority and other appropriate governmental agencies may inspect these facilities at any time to assure compliance with all applicable established standards.

All Operators shall demonstrate that arrangements have been made with a reputable fuel supplier for the delivery of fuels in the quantities necessary to meet the peak demands of customers. Ensuring the quality and quantity of fuel is the sole responsibility of the Operator. The Operator shall provide the Authority with a written Spill Prevention, Control, and Countermeasures (SPCC) Plan that meets all legal and operational requirements for FBO fuel storage, vehicles, equipment, and dispensing. An updated copy of the SPCC Plan shall be filed with the Authority at least thirty (30) days prior to any change in operations.

**Fuel Reporting.** On or before the 20th calendar day of each month, FBOs shall: (a) provide a summary report to the Authority identifying the prior month gallons of fuel: (i) delivered the FBO's fuel storage facility, and (ii) dispensed by the FBO to customers at the Airport, and (iii) pay to the Authority all flowage fees due. Upon request by the Authority, Operators shall make available to the Authority or its designated representative all meters and records for inspection. In the event of a discrepancy between the amount of aviation fuel purchased, delivered, or dispensed, the greater amount shall prevail, and the Operator shall promptly pay all additional fees due the Authority, if any, plus interest on the unpaid balance at an annual rate of eighteen percent (18%) per annum from the date originally due.

**Ground Handling Equipment and Services.** All Operators shall provide directly, from an MRO or SASO, the following ground handling equipment and services at the Airport.

Equipment and Services	Notes
Marshalling	Aircraft arriving and departing the FBO Premises
Towing Vehicles	Aircraft arriving and departing the FBO Premises
Oxygen and Nitrogen	Minimum Standards for Aircraft Maintenance Apply
Compressed Air	Minimum Standards for Aircraft Maintenance Apply
Lavatory Service	Minimum Standards for Aircraft Maintenance Apply
Potable Water	Minimum Standards for Aircraft Maintenance Apply
International Refuse	Provided by U.S. Customs and Border Patrol
Ground Power	Current (DC) and Alternating Current (AC)
Fuel Spill Kits	Shall Comply with approved SPCC Plan
Dry Chem Fire Extinguishers	As required by the Authority or at law

**Crew Vehicles and Services.** All Operators shall provide the following passenger and crew vehicles and services:

Vehicles and Services	Standard	Notes
Ramp Golf Cart	1	Minimum four passenger
Ramp Courtesy Vehicle	1	Minimum four passenger
Off-Airport Crew Car	1	Minimum four passenger

**Leased Premises.** All Operators shall lease or construct sufficient Land and Improvements to accommodate all the Operator's Aeronautical Activities including not less than the following:

Leased Premises	Square Feet	Notes
Land	653,400	Includes building, aprons and fueling facilities
Terminal	10,000	
Terminal Apron	200,000	
Terminal Customer Service	2,000	Includes lobby, passenger lounge, crew lounge, conference room, kitchen, and restrooms
Terminal Line Service	1,000	
Terminal Offices	1,000	Includes dedicated space for offices, work areas, and storage
Aircraft Hangar	30,000	Aircraft and Maintenance Hangars may combined 40,000 SF Hangar
Aircraft Hangar Apron	30,000	
Aircraft Hangar Door	20' by 80'	Linear feet
Paved Aircraft Tiedowns	20	Clear span structure required
Maintenance Hangar	10,000	
Maintenance Hangar Apron	10,000	
Maintenance Hangar Door	20' by 80'	Linear feet
Hangar Maintenance Area	2,000	Includes work areas, shop areas, parts, and equipment storage
Hangar Customer Service Area	1,000	Direct access to Terminal Customer Service Area required

**Taxiway Access.** All Operators shall provide paved access from its facilities to the Airport's taxiway system. All taxiway access shall meet all applicable Authority and FAA design and construction standards for the largest Aircraft type expected to use the Operator's facilities.

**Vehicle Parking.** All Operators shall provide within their leasehold at least fifty (50) paved vehicle parking spaces, or as required by applicable Federal, State, or local codes and regulations, whichever is greater. On-street and off-street vehicle parking shall not be permitted except in marked vehicle parking spaces.

**Hours of Operation.** All Operators shall provide all approved Aeronautical Activities to the public no less than eight (8) hours a day, seven (7) days a week, twenty-four (24) hours a day, each day of the year, including all holidays, and be available on call to provide all Aeronautical Activities 24 hours per day, 7 days per week, to meet the reasonable demands of customers for the Aeronautical Activities, including not less than the following:

Hours of Operation	Standard	Notes
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Hours of Operation	Standard	Notes
24 Hours/Day, 7 Day/Week, 365 Days/Year	Daily 0500-2200	Standard Hours of Operation required on all weekends and holidays. After-hours response time not to exceed one (1) hour

All Operators shall comply with all Aircraft Maintenance employee requirements of these Minimum Standards. All Operator's Aeronautical Activities shall be continuously available to the public at reasonable rates to meet reasonable demands of the public as required in this Article. After hour fees are permitted provided such fees do not exceed twice the normal fee or as otherwise deemed commercially reasonable by the Authority. If the Authority is required to respond on behalf of the Operator, the Authority may assess the Operator an afterhours fee not to exceed three (3) times the normal fee or as otherwise deemed commercially reasonable by the Authority.

**Fuel Safety Precautions.** All Operators shall conduct all fuel storage, handling, and dispensing in accordance with the Airport Rules and Regulations, NFPA code, Department of Environmental Protection rules and regulations, the Authority's Standard Operating Procedures, and industry best practices.

**Personnel.** All Operators shall employ, contract, or otherwise have on duty during the required hours of operation, an adequate number of properly qualified and licensed personnel to provide the level of service commensurate with the Aeronautical Activities offered by Operator, and as required by these Minimum Standards. The Operator's office shall be attended by the Operator's personnel while the facility is open for business. Cross-utilization of Operator's personnel between Aeronautical Activities performed will be permitted to the extent that personnel qualifications and licensing requirements are met, and providing the standard for personnel is maintained as follows:

- All fuel service personnel shall be suitably uniform with the name of the Operator prominently displayed thereon. Personnel for all Aeronautical Activities conducted shall meet the requirements for the specific categories as specified in these Minimum Standards.
- The Operator, when requested by the Authority, shall provide a listing of designated fuel service employees, their training documentation, and their work hours.

Operator's employees, contractors, agents, and representatives while on duty, shall be clean, neat in appearance, and always properly uniformed. Uniforms shall identify the name of the Operator. The Operator's management and administrative employees shall not be required to be uniformed but shall wear Authority approved identification. All Operators shall have the following properly trained and qualified employees on each shift for Aircraft fueling, Aircraft ground handling, and passenger and crew services, as follows:

Personnel	Standard	Notes
A&P Mechanic	1	Certificated by F.A.A. available during Standard Hours of Operation from FBO, MRO or SASO
Line Service Technicians - Days	3	All technicians shall be trained in an F.A.A. fire safety program per 14 CFR Part 139.321.
Line Service Technicians - Evenings	2	All technicians shall be trained in an F.A.A. fire safety program per 14 CFR Part 139.321.
Customer Service Rep	1	One service technician on call after hours An LST may fulfill CSR role unless the LST is performing duties off the Leased Premises.

**Operating Procedures.** All Operators shall develop and maintain and keep up to date standard operating procedures (SOP) that shall include, at a minimum, a training plan, fuel quality assurance procedures and

associated record keeping, emergency response procedures to fuel spills and fires, and Aircraft ground handling procedures. All Operator SOPs shall address: (a) regular safety and security inspections, (b) bonding and fire protection, (c) public protection, and (d) marking, labeling, and controlling access to refueling vehicles, fueling equipment, and fuel storage facilities.

All Operator SOP shall be submitted to the Authority no later than thirty (30) days before the Operator's Aeronautical Activities are scheduled to commence and shall be resubmitted any time changes are made. Fuel storage facilities and refueling vehicles shall be equipped and maintained as required by the Operator's SOP and shall comply with applicable legal requirements and industry best practices including, without limitation, those prescribed by:

- National Fire Protection Association (NFPA) Codes.
- 14 CFR Part 139, Airport Certification, Section 139.321 "Handling/Storing of Hazardous Substances and Materials".
- Applicable Advisory Circulars (ACs) including AC 00-34 series Aircraft Ground Handling and Servicing, AC 150/5210 series Painting, Marking and Lighting of Vehicles Used on an Airport, and AC 150/5230 series Aircraft Fuel Storage, Handling, and Dispensing on Airports.

**Aircraft Removal.** All Operators shall be equipped upon request by the Authority, Aircraft owners, or Aircraft Operator to aid in the removal of any Design Group I and Group II Aircraft from any location at the Airport. All Operators shall prepare an Aircraft removal plan and always have the necessary equipment readily available onsite.

**Salvage Operations.** Operators shall not store Aircraft, vehicles, or equipment for salvage operations.

**Contracted MRO or SASO.** Operators may sign an agreement with a qualified MRO or SASO to provide approved Aeronautical Activities on the Operator's Leased Premises provided the MRO or SASO complies with all applicable Minimum Standards. Operators shall provide the Authority with a list of all MRO and SASO agreements. The list shall be kept current for the Authority by the Operator and include the MRO and SASO's name, address, telephone number, and the Aeronautical Activities provided by each.

**Insurance Requirements.** In addition to the General Insurance Requirements required by these Minimum Standards, all Operators shall provide and maintain the following insurance:

- **Commercial General Liability or Airport Liability.** Commercial General Liability/Airport Liability insurance, with no exclusion relating to Aircraft, including coverage for, but not limited to, Premises Operations, Products Completed Operations, Contractual Liability, Personal Injury Liability, Advertising Injury Liability and Cross Liability, which limits of coverage shall not be less than combined single limit, bodily injury, personal injury, and property damage liability of Ten Million Dollars (\$10,000,000) for each occurrence. This coverage shall be provided on a primary basis by companies authorized to do business in the State of Florida.
- **Hangar Keeper's Liability.** Hangar keeper's Liability Insurance providing insurance for property damage to Aircraft that are the property of others while in the care, custody, or control of FBO in an amount not less than Ten Million Dollars (\$10,000,000) per Aircraft and Twenty Million Dollars (\$20,000,000) per occurrence. This coverage shall be provided on a primary basis.
- **Storage Tank/Environmental Liability.** Storage Tank/Environmental Liability with not less than One Million Dollars (\$1,000,000) per occurrence combined single limit providing coverage for damages against bodily injury and property damage including contamination, clean-up costs, and corrective action damages at each location and Two Million Dollars (\$2,000,000) annual aggregate providing coverage for damages against, but not limited to, third-party liability, clean up, corrective action including assessment, remediation, and defense costs. This coverage shall be provided on a primary basis.

- **Commercial Auto Liability.** Commercial Automobile Liability Insurance with limits of liability not less than Five Million Dollars (\$5,000,000) each occurrence for owned, non-owned and hired automobiles. If Operator transports fuel the policy must include CA 99 48 Pollution Liability – Broadened Coverage for Covered Autos – Commercial Auto, Motor Carrier, and Truckers Coverage Forms Endorsement or equivalent. In the event Operator has no owned automobiles, Operator shall maintain only Hired & Non-Owned Auto Liability Insurance. This coverage may be secured by an endorsement to the Commercial General Liability policy, or a separate Commercial Auto Liability policy. This coverage shall be provided on a primary basis.
- **Excess Liability Insurance.** Excess Liability insurance coverage with a minimum /limit of Twenty-Five Million (\$25,000,000) for all Aeronautical Activities to be performed by the Operator at the Airport. An Operator may satisfy the minimum limits required for Commercial General Liability/Airport Liability and/or Commercial Auto Liability and/or Environmental Impairment Liability coverage under Umbrella or Excess Liability Insurance. The Authority, its commissioners, directors, managers, employees, and agents shall be specifically endorsed as an “Additional Insured” on the Umbrella or Excess Liability policy unless the Certificate of Insurance notes the Umbrella or Excess Liability policy provides coverage on a “Follow-Form” basis.

**Hearing.** Applications to conduct an FBO require a public hearing.

#### **ARTICLE 14 AIRCRAFT MAINTENANCE AND REPAIR OPERATOR**

All MRO Operator's shall comply with all General Requirements of these Minimum Standards and the Minimum Standards included in this Article.

**Leased Premises.** All Operators shall lease or construct adequate Land and Improvements to accommodate all the Operator's Aeronautical Activities, including not less than the following:

Leased Premises	Square Feet
Land	43,560
Aircraft Hangar	10,000
Aircraft Hangar Apron	10,000
Hangar Administrative and Maintenance	2,000
Hangar Customer Lounge and Restrooms	1,000

**Taxiway Access.** All Operators shall provide paved access from its facilities to the Airport's taxiway system. The paved taxiway access shall meet all applicable Airport and FAA standards for the largest Aircraft type anticipated to be used in Operator's facility.

**Vehicle Parking.** All Operators shall provide within their Leased Premises at least ten (10) paved vehicle parking spaces, or the number of parking spaces required by applicable federal, state, or local law, whichever is greater. On-street and off-street vehicle parking shall not be permitted except in marked vehicle parking spaces.

**Aircraft Removal.** All Operators shall be equipped upon request by the Authority, Aircraft Owner, or Aircraft Operator to aid in the removal of any Design Group I or Group II Aircraft from any location on the Airport. All Operators shall prepare an Aircraft removal plan and have always readily available and on-hand the necessary vehicle, tools and equipment required.

**Aircraft Defueling.** All Operators shall provide Aircraft defueling and refueling. All Operator employees engaged in defueling and refueling shall be trained in an FAA approved fire safety program per 14 CFR



Part 139.321. All Operators shall have adequate and proper defueling and refueling vehicles and equipment and provide the Authority with an SPCC Plan for defueling and refueling in conformance with these Minimum Standards. Defueling and refueling of Aircraft by Operators shall not be construed to authorize Operators to engage in the sale or dispensing of fuels to the public at the Airport, which Aeronautical Activity is reserved by these Minimum Standards for FBO Operators only.

**Salvage Operations.** Operators shall not store Aircraft, vehicles, or equipment for salvage operations.

**Licenses and Certificates.** If an Operator is a FAR Part 145 approved Repair Station, the Operator shall provide a copy of the certification to the Authority and display a copy of the certification in the Operator's customer service area.

**Hours of Operation.** All Operators shall have their business open and available for service to the public not less than eight (8) hours a day, five (5) days a week. Operators shall make provision for someone to always be in attendance during all hours of operations. Operators Aeronautical shall be available to the public after hours of operation, nights, weekends, and holidays, through an "on call" system, answering service, or other automated communication system.

**Safety Precautions.** All Operators shall conduct all Aircraft Maintenance and Repair in accordance with the Airport Rules and Regulations, NFPA code, Department of Environmental Protection rules and regulations, the Authority's Standard Operating Procedures, and industry best practices.

**Personnel.** If an Operator is not certificated as a Repair Station, as defined by 14 CFR Part 145, the Operator shall provide the following minimum number of employees who shall be available during all required hours of operation:

Personnel	Standard	Notes
A&P Mechanics	2	A&P Mechanic may fulfill role of CSR unless Mechanic is off the Leased Premises.
Customer Service Rep (CSR)	1	

If the Operator is not certificated as a Repair Station, as defined by 14 CFR Part 145, and is providing Aircraft inspections, one (1) A&P Mechanic shall possess FAA Inspection Authorization for each Inspection Technique performed.

**Equipment.** All Operators shall provide and maintain readily available all tools and equipment required for the Aircraft Maintenance and Repair conducted in accordance with the manufacturer's specifications and all applicable rules and regulations.

**Insurance Requirements.** In addition to the General Insurance Requirements required by these Minimum Standards, all Operators shall maintain the following insurance:

- **Commercial General Liability or Airport Liability.** Commercial General Liability/Airport Liability insurance, with no exclusion relating to Aircraft, including coverage for, but not limited to, Premises Operations, Products Completed Operations, Contractual Liability, Personal Injury Liability, Advertising Injury Liability and Cross Liability, which limits of coverage shall not be less than combined single limit, bodily injury, personal injury, and property damage liability of Ten Million Dollars (\$10,000,000) each occurrence. This coverage shall be provided on a primary basis by companies authorized to do business in the State of Florida. This coverage shall be provided on a primary basis.
- **Hangar Keeper's Liability.** Hangar keeper's Liability Insurance providing insurance for property damage to Aircraft that are the property of others while in the care, custody, or control of the Operator in an amount not less than Ten Million Dollars (\$10,000,000) per Aircraft and Twenty Million Dollars (\$20,000,000) per occurrence. This coverage shall be provided on a primary basis.

- **Storage Tank/Environmental Liability.** Storage Tank/Environmental Liability with not less than One Million Dollars (\$1,000,000) per occurrence combined single limit providing coverage for damages against bodily injury and property damage including contamination, clean-up costs, and corrective action damages at each location and Two Million Dollars (\$2,000,000) annual aggregate providing coverage for damages against, but not limited to, third-party liability, clean up, corrective action including assessment, remediation, and defense costs. This coverage shall be provided on a primary basis.
- **Commercial Auto Liability.** Commercial Automobile Liability Insurance with limits of liability not less than Five Million Dollars (\$5,000,000) each occurrence for owned, non-owned and hired automobiles. If Operator transports fuel the policy must include CA 99 48 Pollution Liability – Broadened Coverage for Covered Autos – Commercial Auto, Motor Carrier, and Truckers Coverage Forms Endorsement or equivalent. In the event Operator has no owned automobiles, Operator shall maintain only Hired & Non-Owned Auto Liability Insurance. This coverage may be secured by an endorsement to the Commercial General Liability policy, or a separate Commercial Auto Liability policy. This coverage shall be provided on a primary basis.

**Hearing.** Applications to conduct Aircraft Maintenance and Repair require a public hearing.

## **ARTICLE 15 AVIONICS MAINTENANCE AND REPAIR OPERATOR**

All Avionics Maintenance and Repair Operators shall comply with all General Requirements of these Minimum Standards and the Minimum Standards included in this Article.

**Leased Premises.** All Operators shall lease or construct adequate Land and Improvements to accommodate all the Operator's Aeronautical Activities as required in this Article. Operators whose Aeronautical Activities include performing benchwork maintenance and repairs only, where no removal or installation services are performed, the minimum Leased Premises requirements are as follows.

Leased Premises	Square Feet	Notes
Administrative and Maintenance Area	2,000	Shall include dedicated space for offices, work areas, shop areas, parts, and equipment storage,
Customer Service Area	1,000	Shall include lounge and restrooms

Operators whose Aeronautical Activities include more than benchwork, including the removal and replacement of instruments, the minimum Leased Premises requirements are as follows.

Leased Premises	Square Feet	Notes
Land	43,560	
Aircraft Hangar	10,000	
Aircraft Hangar Apron	10,000	
Administrative and Maintenance Area	2,000	Shall include dedicated space for offices, shop areas, parts, and equipment storage
Customer Service Area	1,000	Shall include lounge and restrooms

**Taxiway Access.** All Operators shall provide paved access from its facilities to the Airport's taxiway system. Such access shall meet all applicable Authority and FAA standards for the largest general aviation Aircraft type normally expected to use the Operator's facilities.

**Vehicle Parking.** All Operators shall provide at least ten (10) paved vehicle parking spaces, or the number of vehicle parking spaces required by applicable federal, state, or local codes and regulations, whichever is greater, within its Leased Premises. On-street and off-street vehicle parking shall not be permitted except in marked vehicle parking spaces.

**Licenses and Certifications.** All Operators shall be properly certificated by the FAA as a Repair Station. All Operator employees shall be properly certificated by the FAA and the Federal Communications Commission, and all licenses and certifications shall be current and hold the appropriate ratings for the work being performed.

**Personnel.** All Operators shall employ the number of personnel required to comply with the 14 CFR Part 145, FAA Repair Station Manual.

**Equipment.** All Operators shall provide and have readily available all tools and equipment required to conduct the Operator's Aeronautical Activities in accordance with 14 CFR Part 145, FAA-approved Repair Station Manual, the appropriate manufacturer's specifications, these Minimum Standards, the Airport Rules and Regulations, and all other applicable rules and regulations.

**Insurance Requirements.** In addition to the General Insurance Requirements required by these Minimum Standards, all Operators shall maintain the following insurance. Operators that perform benchwork maintenance and repairs only are not required to maintain Hangar Keeper's Liability insurance:

- **Commercial General Liability or Airport Liability.** Commercial General Liability/Airport Liability insurance, with no exclusion relating to Aircraft, including coverage for, but not limited to, Premises Operations, Products Completed Operations, Contractual Liability, Personal Injury Liability, Advertising Injury Liability and Cross Liability, which limits of coverage shall not be less than combined single limit, bodily injury, personal injury, and property damage liability of Ten Million Dollars (\$10,000,000) each occurrence. This coverage shall be provided on a primary basis by companies authorized to do business in the State of Florida. This coverage shall be provided on a primary basis.
- **Hangar Keeper's Liability.** Operators whose Aeronautical Activities are beyond benchwork shall maintain Hangar keeper's Liability Insurance providing insurance for property damage to Aircraft that are the property of others while in the care, custody, or control of the Operator in an amount not less than Ten Million Dollars (\$10,000,000) per Aircraft and Twenty Million Dollars (\$20,000,000) per occurrence. This coverage shall be provided on a primary basis.
- **Commercial Auto Liability.** Commercial Automobile Liability Insurance with limits of liability not less than Five Million Dollars (\$5,000,000) each occurrence for owned, non-owned and hired automobiles. If Operator transports fuel the policy must include CA 99 48 Pollution Liability – Broadened Coverage for Covered Autos – Commercial Auto, Motor Carrier, and Truckers Coverage Forms Endorsement or equivalent. In the event Operator has no owned automobiles, Operator shall maintain only Hired & Non-Owned Auto Liability Insurance. This coverage may be secured by an endorsement to the Commercial General Liability policy, or a separate Commercial Auto Liability policy. This coverage shall be provided on a primary basis.

**Hearing.** Applications to conduct Avionics Maintenance and Repair require a public hearing.

## **ARTICLE 16 FLIGHT TRAINING AND AIRCRAFT RENTAL OPERATOR**

All Flight Training and Aircraft Rental Operators shall comply with all General Requirements of these Minimum Standards and the Minimum Standards included in this Article.

An individual holding a current FAA Flight Instructor certificate who provides occasional flight training or instruction for an Aircraft owner with the owner's Aircraft, is not compensated for the training or instruction,

and does not solicit or offer flight training or instruction to the public, shall not be considered an Aeronautical Activity for purposes of these Minimum Standards.

**Leased Premises.** All Operators shall lease or construct adequate Land and Improvements to conduct the Operator's Aeronautical Activities, but not less than the following requirements.

Leased Premises	Square Feet	Notes
Land	43,560	
Aircraft Hangar	10,000	
Aircraft Hangar Apron	10,000	
Administrative Area	1,000	Shall include dedicated space for employee offices, shops, parts and equipment and storage.
Customer Service Area	2,000	Shall include classroom space for six (6) students, student lounge, and restrooms.

**Taxiway Access.** All Operators shall provide paved access from its facilities to the Airport's taxiway system. The paved taxiway access shall meet all applicable Airport and FAA standards for the largest Aircraft type anticipated to be used in Operator's facility.

**Vehicle Parking.** All Operators shall provide at least ten (10) paved automobile parking spaces, or the number of parking spaces required by applicable Federal, State, or local codes and regulations, whichever is greater, within its leasehold. On-street and off-street vehicle parking shall not be permitted except in marked vehicle parking spaces.

**Aircraft.** All Operators shall have available for rental or lease, either owned or under an exclusive written lease to Operator, enough Aircraft to handle the proposed scope of its operation, but not less than two (2) certified and airworthy Aircraft. At least one (1) of these Aircraft should be equipped IFR capable with four-seat capacity. Copies of all lease agreements for Aircraft leased by Operator for Operator's use on Airport shall be provided to the Authority upon request. All Aircraft used by the Operator must be owned or leased by the Operator. Any Aircraft on the Leased Premises must have a written agreement that clearly establishes that the Aircraft is being used for Flight Training and Aircraft Rental.

**Classrooms and Equipment.** All Operators shall provide classroom facilities for at least six (6) students which shall be equipped with adequate audio and visual aids for effective ground school instruction. All Operators shall provide training aids necessary to provide ground school instruction. All materials, supplies and training methods used must meet FAA requirements for the type of training offered by the Operator.

**Licenses and Certifications.** If the Operator is a FAR Part 141 approved flight school, the Operator shall provide the Authority with evidence of such FAA certification, and notify the Authority should such certification lapses, not renewed, suspended, removed, or denied. All Operator's employees performing Aircraft proficiency checks and/or flight training shall be properly certificated and current with the FAA and hold the appropriate ratings and medical certifications for the Aircraft being used and the flight training provided. All Operators shall have available at least one (1) properly certificated ground school instructor capable of providing On Demand ground school instruction sufficient to enable students to pass the FAA examinations for Private Pilot, Commercial Pilot, Air Transport Pilot, Instructor, Instrument and Multi-Engine ratings.

**Personnel.** All Operators shall employ and have on duty during all required hours of operation, trained personnel in such numbers as are required to meet these Minimum Standards in an efficient manner, but no less than the following:

Personnel	Standard	Notes
Customer Service Rep (CSR)	1	One Flight Instructor may fulfill the duties of the CSR unless the instructor is performing duties off the Leased Premises.
Certificated Flight Instructors	2	FAA certification and proper ratings required
Certificated Ground School Instructors	1	A Flight Instructor may serve as Ground School Instructor if certified.

**Hours of Operation.** All Operators shall have their business open to the public no less than eight (8) hours a day, five (5) days a week. The Operator shall make provision for someone to be always in attendance in the office during the required hours of operations. Operator shall also provide “on call” Aeronautical activities after hours of operation, nights, and weekends with a response time not to exceed one (1) hour.

**Insurance Disclosure.** All Operator conducting Flight Training and Aircraft Rental shall post a public notice in the classroom, and incorporate within its rental and instruction agreements, that: (a) identifies the insurance coverages provided to the student and Aircraft renter by the Operator, (b) discusses when and how the insurance coverages apply, (c) indicates where additional information regarding the insurance can be obtained, and (d) advises the student and Aircraft renter that additional insurance coverage can be purchase by the student and Aircraft renter from insurance various providers. Operators shall provide a copy of this notice to the Authority when the notice is posted and as it is amended from time to time.

**Insurance Requirements.** In addition to the General Insurance Requirements required by these Minimum Standards, all Operators shall obtain and maintain the following insurance:

- **Commercial General Liability or Airport Liability.** Commercial General Liability/Airport Liability insurance, with no exclusion relating to Aircraft, including coverage for, but not limited to, Premises Operations, Products Completed Operations, Contractual Liability, Personal Injury Liability, Advertising Injury Liability and Cross Liability, which limits of coverage shall not be less than combined single limit, bodily injury, personal injury, and property damage liability of Ten Million Dollars (\$10,000,000) each occurrence. This coverage shall be provided on a primary basis by companies authorized to do business in the State of Florida. This coverage shall be provided on a primary basis.
- **Commercial Auto Liability.** Commercial Automobile Liability Insurance with limits of liability not less than Five Million Dollars (\$5,000,000) each occurrence for owned, non-owned and hired automobiles. If Operator transports fuel the policy must include CA 99 48 Pollution Liability – Broadened Coverage for Covered Autos – Commercial Auto, Motor Carrier, and Truckers Coverage Forms Endorsement or equivalent. In the event Operator has no owned automobiles, Operator shall maintain only Hired & Non-Owned Auto Liability Insurance. This coverage may be secured by an endorsement to the Commercial General Liability policy, or a separate Commercial Auto Liability policy. This coverage shall be provided on a primary basis.

**Hearing.** Applications to conduct or engage in Flight Training and Aircraft Rental require a public hearing.

## ARTICLE 17 AIRCRAFT MANAGEMENT AND CHARTER OPERATOR

All Aircraft Management and Charter Operators shall comply with all General Requirements of these Minimum Standards and the Minimum Standards included in this Article.

**Leased Premises.** All Operators shall lease or construct adequate Land and Improvements to conduct the Operator’s Aeronautical Activities, but not less than the following minimum requirements.

Leased Premises	Square Feet	Notes
Land	43,560	
Aircraft Hangar	10,000	
Aircraft Hangar Apron	10,000	
Administrative Area	1,000	Shall include dedicated space for employee offices, classroom, pilot briefing room, and storage.
Customer Service Area	1,000	Shall include customer lounge and restrooms

**Taxiway Access.** All Operators shall provide paved access from its facilities to the Airport's taxiway system. The taxiway access shall meet all applicable Airport and FAA standards for the largest Aircraft type anticipated to be used by Operator in his facility.

**Vehicle Parking.** All Operators shall provide at least ten (10) paved vehicle parking spaces, or the number of vehicle parking spaces required by applicable Federal, State, or local codes and regulations, whichever is greater, within its leasehold. On-street and off-street vehicle parking shall not be permitted except in marked vehicle parking spaces.

**Licenses and Certifications.** All Operators shall provide evidence of a current FAA Part 135 Certificate or a Provisional Part 135 Certificate. All Operators shall further provide and maintain all appropriate licenses, certifications, and approvals required, including without limitation, the Pre-Application Statement of Intent, FAA Form 8400-6, the Registrations and Amendments under Part 298, OST Form 4507, and all related FAA operating certificate(s). Copies of all said Operator licenses, certifications, and approvals shall be provided to the Authority. Any time the Operator's license, certifications, or approvals are modified, the updated documentation reflecting the changes shall be immediately provided to the Authority.

**Aircraft.** All Operators shall provide and have based upon its leasehold not less than two (2) properly certified and airworthy Aircraft, at least one (1) of which should be a multi-engine Aircraft. Such Aircraft shall be owned by or exclusively leased to the Operator. All Aircraft should be equipped for and capable of use under instrument conditions. Copies of any lease agreements for Aircraft used by an Operator to conduct its Aeronautical Activities but not owned by the Operator shall be provided to the Authority.

**Personnel.** All Operators shall employ, and have on duty during the required operating hours, such trained personnel in such numbers as may be required to meet these Minimum Standards in a safe and efficient manner, but not less than two (2) individuals that hold current FAA commercial pilot certificates with appropriate ratings to conduct the Aeronautical Activity offered by Operator. All flight crews shall be properly rated for the Aircraft operated. The Operator shall provide reasonable assurance of a continued availability of qualified operating crews within a reasonable notice period. If certificated to provide an On Demand Aircraft Charter, Aircraft Management and Charter Operators shall employ the number of employees required by 14 CFR Part 135. If certificated to engage in private carriage, as defined in 14 CFR Part 125, Aircraft Management and Charter Operators shall, at a minimum, employ the following number of employees who shall be available during operating hours:

Personnel	Standard	Notes
Chief Pilot	1	A commercial pilot may serve as the Chief Pilot.
Commercial Pilot	1	
Customer Service Rep (CSR)	1	The Chief Pilot or Commercial Pilot may serve as the CSR unless off the Leased Premises.

If an Aircraft Management and Charter Operator is not engaged in providing Aircraft Charter, Operator shall, at a minimum, employ the following number of employees who shall be available during required hours of operation.

Personnel	Standard	Notes
Commercial Pilot	1	A Commercial Pilot may serve as the CSR unless the Commercial Pilot is off the Leased Premises.
Customer Service Rep (CRS)	1	

**Hours of Operation.** All Operators shall provide Aircraft Management and Charter no less than eight (8) hours a day, five (5) days a week, or as required to meet all reasonable demand. The Operator shall make provision for Personnel to be in attendance in the office during all operating hours. Aircraft Management and Charter shall be available "on-call" after hours of operation, 24 hours per day, 7 days per week, 365 days per year. After-hours, on-call response times shall not exceed one (1) hour. Notwithstanding circumstances beyond the Operator's control (e.g., Aircraft availability, weather, etc.), the Operator shall initiate Aircraft Charter within two (2) hours of receiving a request for services.

**Insurance Requirements.** In addition to the General Insurance Requirements required by these Minimum Standards, all Operator shall provide and maintain the following insurance coverage:

- **Commercial General Liability or Airport Liability.** Commercial General Liability/Airport Liability insurance, with no exclusion relating to Aircraft, including coverage for, but not limited to, Premises Operations, Products Completed Operations, Contractual Liability, Personal Injury Liability, Advertising Injury Liability and Cross Liability, which limits of coverage shall not be less than combined single limit, bodily injury, personal injury, and property damage liability of Ten Million Dollars (\$10,000,000) for each occurrence. This coverage shall be provided on a primary basis by companies authorized to do business in the State of Florida.
- **Hangar Keeper's Liability.** Hangar keeper's Liability Insurance providing insurance for property damage to Aircraft that are the property of others while in the care, custody, or control of the Operator in an amount not less than Ten Million Dollars (\$10,000,000) per Aircraft and Twenty Million Dollars (\$20,000,000) per occurrence. This coverage shall be provided on a primary basis.
- **Commercial Auto Liability.** Commercial Automobile Liability Insurance with limits of liability not less than Five Million Dollars (\$5,000,000) each occurrence for owned, non-owned and hired automobiles. If Operator transports fuel the policy must include CA 99 48 Pollution Liability – Broadened Coverage for Covered Autos – Commercial Auto, Motor Carrier, and Truckers Coverage Forms Endorsement or equivalent. In the event Operator has no owned automobiles, Operator shall maintain only Hired & Non-Owned Auto Liability Insurance. This coverage may be secured by an endorsement to the Commercial General Liability policy, or a separate Commercial Auto Liability policy. This coverage shall be provided on a primary basis.

**Hearing.** Applications to conduct or engage in Aircraft Management and Charter does not require a public hearing.

## ARTICLE 18 AIRCRAFT STORAGE OPERATOR

All Aircraft Storage Operators shall comply with all General Requirements of these Minimum Standards and the Minimum Standards included in this Article:

- The Operator shall store at least one (1) Aircraft registered in the name of the Aircraft Storage Operator, an Aircraft where the Operator is vested with greater than fifty percent (50%) ownership, or an Aircraft registered by a Person majority owned by the Operator.
- No transient Aircraft may be stored in the Aircraft Hangar(s).

- All subleases shall be for a period not less than twelve (12) consecutive months and shall be subject to review and approval by the Authority.
- The total number Aircraft leasing space in the facility shall not exceed the capacity of the facility if all Aircraft are stored simultaneously.
- The Operator shall provide access to stored Aircraft for removal and storage on a continuous basis.
- The Operator shall provide sufficiently designated trained personnel to meet all requirements for the safe storage and movement of Aircraft, including at least one (1) properly training Aircraft line service employee.
- The Operator shall provide appropriate and sufficient vehicles, tools, and equipment, including tugs with sufficient power and braking action to handle any Aircraft stored in the facility.
- The Operator shall provide sufficient Aircraft tow bars to allow for the movement of all stored Aircraft as appropriate and required.
- Painting, welding, and any type of Hazardous Material storage shall not be permitted on the Operator's Leased Premises unless specifically authorized in writing by the Authority.
- The Operator's premises shall not be used for Aeronautical Activities that impede the movement of Aircraft, vehicles, or equipment, or as a base of operations for a non-Aeronautical Activity.
- The storage of vehicles, marine vessels, nonaeronautical equipment, crates, boxes, barrels, containers, surplus property, and refuse shall not be permitted.
- No vehicles shall be permitted to access the Operator's Aircraft Hangar(s) or the Airport Aircraft Operations Area.
- Only Aircraft registered in the name of the Operator or Operator's subtenants may be fueled or maintained on the Leased Premises.
- Aircraft registered in the name of the Operator or Operator's subtenants may only be fueled by FBO's located on the Airport.
- Aircraft registered in the name of the Operator or Operator's subtenants may only be serviced by FBOs, MROs, or SASO's with an Agreement or Permit issued by the Authority. No other Aircraft maintenance or repair may be performed on Operator's Leased Premises.
- The Operator and Operator's subtenants may perform Aircraft detailing or preventative maintenance on their personal owned Aircraft on the Operator's Leased Premises to the extent permitted by 14 CFR Part 43, as now or hereafter amended. No other Aircraft maintenance or repair may be performed on Operator's Leased Premises.
- Except as provided in this Article, no Aeronautical Activity shall be performed on the Operator's Leased Premises.

**Leased Premises.** All Operators shall lease or construct adequate Land and Improvements to conduct the Operator's Aeronautical Activities, but not be less than or greater than the following requirements.



Leased Premises	Square Feet
Land	43,560 to 108,900
Aircraft Hangar	10,000 to 30,000
Aircraft Hangar Apron	10,000 to 30,000

**Taxiway Access.** All Operators shall provide paved access from its Aircraft Hangar(s) to the Airport's taxiway system. The taxiway access shall meet all applicable Airport and FAA standards for the largest Aircraft type anticipated to be used on the Operator's Leased Premises.

**Vehicle Parking.** All Operators shall provide within its Leased Premises at least fifteen (15) paved vehicle parking spaces, or the number of vehicle parking spaces required by law, whichever is greater. On-street and off-street vehicle parking shall not be permitted except in marked vehicle parking spaces.

**Hours of Operation.** All Operators shall ensure that the Operator's Aircraft Hangar(s) are readily accessible for use by the Operator's subtenants and users 24 hours per day, seven (7) days per week, 365 days per year.

**Insurance Requirements.** In addition to the General Insurance Requirements required by these Minimum Standards, all Operators shall provide and maintain the following insurance:

- **Commercial General Liability or Airport Liability.** Commercial General Liability/Airport Liability insurance, with no exclusion relating to Aircraft, including coverage for, but not limited to, Premises Operations, Products Completed Operations, Contractual Liability, Personal Injury Liability, Advertising Injury Liability and Cross Liability, which limits of coverage shall not be less than combined single limit, bodily injury, personal injury, and property damage liability of Ten Million Dollars (\$10,000,000) each occurrence. This coverage shall be provided on a primary basis by companies authorized to do business in the State of Florida. This coverage shall be provided on a primary basis.
- **Hangar Keeper's Liability.** Hangar keeper's Liability Insurance providing insurance for property damage to Aircraft that are the property of others while in the care, custody, or control of the Operator in an amount not less than Ten Million Dollars (\$10,000,000) per Aircraft and Twenty Million Dollars (\$20,000,000) per occurrence. This coverage shall be provided on a primary basis.
- **Commercial Auto Liability.** Commercial Automobile Liability Insurance with limits of liability not less than Five Million Dollars (\$5,000,000) each occurrence for owned, non-owned and hired automobiles. If the Operator transports fuel the policy must include CA 99 48 Pollution Liability – Broadened Coverage for Covered Autos – Commercial Auto, Motor Carrier, and Truckers Coverage Forms Endorsement or equivalent. In the event the Operator has no owned automobiles, the Operator shall maintain only Hired & Non-Owned Auto Liability Insurance. This coverage may be secured by an endorsement to the Commercial General Liability policy, or a separate Commercial Auto Liability policy. This coverage shall be provided on a primary basis.

**Aircraft Fueling.** All Aircraft fueling on the Leased Premises shall be performed by an FBO located on the Airport. Only Aircraft listed on an active lease agreement with the Operator may be fueled on the premise.

**Hearing.** Applications to conduct or engage in Aircraft Storage require a public hearing.

## ARTICLE 19 AIRCRAFT SELF-FUELING OPERATOR

All Aircraft Self-Fueling Operators shall comply with all General Requirements of these Minimum Standards and the Minimum Standards included in this Article.

**Limitation of Rights.** Only an FBO is allowed to sell and dispense aviation fuels and oils to the public. Operators with a written Agreement with the Authority to conduct an Aeronautical Activity at the Airport may apply to the Authority to be granted permission to self-dispense aviation fuels and oils in the Operator's majority equity owned aircraft, Aircraft registered by a Person majority equity owned by the Operator, the Operator's tenant majority equity owned aircraft stored on the Operator's Leased Premises under an active lease agreement with the Operator for not less than twelve (12) consecutive months, or the Operator's tenant majority equity owned aircraft under an active Part 91 or Part 135 management agreement with the Operator for not less than twelve (12) consecutive months, using its own employees and equipment ("Limited Fueling Rights"). Limited Fueling Rights are not allowed to extend to any other aircraft or location at the Airport at any time under any circumstance, including Operator's partners, agents, employees, customers, or guests' Aircraft. The Operator's employees must receive an IRS Form W-2 from the Operator to meet this requirement and that information must be available to the Authority upon reasonable request. Operator employees shall not be maintained on a contract basis.

Operator's fuel may be obtained by the Operator on-airport or off-airport and delivered to Operator's fuel storage facility on its Leased Premises. Operators shall provide and maintain with the Authority a registered list of all Aircraft being fueled on the Operator's Leased Premises.

**Prohibited Activities.** Aircraft Self-Fueling rights are granted subject to continuous compliance with all Airport's Rules and Regulations. No Aircraft owned by another Operator, subtenant of the Operator, or any other Person, may be fueled by the Operator. Operators shall not sell, barter, trade, share, sublease or in any other manner provide fuels, oils, fuel storage, or fuel dispensing to any other Operator, subtenant of the Operator or Person. Multiple Aircraft owned by different Persons based in an Aircraft Hangar shall not be afforded self-fueling rights unless all Aircraft demonstrate the same ownership structure as the Operator's Agreement with the Authority. Self-Fueling rights may not be sold, subleased, assigned, conveyed, or otherwise contracted out to another Person. Defueling of Aircraft shall not be conducted on the Operator's Leased Premises. Co-Op fueling is not recognized as permissible self-fueling by the FAA or by the Authority and is prohibited.

**Leased Premises.** All Operators shall lease or construct adequate Land and Improvements to conduct the Operator's Aeronautical Activities, including not less than the following requirements:

- **Land.** All Operators shall lease from the Authority an area of not less than three (3) acres of Land to provide space for Aircraft Hangars and other buildings; paved auto parking; paved Aircraft apron; paved pedestrian walkways; fuel farm storage facilities; stormwater management; and all storage, servicing utilities and support facilities.
- **Aircraft Hangar.** All Operators shall lease or construct Aircraft Hangars with adjacent Aircraft apron required providing not less than twenty thousand (20,000) square feet of inside Aircraft storage with not less than twenty thousand (20,000) square feet of Aircraft apron.
- **Aircraft Apron.** All Operators shall provide Aircraft apron within the Operator's Leased Premises equal to or greater than the interior Aircraft Hangar area so that there is sufficient exterior operational area without encroaching on areas outside of the lease premises or taxiways.
- **Fuel Farm Storage Facility.** All Operators shall construct above ground fuel farm storage facilities for aviation fuels in the minimum capacity of at least ten thousand (10,000) gallons of aviation gasoline and/or turbine fuel whichever is applicable. No below ground fuel storage facilities are permitted. The fuel farm storage area will be designated by the Authority.

**Fueling Vehicle.** Operator shall provide and maintain at least one (1) fueling vehicle to dispense fuel into the Operator's Aircraft with a capacity of not less than 750 gallons.

**Regulatory Compliance.** Installation, construction or alteration of all fuel storage and distribution facilities and equipment shall be approved in advance and in writing by the Authority and shall comply with all applicable safety standards and regulations of the FAA, Department of Environmental Protection, the

NFPA, the Authority's Airport Certification Manual, and in all applicable federal, state, and local rules and regulations. The Authority and other appropriate governmental agencies may inspect these facilities at any time to assure compliance with all applicable established standards.

All Operators shall demonstrate that arrangements have been made with a reputable fuel supplier for the delivery of fuels in the quantities necessary to meet the peak demands of customers. Ensuring the quality and quantity of fuel is the sole responsibility of the Operator. The Operator shall provide the Authority with a written Spill Prevention, Control, and Countermeasures (SPCC) Plan that meets all legal requirements for FBO fuel storage facilities, equipment, and services. An updated copy of the SPCC Plan shall be filed with the Authority at least thirty (30) days prior to any change in operations.

**Fueling Records.** All Operators shall provide and maintain a fueling log containing the following information for all fueling operations:

- Aircraft Registration Numbers for Aircraft into which fuel was dispensed.
- Date and time of each fuel dispensing operation.
- Number of gallons of fuel dispensed into each Aircraft.
- Total number of gallons dispensed for the reporting period.

A copy of the fueling log shall be furnished by the Authority within five (5) days of the end of each prior month. Fueling log records shall be available for review at any reasonable time by the Authority, or its authorized agent. The Authority reserves the right to revise and/or modify the information contained in the fueling log.

**Fuel Reporting.** On or before the 20th calendar day of each month, FBOs shall: (a) provide a summary report to the Authority identifying the prior month gallons of fuel: (i) purchased by the FBO, (ii) delivered the FBO's fuel storage facility, and (iii) dispensed by the FBO to customers at the Airport, and (iv) pay to the Authority all flowage fees due. Upon request by the Authority, Operators shall make available to the Authority or its designated representative all meters and records for inspection. In the event of a discrepancy between the amount of aviation fuel purchased, delivered, or dispensed, the greater amount shall prevail, and the Operator shall promptly pay all additional fees due the Authority, if any, plus interest on the unpaid balance at an annual rate of eighteen percent (18%) per annum from the date originally due.

**Fuel Safety Precautions.** All Operators shall conduct all fuel storage, handling, and dispensing in accordance with the Airport Rules and Regulations, NFPA code, Department of Environmental Protection rules and regulations, the Authority's Standard Operating Procedures, and industry best practices.

**Inspection.** The Authority and other appropriate governmental agencies may inspect the fuel farm storage facility at any time without notice to assure compliance with these Minimum Standards and all other applicable established federal, state, and local standards, rules, and regulations.

**Fuel Flowage Fee.** All Operators shall pay a fuel flowage fee to the Authority as provided in its Agreement with the Authority, which fee shall be not less than the fuel flowage fee assessed by the Authority on FBO Operators.

**Personnel.** All Operators shall employ and have on duty as required, trained, and certified individuals qualified to dispense fuel to their Aircraft. The training and documentation shall meet the requirements of 14 CFR 139.321 and provide at a minimum instruction regarding the following:

- Bonding.
- Public protection.

- Control of access to fuel storage areas.
- Fire safety in fuel farm and storage areas.
- Fire safety in mobile fuelers, fueling pits, and fueling cabinets.

All Operators shall provide to the Authority and continually maintain with the Authority evidence of the current training in safety procedures received by everyone who will conduct aviation fuel dispensing operations on the Operator's Leased Premises.

**Insurance.** In addition to General Insurance Requirements required by these Minimum Standards, all Operators shall maintain the following insurance:

- Commercial General Liability or Airport Liability. Commercial General Liability/Airport Liability insurance, with no exclusion relating to Aircraft, including coverage for, but not limited to, Premises Operations, Products Completed Operations, Contractual Liability, Personal Injury Liability, Advertising Injury Liability and Cross Liability, which limits of coverage shall not be less than combined single limit, bodily injury, personal injury, and property damage liability of Ten Million Dollars (\$10,000,000) for each occurrence. This coverage shall be provided on a primary basis by companies authorized to do business in the State of Florida.
- Storage Tank/Environmental Liability. Storage Tank/Environmental Liability with not less than One Million Dollars (\$1,000,000) per occurrence combined single limit providing coverage for damages against bodily injury and property damage including contamination, clean-up costs, and corrective action damages at each location and Two Million Dollars (\$2,000,000) annual aggregate providing coverage for damages against, but not limited to, third-party liability, clean up, corrective action including assessment, remediation, and defense costs. This coverage shall be provided on a primary basis.
- Commercial Auto Liability. Commercial Automobile Liability Insurance with limits of liability not less than Five Million Dollars (\$5,000,000) each occurrence for owned, non-owned and hired automobiles. If Operator transports fuel the policy must include CA 99 48 Pollution Liability – Broadened Coverage for Covered Autos – Commercial Auto, Motor Carrier, and Truckers Coverage Forms Endorsement or equivalent. In the event Operator has no owned automobiles, Operator shall maintain only Hired & Non-Owned Auto Liability Insurance. This coverage may be secured by an endorsement to the Commercial General Liability policy, or a separate Commercial Auto Liability policy. This coverage shall be provided on a primary basis.
- Excess Liability Insurance. Excess Liability insurance coverage with a minimum /limit of ~~Twenty-Five~~Ten Million (\$~~25~~10,000.000) for all Aeronautical Activities to be performed by the Operator at the Airport. An Operator may satisfy the minimum limits required for Commercial General Liability/Airport Liability and/or Commercial Auto Liability and/or Environmental Impairment Liability coverage under Umbrella or Excess Liability Insurance. The Authority, its commissioners, directors, managers, employees, and agents shall be specifically endorsed as an "Additional Insured" on the Umbrella or Excess Liability policy unless the Certificate of Insurance notes the Umbrella or Excess Liability policy provides coverage on a "Follow-Form" basis.

**Hearing.** Applications to conduct Aircraft Self-Fueling require a public hearing.

## **ARTICLE 20 AIRCRAFT SALES OPERATOR**

An Aircraft Sales Operator shall comply will the General Requirements of these Minimum Standards and the Minimum Standards included in this Article.

**Leased Premises.** All Operators shall lease or construct adequate Land and Improvements to conduct the Operator's Aeronautical Activities, but not less than the following.

Leased Premises	Square Feet	Notes
Land	43,560	
Aircraft Hangar	10,000	
Aircraft Hangar Apron	10,000	
Administrative Area	500	Shall include dedicated space for employee offices, shops, parts and equipment and storage
Customer Service Area	500	Shall include customer lounge and restrooms

**Taxiway Access.** All Operators shall provide paved access from its facilities to the Airport taxiway system. The paved access shall meet all applicable Airport and FAA standards for the largest Aircraft anticipated to be used in Operator's facility.

**Vehicle Parking.** All Operators shall provide at least ten paved automobile parking spaces, or the number of parking spaces required by applicable Federal, State, or local codes and regulations, whichever is greater, within its leasehold. On-street and off-street vehicle parking shall not be permitted except in marked vehicle parking spaces.

**Aircraft.** All Operators shall have available or on call at least one (1) Aircraft in its listed inventory or authorized product line. Operators offering for sale new Aircraft shall provide demonstrations of additional models of the manufacturer for which a dealership is held. Operators offering for sale used Aircraft shall have reasonable access to Aircraft offered for sale for the purpose of demonstration. Any Aircraft stored on the Leased Premises must have a written agreement that clearly establishes the fact that the Aircraft is offered for sale.

**Licenses and Certifications.** All Operators engaged in new Aircraft sales shall hold an authorized factory sales or distributor franchise or sub-dealership. All Operators engaged in the sale of used Aircraft must conform to the provisions of FAA Regulations, Part 47, Subpart C, and possess a valid "Dealers Aircraft Registration Certificate," FAA form 8050. All Operators shall hold applicable licenses or permits required by any law or regulation.

**Personnel.** All Operator shall employ and have on duty during all required hours of operation, trained personnel in such numbers as are required to meet these Minimum Standards in an efficient manner, but no less than one (1) properly certified and qualified commercial pilot that holds the appropriate ratings and medical certification to provide flight demonstration and check rides for the Aircraft the Operator intends to sell. The Operator shall also provide one (1) customer service rep. A commercial pilot may serve as the customer service rep unless the commercial pilot is performing duties off the Operator's Leased Premises.

**Warranty and Repair.** All Operators shall provide satisfactory arrangements for repair and servicing of Aircraft sold for the duration of any sales guarantee or warranty period only. All Operator shall also provide an adequate inventory of spare parts for the type of Aircraft it sells. Operator may provide servicing facilities through a written agreement with an MRO at the Airport.

**Hours of Operation.** All Operators shall have their business open to the public not less than eight (8) hours a day, five (5) days per week. All Operators shall make provision for someone to be always in attendance in the office during the required hours of operation.

**Insurance Requirements.** In addition to the General Insurance Requirements required by these Minimum Standards, all Operators shall provide and maintain the following insurance:

- **Commercial General Liability or Airport Liability.** Commercial General Liability/Airport Liability insurance, with no exclusion relating to Aircraft, including coverage for, but not limited to, Premises Operations, Products Completed Operations, Contractual Liability, Personal Injury Liability, Advertising Injury Liability and Cross Liability, which limits of coverage shall not be less than combined single limit, bodily injury, personal injury, and property damage liability of Ten Million Dollars (\$10,000,000) for each occurrence. This coverage shall be provided on a primary basis by companies authorized to do business in the State of Florida.
- **Hangar Keeper's Liability.** Hangar keeper's Liability Insurance providing insurance for property damage to Aircraft that are the property of others while in the care, custody, or control of the Operator in an amount not less than Ten Million Dollars (\$10,000,000) per Aircraft and Twenty Million Dollars (\$20,000,000) per occurrence. This coverage shall be provided on a primary basis.
- **Commercial Auto Liability.** Commercial Automobile Liability Insurance with limits of liability not less than Five Million Dollars (\$5,000,000) each occurrence for owned, non-owned and hired automobiles. If Operator transports fuel the policy must include CA 99 48 Pollution Liability – Broadened Coverage for Covered Autos – Commercial Auto, Motor Carrier, and Truckers Coverage Forms Endorsement or equivalent. In the event Operator has no owned automobiles, Operator shall maintain only Hired & Non-Owned Auto Liability Insurance. This coverage may be secured by an endorsement to the Commercial General Liability policy, or a separate Commercial Auto Liability policy. This coverage shall be provided on a primary basis.

**Hearing.** Applications to conduct or engage in Aircraft Sales require a public hearing.

## ARTICLE 21 AIRCRAFT ASSEMBLY OPERATOR

All Operators shall comply with all General Requirements of these Minimum Standards and the Minimum Standards included in this Article.

**Leased Premises.** All Operators shall lease or construct adequate Land and Improvements to conduct the Operator's Aeronautical Activities, but not less than the following minimum requirements.

Leased Premises	Square Feet	Notes
Land	43,560	
Aircraft Hangar	10,000	
Aircraft Hangar Apron	10,000	
Administrative Area	1,000	Shall include dedicated space for employee offices, shop areas, parts, and equipment storage.
Customer Service Area	1,000	Shall include customer lounge and restrooms.

**Taxiway Access.** All Operators shall provide paved access from its facilities to the Airport's taxiway system. Such taxiway access shall meet all applicable Authority and FAA standards for the largest general aviation Aircraft type normally expected to use the Operator's facilities.

**Vehicle Parking.** All Operators shall provide at least ten (10) paved automobile parking spaces, or the number of parking spaces required by applicable federal, state, or local codes and regulations, whichever is greater, within its Leased Premises. On-street and off-street vehicle parking shall not be permitted except in marked vehicle parking spaces.

**Aeronautical Activities.** Operators may conduct the following Aeronautical Activities:

- Aircraft Assembly Service Facility.
- Flight Training in Assembly Made Aircraft.
- Aircraft lease and/or rental of Assembly Made Aircraft.
- Sale and dispensation of aviation fuels and oils by arrangement with an FBO who the responsible party for is the fueling equipment and fueling personnel.
- Aircraft storage of Assembly Made Aircraft that it exclusively manages.
- Aircraft ramp service and tie-downs for Assembly Made Aircraft.
- Aircraft catering arrangements.
- Aircraft Management and On Demand Aircraft Charter of Assembly Made Aircraft that it owns or leases.
- Aircraft sales of Assembly Made Aircraft.

**Prohibit Activities.** Except for the fueling of Operator's Aircraft by an FBO at the Airport, Operators shall not provide any other Aeronautical Activity by an FBO or SASO on Operator's Leased Premises.

**Salvage Operations.** Operators shall not store Aircraft, vehicles, or equipment for salvage operations. Any Aircraft components, instruments, parts, and equipment stored on the Leased Premises must be assembled by the Operator, owned by the Operator, or serviced by the Operator.

**Aircraft Fueling.** Any Aircraft fueling performed on the Leased Premises may only be performed through arrangement with an FBO, who may locate its fuel truck or transportable fuel tank on the premises. Only Assembly Made Aircraft conducting business on the premises may be fueled on the Leased Premises. Fuel storage and distribution facilities shall be approved by the Authority in advance and in writing and shall meet all applicable safety standards and regulations of the aviation fueling industry, Department of Environmental Protection, the NFPA, the Authority's Airport Certification Manual, and shall be acceptable to the FAA. The Authority and other governmental agencies with jurisdiction may inspect these facilities at any time to assure compliance with these Minimum Standards and all other applicable established rules, regulations, and standards.

**Defueling.** Operators may only defuel customer's Aircraft as required for Aircraft assembly, maintenance, and repair. All Operator employees engaged in defueling and refueling shall be trained in an FAA approved 14 CFR Part 139.321 fire safety program. Defueling and refueling shall not be construed to permit any Operator to engage in the sale or dispensing of fuels, which Aeronautical Activity is specifically reserved for FBOs. All Operators conducting defueling and refueling of Aircraft shall have adequate and proper fuel storage, provide the Authority with an SPCC Plan for defueling, refueling, and fuel storage, and conform to these Minimum Standards.

**Equipment.** All Operators shall provide and have readily available all tools and equipment for performance of the Operator's Aeronautical Activities in accordance with the manufacturer's specifications, and 14 CFR Part 145 FAA-approved Repair Station Manual.

**Licenses and Certifications.** Operators shall be properly certificated by the FAA as a Repair Station. All Operators shall obtain and maintain all necessary personnel and certifications from the FAA and/or any other authority with jurisdiction where the same are required to conduct the Operator's Aeronautical Activities. All Operator employees shall be properly certificated by the FAA and hold the appropriate ratings

and licenses for the work being performed. All Operator employees providing flight demonstrations in all Aircraft offered for sale shall be properly certificated by the FAA and hold all appropriate ratings and medical certifications.

**Personnel.** All Operators shall employ the number of employees as required by the FAA-approved Repair Station Manual in accordance with 14 CFR Part 145. Operators shall employ and have on duty during the required hours of operation, an adequate number of properly qualified and, where applicable, licensed personnel to provide the level of service commensurate with the Operator's Aeronautical Activities conducted by the Operator, and as required by these Minimum Standards. The Operator's office shall always be attended to during the required hours of operation. Cross-utilization of personnel between Aeronautical Activities conducted by Operators will be permitted only to the extent that personnel qualifications and licensing requirements are fully met, and providing that minimum required personnel is maintained as follows:

- Training and documentation of training shall meet the requirements of 14 CFR 139.321.
- A minimum of one (1) FAA certified airframe and engine mechanic shall be on duty during the hours of operation.
- When requested by the Authority, Operators shall provide a list of all designated fuel service technicians, their training documentation, and their work hours.
- A minimum of one (1) properly certified commercial pilot or flight instructor.

**Hours of Operation.** All Operators shall have their business open to the public no less than eight (8) hours per day, five (5) days per week.

**Insurance Requirements.** In addition to the General Insurance Requirements required by these Minimum Standards, all Operators shall obtain and maintain the following insurance:

- Commercial General Liability or Airport Liability. Commercial General Liability/Airport Liability insurance, with no exclusion relating to Aircraft, including coverage for, but not limited to, Premises Operations, Products Completed Operations, Contractual Liability, Personal Injury Liability, Advertising Injury Liability and Cross Liability, which limits of coverage shall not be less than combined single limit, bodily injury, personal injury, and property damage liability of Ten Million Dollars (\$10,000,000) each occurrence. This coverage shall be provided on a primary basis by companies authorized to do business in the State of Florida. This coverage shall be provided on a primary basis.
- Hangar Keeper's Liability. Hangar keeper's Liability Insurance providing insurance for property damage to Aircraft that are the property of others while in the care, custody, or control of the Operator in an amount not less than Ten Million Dollars (\$10,000,000) per Aircraft and Twenty Million Dollars (\$20,000,000) per occurrence. This coverage shall be provided on a primary basis.
- Storage Tank/Environmental Liability. Storage Tank/Environmental Liability with not less than One Million Dollars (\$1,000,000) per occurrence combined single limit providing coverage for damages against bodily injury and property damage including contamination, clean-up costs, and corrective action damages at each location and Two Million Dollars (\$2,000,000) annual aggregate providing coverage for damages against, but not limited to, third-party liability, clean up, corrective action including assessment, remediation, and defense costs. This coverage shall be provided on a primary basis.
- Commercial Auto Liability. Commercial Automobile Liability Insurance with limits of liability not less than Five Million Dollars (\$5,000,000) each occurrence for owned, non-owned and hired automobiles. If Operator transports fuel the policy must include CA 99 48 Pollution Liability – Broadened Coverage for Covered Autos – Commercial Auto, Motor Carrier, and Truckers Coverage Forms Endorsement or



equivalent. In the event Operator has no owned automobiles, Operator shall maintain only Hired & Non-Owned Auto Liability Insurance. This coverage may be secured by an endorsement to the Commercial General Liability policy, or a separate Commercial Auto Liability policy. This coverage shall be provided on a primary basis.

**Hearing.** Applications to conduct or engage in Aircraft Assembly require a public hearing.

## **ARTICLE 22 NOT-FOR-PROFIT FLYING CLUB OPERATOR**

Any Not-for-Profit Flying Club desiring to base their Aircraft at the Airport and operate at the Airport shall comply with the General Requirements of these Minimum Standards and the Minimum Standards included in this Article.

**Application Process.** All Applicants who wish to conduct a Not-for-Profit Flying Club desiring to base their Aircraft at the Airport and operate at the Airport shall submit the following information to the Authority with their Application:

- Names and addresses of members, officers, directors, manager, and constituent legal authority.
- Names and addresses of individuals designated by Flying Club as a “responsible individual” for receipt of communications regarding Flying Club.
- Statement describing legal format of Flying Club.
- Copies of all agreements under which Flying Club operates.
- Copies of registration certificates of all Aircraft owned by Flying Club.
- Income and Disbursement statement for proceeding calendar or fiscal year sufficient to demonstrate the Flying Club operated on a non-profit basis during such time.
- Copies of any lease agreements.
- Copy of Flying Club operating rules.

**Application Updates.** All information submitted with a Flying Club’s Application shall be updated and provided annually to the Authority.

**Non-Profit Status.** All Flying Clubs must be a non-profit organization and provide evidence of their non-profit status, which evidence shall be substantiated by documentary proof by the Director of the Internal Revenue Service and furnished to the Authority.

**Property Rights.** The property rights of all Flying Club members shall be equal, and no part of the Club’s net earnings shall inure to the benefit of any member of the Club in any form such as salaries, bonuses, or in any other way. Flying Clubs may not derive greater revenue from the use of its Aircraft beyond the amount necessary for the operations, maintenance, and replacement of the Flying Club’s Aircraft and facilities.

**Membership Classes.** All Flying Club members shall have equal rights and obligations unless the sole basis for any membership classification is the differing minimum experience or license qualifications required for operation of various kinds of Flying Club Aircraft. Flying Clubs shall not establish differing Aircraft use rates to be paid by the Flying Club members unless such rate differences are based upon different kinds of club Aircraft, and/or different conditions under which Flying Club Aircraft are used, and unless such rates are uniformly applied to all Flying Club members.

**Mechanics Who Are Members.** Any qualified mechanic who is a registered member of a Flying Club shall not be restricted from doing maintenance work on Aircraft owned by the Flying Club and the Flying Club shall not become obligated to pay for such maintenance work, except that such mechanics may be compensated by credit against payment of dues or flight time.

**Aircraft.** The lease or ownership of Aircraft in a Flying Club must be vested in the name of the Flying Club or owned or leased on a pro rata basis by all members of the Flying Club. Flying Club Aircraft may be obtained, managed, operated, and maintained in any of the following ways:

- **Straight Lease or Rental.** Flying Clubs may rent or lease Aircraft from an FBO for a minimum number of hours each month. In such case the Flying Club will assume no responsibility for direct management or operations, and maintenance will be the responsibility of the FBO.
- **Lease Purchase.** Flying Clubs may lease an Aircraft from an off-Airport leasing company for the Flying Club's exclusive use for an initial period of one year or more. Management and operations of the Aircraft may be assumed by Flying Club members or may be contracted to an FBO.
- **Direct Purchase.** Flying Clubs may purchase Aircraft and assume direct responsibility for the management, operations, and maintenance of the Aircraft.
- **Combination.** Flying Clubs having several Aircraft, may use any combination listed here.

**Service to the General Public.** Flying Clubs may not solicit, offer, or conduct On Demand Aircraft Charter or Flight Training and Aircraft Rental operations to the public. Flying Clubs may also not solicit, offer, or permit its Aircraft to be utilized for the giving of flight instruction to any individual, including members of the Flying Club owning the Aircraft, when such individual pays or becomes obligated to pay for such instruction, except when instruction is provided by an FBO or SASO with an Agreement or a Permit with the Authority. All Flying Clubs shall be prohibited from leasing or selling any goods or services whatsoever to any individual other than to a member of the Flying Club, except that said Flying Club may sell or exchange its capital equipment for replacement or liquidation purposes.

**Advertising.** Flying Clubs may advertise for new members, but only in the name of the Flying Club. Flying Clubs may not advertise to offer goods or services to the public, which are prohibited by this Article.

**Records.** Flying Club books and records shall be available for inspection at any reasonable time by the Authority, or its authorized agent. The Authority may require that relevant records be maintained by the Flying Club according to standards specified by the Authority.

**Hearing.** Applications to conduct a Not-for-Profit Flying Club require a public hearing.

## **ARTICLE 23 SPECIALIZED SERVICE OPERATOR**

All Specialized Service Operators (SASO) shall comply with the General Requirements of these Minimum Standards and the Minimum Standards included in this Article as follows:

- All Operators shall have adequate Land and Improvements to conduct all Aeronautical Activities approved to by the Authority.
- All Operators shall provide sufficient Personnel to conduct their Aeronautical Activities in a safe, secure, efficient, prompt, courteous, and professional manner while also meeting the reasonable demands of customers for the Aeronautical Activities.
- All Operators shall have either owned or under written lease to and under the full and exclusive control of the Operator, sufficient Aircraft, vehicles, equipment, as approved by the Authority.

- All Operators shall have sufficient materials, tools, equipment, and supplies readily available to conduct the Operator's Aeronautical Activities.
- All Operators shall be open for business and available to the public during all hours of operation maintained by qualified and experienced Persons engaging in similar Aeronautical Activities at comparable Airports as approved to by the Authority. All Operators shall be available to meet the reasonable demands of customers for the Aeronautical Activities conducted.

Hearing. Applications to provide a Specialized Service Aeronautical Activity require a public hearing.

#### **ARTICLE 24 CONTRACTED AERONAUTICAL ACTIVITIES**

Any Person may execute an Agreement with an FBO to provide an Aeronautical Activity, provided the FBO meets the Aeronautical Activity requirements listed in these Minimum Standards.

#### **ARTICLE 25 COMBINED AERONAUTICAL ACTIVITIES**

Any Person conducting a combination of specific Aeronautical Activities listed in these Minimum Standards shall be required to duplicate the requirements of the individual Aeronautical Activities, except for Flight Training and Aircraft Rental, which Aeronautical Activities may be conducted together, Aircraft Management and On Demand Aircraft Charter, which Aeronautical Activities may be conducted together, and Aircraft Maintenance and Repair and Avionics Maintenance and Repair, which Aeronautical Activities may be conducted together. This Article does not apply to Aircraft Self-Fueling Operators who shall instead be required to comply with the greater of a) the Minimum Standards by category specific to Aircraft Self-Fueling Operators as defined in Article 19 herein, or b) the combined Minimum Standards by category specific to all other Aeronautical Activities conducted at the Airport by the Aircraft Self-Fueling Operator. In the event one Aeronautical Activity requires a public hearing, all Aeronautical Activities must be presented at a public hearing.

#### **ARTICLE 26 AUTHORITY OWNED AIRCRAFT HANGARS**

These Minimum Standards are waived and shall not apply to Aircraft Hangars owned and/or operated by the Authority.

#### **ARTICLE 27 WAIVER OF MINIMUM STANDARDS**

The Authority may, in its sole discretion, waive all or any portion of these Minimum Standards for itself or for the benefit of government or governmental agencies performing not-for-profit Aeronautical Activities if those Aeronautical Activities are performed for:

- The public in time of an emergency.
- Emergency medical or rescue services to the public by means of Aircraft.
- Fire prevention or firefighting operations.

The Authority may further temporarily waive or reduce in part any Minimum Standards for non-governmental Persons where the Authority deems for itself that such a waiver or reduction to be in the best interest of the Airport.

**SARASOTA MANATEE AIRPORT AUTHORITY**

By:

\_\_\_\_\_  
Chairman

Date:

**ATTEST**

By:

Secretary

Date:

**RESOLUTION NO. 2025-03**

**SARASOTA MANATEE AIRPORT AUTHORITY  
RESOLUTION ADOPTING  
AMENDED MINIMUM STANDARDS FOR AERONAUTICAL ACTIVITIES  
AT  
SARASOTA BRADENTON INTERNATIONAL AIRPORT**

**WHEREAS** the Sarasota Manatee Airport Authority, an Independent Special District of the State of Florida, hereinafter referred to as "Authority", owns and operates the Sarasota Bradenton International Airport, hereinafter referred to as the "Airport"; and

**WHEREAS** the Authority desires to establish and maintain minimum standards and requirements for conducting aeronautical activities at the Airport to protect the public's health, safety, and security, prohibit unqualified operators, and protect the public from unlicensed, unsafe, or irresponsible activities; and

**WHEREAS** the Authority, in recognition of the obligations imposed by Section 308 of the Federal Airport Act, and certain obligations contained in certain agreements between the Authority and the United States of America, relative to the use of federal funds for the development and operation of the Airport, desires that all aeronautical activities on the Airport be conducted in a fair and equitable manner without unlawful discrimination, and that reasonable opportunities be made available to conduct aeronautical activities on the Airport without granting exclusive rights; and

**WHEREAS** the Authority, in recognition of obligations imposed by FAA Advisory Circular (AC) 150/5190-7, further desires to make available reasonable opportunities to engage in aeronautical activities on the Airport by qualified individuals that meet reasonable minimum standards and requirements to protect the health, safety, and security of the public, ensure the efficient operation of the Airport, and promote the orderly development of Airport; and

**WHEREAS** the Authority last established minimum standards for aeronautical activities at the Airport on January 29, 2024, and desires to update certain minimum standards to reflect the current and changing conditions at the Airport, in further compliance with the obligations imposed by FAA AC 150/5190-7,

**NOW, THEREFORE, BE IT RESOLVED** that the Authority does hereby resolve that aeronautical activities at the Airport shall hereafter be rendered by and engaged in by duly qualified operators so determined by the hereinafter established minimum standards which are hereby adopted as the "Minimum Standards for Aeronautical Activities at Sarasota Bradenton International Airport", dated and attached in their entirety hereto as Exhibit A to this resolution, as of the date prescribed here below.

Adopted this 31<sup>st</sup> day of March 2025.

**SARASOTA MANATEE AIRPORT AUTHORITY**

\_\_\_\_\_  
Chairman

**ATTEST:**

\_\_\_\_\_  
Secretary

SMAA-03102025

## AGENDA ITEM NO. 5.3

**SARASOTA MANATEE AIRPORT AUTHORITY  
MARCH 31, 2025 MEETING  
STAFF NARRATIVE**

**REQUEST FOR APPROVAL: RFQ-02-2025-ROFA, PROFESSIONAL ENGINEERING SERVICES FOR  
RUNWAY 14-32 ROFA IMPROVEMENTS**

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**EXECUTIVE SUMMARY:** Staff publicly noticed a Request for Qualifications ("RFQ") for Professional Services of a qualified firm capable of providing engineering design, permitting, bidding, and construction phase services to realign the vehicle service road (VSR) out of the Runway Object Free Area (ROFA). The existing VSR cuts through the southeast corner of the ROFA. This project will remove a portion of the existing VSR within the ROFA and realign the vehicle service road outside the ROFA. Three (3) firms were deemed by staff to be the most qualified firms and will present to the Authority's Board.

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**NARRATIVE:** The Sarasota Manatee Airport Authority (SMAA), henceforth referred to as "Authority", is seeking professional consulting services to provide design, permitting, bidding, and construction phase services for the Runway 14-32 ROFA Improvements. The existing vehicle service road (VSR) cuts through the southeast corner of the ROFA. The project will remove a portion of the existing VSR from the ROFA and realign the vehicle service road outside the ROFA. The project will include grading, drainage, striping, and other items related to the roadway realignment.

The selection of the professional firm shall be based upon qualifications, specifically the firm's experience with similar type projects, team experience and organization, clear articulation of the project scope, and other factors unique to each firm. The top three (3) proposing firms were short-listed by staff and are required to make a public presentation to the Authority's Board on March 31, 2025, at which time the Board will rank the firms. Authority staff will then be responsible to negotiate a contract for said services within the project budget.

The Authority shall have the right to review, comment upon and approve respective project components, decisions and documentation with respect to the contract including, without limitation, all schematic designs, plans and specifications and any other material amendments to the project.

Staff has submitted a grant pre-application to FAA and FDOT to fund up to 95-percent of the project costs.

In response to the publicly noticed Request for Qualifications RFQ-02-2025-ROFA issued in December 2024, eight (8) firms submitted responses. The following three (3) firms have been shortlisted for presentation:

Garver USA, Inc.  
4211 W. Boy Scout Boulevard, Suite 290  
Tampa, FL 33607

Michael Baker International  
4010 W. Boy Scout Boulevard, Suite 400  
Tampa, FL 33607

Mohsen Design Group, Inc.  
2202 Westshore Boulevard, Suite 200  
Tampa, FL 33607

Each firm has 10 minutes to complete their presentation.

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**RECOMMENDATION:** It is hereby recommended that the Sarasota Manatee Airport Authority rank the three qualified vendors. Staff also requests authorization to prepare all documents necessary to implement this action. Staff will negotiate scope and fees and will present to the Board for approval at the next Board Meeting.

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**Attachments:** Short-list Firm Submittals



Point of  
Contact

**David Gordon, PE**

4211 W Boy Scout Blvd., Ste. 290  
Tampa, FL 33607  
386-986-6507  
DAGordon@GarverUSA.com



Rich History.  
Award-Winning  
Culture.

**1,300+**  
Employees

**12**  
Dedicated Aviation Staff In  
Garver's Tampa Office

**170+**  
Dedicated Aviation Staff  
Nationwide

**#16**  
ENR Top 25 Aviation Firms

Garver, LLC acknowledges the  
receipt of Addendum No. 1  
dated 02/11/25.

February 28, 2025

Mr. Kent D. Bontrager, A.A.E., PE | *Senior Vice President, Engineering, Planning, & Facilities*  
Sarasota Manatee Airport Authority  
6000 Airport Circle  
Sarasota, FL 34243

**RE: Request for Qualifications for Professional Engineering Services  
to Runway 14-32 ROFA Improvements (RFQ-02-2025-ROFA)**

Dear Selection Committee:

The service road realignment project at Sarasota Bradenton International Airport (SRQ) may not be the largest and most complex project the airport will initiate this year, but its importance to airfield safety cannot be understated. The Sarasota Manatee Airport Authority (SMAA) will benefit most from this project by selecting a consultant with a small, dedicated design team who has the right experience to deliver this project without unnecessarily adding design phase costs that could sink the project budget. **Garver is that consultant!**

This statement of qualifications details how Garver will help SMAA deliver this project. **We have structured both our project team and our proposal to showcase our dedication to delivering high-quality results in a timely and resourceful manner throughout this project.** Our philosophy when it comes to this proposal, which will carry through to the project, is why say it in 20 pages when 10 will do. As you review our proposal, please note the key attributes that differentiate the Garver Team from our competition. We believe the Garver Team characteristics introduced below and expanded upon throughout this proposal will make the project process enjoyable and aid us in exceeding your project goals.

**WHAT SETS GARVER APART**

**We Will Not Overcomplicate This Project.** The Garver Team consists of select key staff who will serve multiple roles during design. This approach minimizes costs associated with engaging a larger staff than is necessary to meet the project goals. Furthermore, during design, our team will propose methods to expedite the design schedule and more efficiently deliver this project without sacrificing quality. Several of these methods are detailed in this proposal.

**We Understand This Assignment.** Our project team, which sits together in our Tampa office, has experience delivering similar road realignment projects at multiple airports in Florida, including right up the road here in Tampa. Additionally, our PM has demonstrated experience on multiple projects that require careful consideration of airfield safety areas and phasing construction projects near runway ends.

**We're Easy to Work With.** SMAA deserves to work with a consultant who makes the project process easy and enjoyable. Our client-focused approach means our team will work in lockstep with SMAA to deliver this project from scoping through construction. We will listen to your concerns and always remember that we work for you!

We look forward to partnering with SMAA to make this project a success. Please do not hesitate to contact your Project Manager, David Gordon, on his cell at 386-986-6507 or at DAGordon@GarverUSA.com for any additional information you might need to complete your selection process. Thank you for your time and consideration. We are so excited for this opportunity to help you continue to improve SRQ!

Sincerely,  
**GARVER**

David Gordon, PE  
Project Manager





**Experience with Similar Airport Projects**

PAGE 1



**Team Organization**

PAGE 3



**Approach**

PAGE 4



**Phone Interview**

PAGE 7



**Demonstrated Ability to Meet the DBE Goal**

PAGE 8



**Other Factors**

PAGE 9



**Appendix: Resumes**

PAGE A-1

# A Experience with Similar Airport Projects

## Garver has the "Right Stuff"

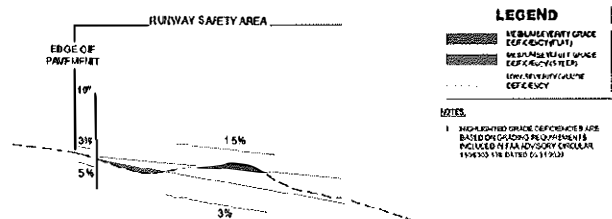
➔ SMAA needs a consultant who has proven experience delivering similar projects efficiently. Not only does our team have the right experience for this project, we also understand the importance of not overcomplicating a project and the benefit this provides SMAA.

**G** Garver is a multi-disciplined engineering, planning, architectural, and environmental services firm committed to quality practices, progressive methods, and personal relationships.

Garver has over 60 years of airfield-focused aviation experience with a dedicated Aviation Business Line—it is one of our core disciplines, and our history is largely predicated on general aviation airfield projects. The Aviation Team has extensive experience in all aspects of airport planning, design, and construction administration. We have over 170 personnel located in 30 of our 58 regional offices, including offices in **Tampa, Jacksonville, Orlando, and Fort Lauderdale.**

Throughout this statement of qualifications, you will find the Garver Team has successfully completed projects across Florida and around the country that are directly related to the roadway realignment project at Sarasota Bradenton International Airport (SRQ). We provide comprehensive client support throughout each project, from developing and securing grant applications for project funding to project planning, design, bidding, construction observation, and closeout.

### PROJECT PROOF | BNA AIRFIELD STUDY



In 2024, Garver conducted an airfield-wide study of the safety and object free areas at Nashville International Airport. **David Gordon** served as Lead Airfield Engineer on this assignment and led the technical analysis which included a comprehensive horizontal and vertical review of the safety areas to verify compliance with FAA requirements. David will leverage the extensive knowledge gained as part of this study to efficiently deliver this project for SMAA.

“Throughout my career, I’ve had the opportunity to contribute to and lead projects of all sizes at airports just like SRQ. Efficiency is at the forefront of my approach to every project. An uncomplicated project design can lead to accelerated design schedules, increased interest of bidders, and more competitive pricing from contractors.”

**DAVID GORDON, PE**  
Project Manager & Point of Contact



### RELEVANT PROJECT EXPERIENCE

The Garver Team has an abundance of relevant project experience which we believe qualifies us for the roadway realignment at SRQ. In order to convey that experience of the Team, we are presenting four projects for your consideration as follows:

**Projects 1-2** represent the national experience of the firm on projects at airports similar in size to SRQ.

As our Florida-based team members (David Gordon and Matt Serynek) recently joined Garver from other firms, we have included **Projects 3-4** to represent their prior work experience. Their roles on these projects are listed to provide a complete and transparent understanding of their involvement.



EXPERIENCE WITH SIMILAR AIRPORT PROJECTS **A****Boca Raton Airport | Vehicle Service Road Rehabilitation**

Cost: \$2.2M | Completed: 2025 (est.)

Garver provided design, bidding, and permitting and is currently providing construction phase services for the rehabilitation and realignment of the vehicle service road (VSR) at BCT. The project included realignment of ~350 linear ft. of asphalt service road outside the runway object free area (ROFA) at the approach end of Runway 5. Also included was ~4,200 sq. yds. of VSR asphalt mill and overlay. The VSR improvements required impacts to existing stormwater facilities including ponds and drainage infrastructure. These impacts were permitted through the Southwest Florida Water Management District (SWFWMD). Phasing for the project required consideration of the Runway 5-23 approach and departure surfaces and the potential for construction equipment to penetrate these surfaces. This project was funded with grants from the FAA and FDOT. *David Gordon served as Project Manager and Engineer of Record on this assignment. Matt Serynek served as a senior technical advisor, and Bill Murray and Sarah Coffelt served as support engineers.*

**Abilene Regional Airport | Air Tanker Ramp**

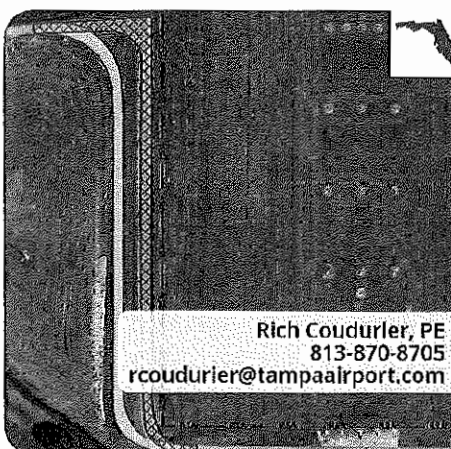
Cost: \$26.5M | Completed: 2025 (est.)

Garver provided design, bidding, and construction phase services for the construction of a new apron to service fire-fighting aircraft at ABI. The project included reconstruction and realignment of an existing VSR. Phasing for the project was designed such that the VSR remained open to traffic throughout construction. This was necessary as there were no alternative VSR routes available around the construction area. *David Gordon served as Lead Engineer and Engineer of Record, and Bill Murray served as a supporting engineer for utility and drainage design on this assignment. Matt Serynek served as a quality control reviewer, and Sarah Coffelt served as a lead support engineer.*

**Pensacola International Airport | ROFA Roadways Realignment**

Cost: \$600K | Completed: 2022

This project included the realignment of ~500 linear feet of on-airport asphalt VSR and 700 linear feet of asphalt public roadway outside the ROFA in the approach areas of Runway 14-32 at PNS. The existing roadways were cited by the FAA as safety concerns due to their locations within the ROFA. Each road realignment included impacts to existing drainage patterns and stormwater infrastructure, utility relocations, and fence realignment. The project used FDOT specifications for the roadway reconstruction as a way to expand the pool of eligible contractors and generate competition between bidders. *This project represents the previous firm experience of David Gordon (as Lead Engineer) and Matt Serynek (as Principal in Charge).*

**Tampa International Airport | Part 139 Airfield Improvements**

Cost: \$3.6M | Completed: 2023

This project included realignment of ~650 linear feet of asphalt VSR to avoid encroaching on the runway safety area in the Runway 19L approach area at TPA. The project included impacts to existing stormwater infrastructure and drainage patterns and required a detailed analysis of existing airfield utilities to avoid impacts during construction. This project required close coordination with TPA Operations to develop a phasing plan which minimized impacts to runway operations while avoiding penetrations to the runway approach and departure surfaces by construction equipment. FDOT specifications and design standards were used for the roadway and stormwater improvements. This project included permitting with SWFWMD and wetland permitting for impacts to existing wetlands. *This project represents the previous firm experience of David Gordon (as Lead Engineer) and Matt Serynek (as Principal in Charge).*

KEY: Roadway Demolition Realligned Road Roadway Reconstruction



# B Team Organization

## The Garver Team is Organized for Success

➔ Garver understands the unique aspects of your project and has assembled a focused, dedicated team which will efficiently deliver successful results for SRQ.

### Organization and Staffing

Our local team has successfully worked together on multiple assignments and is structured to deliver this project efficiently. By strategically utilizing staff in multiple roles, the Garver Team is prepared to deliver a project design that avoids the potential complications of a design team that is larger than necessary, as dictated by the project needs.

### Organizational Chart

On this page we've provided an organizational chart of the Garver Team that will be working with SRQ. The team is organized to provide you with the expertise required to fulfill every aspect of the scope of work for this project while being streamlined to include only necessary roles so we can deliver this assignment as efficiently as possible. Our team is poised to work in lockstep with your goals, always remembering we work for you.



#### Project Manager / Civil Lead

■ David Gordon, PE

#### Principal in Charge

■ Matthew Serynek, PE

#### Design/Construction

##### Airfield/Civil

■ Bill Murray, PE, ENV SP

##### Survey

■ Northwest

##### Support Civil

■ Sarah Coffelt

##### Geotechnical Materials Testing

■ AREHNA

#### Legend

■ Garver ■ Northwest (DBE) ■ AREHNA (DBE)

We are aware that gopher tortoises exist on airport property. While we did not see any burrows during the pre-solicitation site visit, should it become apparent during scoping that gopher tortoises exist within the project limits, we are prepared to augment our team with an environmental scientist from Pritchett Steinbeck Group (PSG), a certified DBE firm located in Tampa.

## SUBCONSULTANTS



### Survey

**Northwest Surveying Inc. (NSI)** is a Certified Disadvantaged Business Entity (DBE) firm which was founded in 1986. The NSI team has a vast amount of experience performing surveying services at Tampa Bay area airports. All field personnel are experienced in airport safety and security procedures.

### QUALIFICATIONS

- DBE firm
- Florida experience, including projects PM David Gordon
- Local office



### Geotechnical

**Arehna Engineering, Inc.** provides full service geotechnical engineering and materials testing services. AREHNA's project experience includes thousands of geotechnical engineering projects, including airports, ports, roadways, bridges, utility plants and other city, county and state projects.

### QUALIFICATIONS

- DBE/WMBE firm
- SMAA experience
- Local office

## KEY TAKEAWAY

With a focused, streamlined team, Garver is positioned to deliver your project with as few complications as possible. Communication and efficiency will be our top priorities for SRQ.



# C Approach

## Garver's Project Approach Will Remain Focused on the End Goal

→ A budget-focused and efficient project design approach does not mean quality must be compromised. The Garver Team is well versed in delivering project designs that are clear, concise, and adherent to contracted schedule and budget constraints.

Garver's goals for this project are simple: deliver a design that meets the project goals and is constructible within SMAA's budget while avoiding costly delays during design. We will do this by focusing on critical path design milestones and coordinating with project stakeholders and permitting agencies early in design to avoid the mishaps that can occur from lack of timely communication.

### Design

Having worked on a variety of similarly sized projects at airports around the country, the Garver Team understands SMAA's expectations with regard to project deliverables

### Budget and Schedule Monitoring

The hallmark of a successful project is one that is on time and on budget. For this assignment, we will utilize six steps:

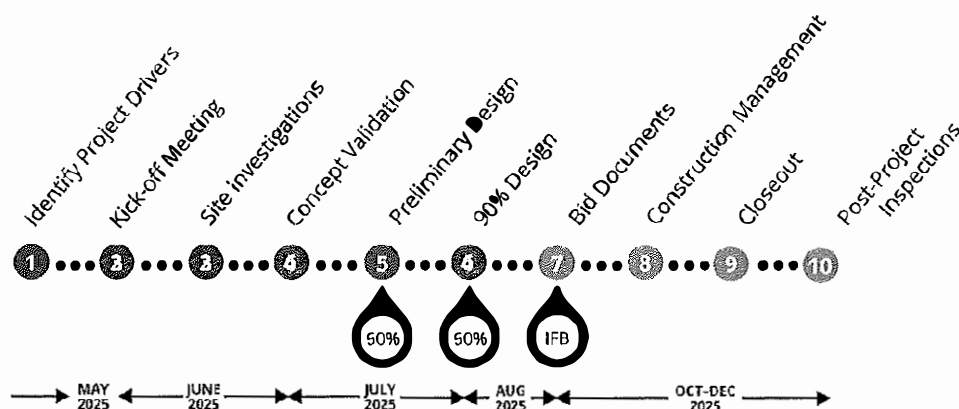
1. Work closely with SRQ to develop a comprehensive scope.
2. Draw upon similar experience to develop a fully attainable design schedule and budget.
3. Develop a realistic cost/schedule model for the project.
4. Utilize a custom, secure, and web-based project dashboard to track real-time budget and schedule status.
5. Adjust resources to meet schedule and budget needs.
6. Confirm subconsultants' efforts are properly managed.

### A Roadmap for Design

Design starts with a kick-off meeting, which will be instrumental in moving the project forward with clear direction and purpose. Garver will prepare for, schedule, and meet with the appropriate stakeholders from the SMAA to discuss the project requirements, establish clear lines of communication, and review processes and deliverables. From there, we will coordinate field investigations with SRQ Operations staff to make certain that there are no operational impacts.

If acceptable to SMAA, the Garver Team would propose eliminating a traditional 30% design submittal in favor of a brief technical memorandum which validates the proposed roadway realignment approach. Similarly, the 60% design submittal could be advanced to a 90% submittal and then directly to bid documents, eliminating a 100% design submittal before bid documents. In-progress design meetings could be held with SMAA as verification that the project

Garver used a similar approach as part of an apron expansion at Jacksonville International Airport where several concepts for the apron geometry had been developed prior to project kickoff. The Garver Team validated the previous concepts in a technical memorandum and a preferred concept was advanced in design phases to meet FAA funding deadlines.



design is advancing in the right direction while avoiding unnecessarily deliverable milestones. These meetings could be held virtually which will reduce time and cost associated with in-person meetings on site. The Garver Team is confident that our proactive approach to communication will allow design submittals to be reduced without impacting the quality of the final deliverables.

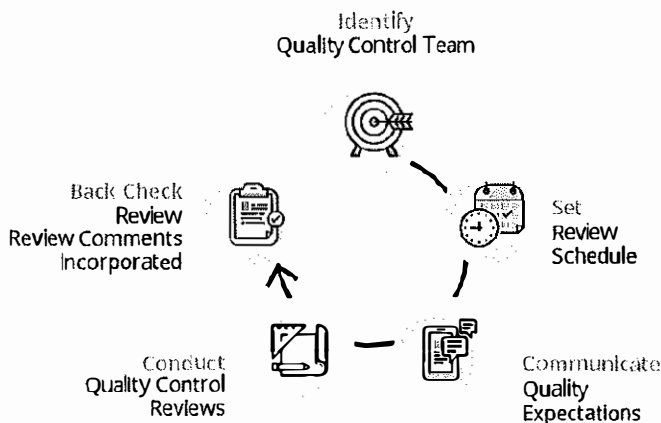
#### *Cost Estimating*

One key to maximizing budget is the development of realistic cost estimates, as construction represents the largest capital expenditure on any project. This has become a challenge because of economic uncertainty following the pandemic. To mitigate this and achieve construction budget accuracy, we will:

1. Validate the program budget early in design.
2. Utilize Garver's extensive cost database to establish initial estimates.
3. Use FDOT specifications and FDOT statewide and local bid price data to develop reliable cost estimates.
4. Continually monitor market trends.
5. Utilize estimates that build upon each other so trends are easily identifiable.

#### *Quality Control*

The need for a proven quality control process is key to controlling costs during design. Small deviations during design can quickly escalate without proper controls. Our QC process uses Bluebeam software for cloud-based QC reviews with all comments reviewed by the PM before being incorporated. Garver's QC process works because roles, schedules, and expectations are clearly defined at project kickoff and followed through. This process creates the accountability and leadership needed to effectively control the quality of the services rendered.



**Garver's Quality Control Process**

#### *Permitting*

We anticipate that this project will require coordination with the Southwest Florida Water Management District (SWFWMD) due to impacts to existing stormwater facilities. The Garver Team will conduct a pre-application meeting with SWFWMD early in design to establish expectations for permitting requirements and outline a detailed permitting schedule that will result in the project being approved for permitting before bids are due from prospective contractors.

**Airfield/Civil Engineer Bill Murray has successfully led multiple projects through permitting with SWFWMD and understands the requirements for navigating stormwater permitting in Florida, including recent regulatory changes which must be adhered to as part of this project.**

#### *Construction Administration / Management*

Once construction starts, our team members will transition to construction administration. In order to make certain the design intent is always understood, the same team that developed the design will administer construction. We have found that this continuity of staff from design to construction greatly helps to set us up for success and eliminates the time and cost associated with familiarizing new staff with the project who were not engaged in the design process.

#### *Approach to Airport Projects*

The Runway Object Free Area (ROFA) is a clear area intended to provide aircraft wingtip protection. SRQ's inner service road violates the ROFA of Runway 32 in its existing condition creating a safety concern for aircraft operations. This project will relocate the inner service road so it no longer intrudes into the ROFA and resurface the inner VSR back to gate 19S to improve the pavement condition.

As part of our preliminary design, we will meet with airport stakeholders to validate the scope of the inner VSR relocation. This coordination will identify any potential alternatives or improvements available and ensure our solutions align with SRQ's needs.

#### *Airport Master Plan Coordination*

This project, and the layout in the RFQ, were included in the alternatives analysis performed in the 2022 Airport Master Plan Update. This project will implement Alternative 1, which minimizes the length of road reconstruction required and is the most cost-effective approach to addressing the ROFA deficiency.





### Anticipated Design Considerations

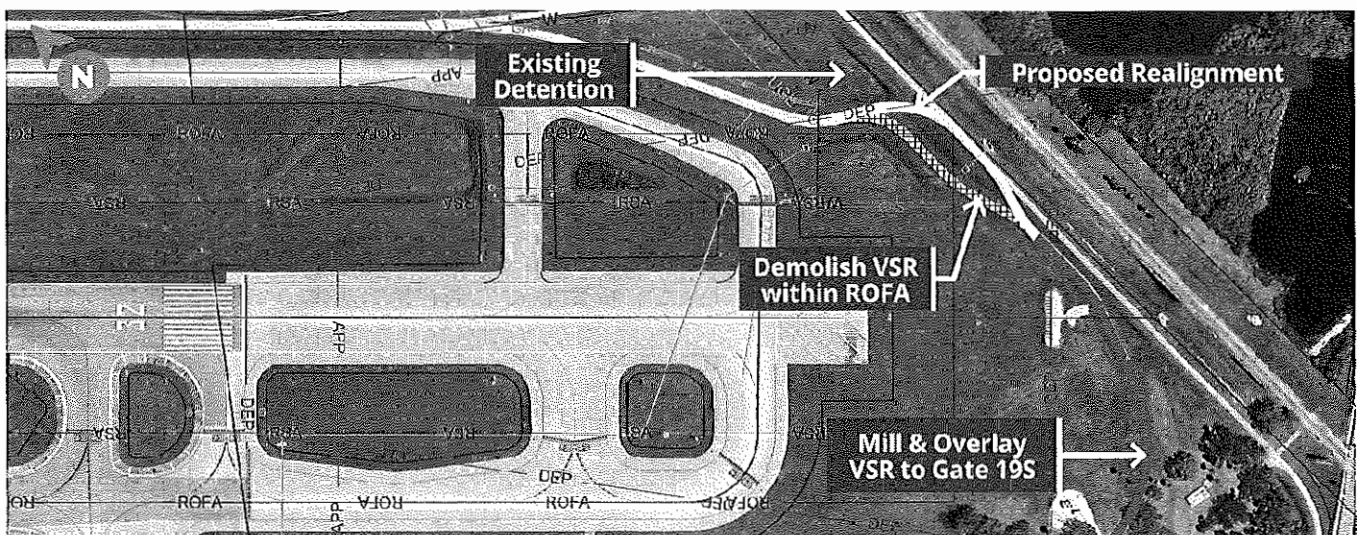
While the airport currently intends to mill the existing pavement surface and overlay with new asphalt, our preliminary site inspection suggested the existing pavement was still in relatively good condition. Subject to confirmation from geotechnical analysis, a simple overlay rather than a mill and overlay may suffice for rehabilitation resulting in significant savings for the airport.

Garver understands the importance of Runway 14-32 to airport operations, thus any work impacting this runway could have significant operational implications for SRQ. As part of our construction safety and phasing plan design we will endeavor to minimize construction activities affecting runway operations. FAA AC 150/5370-2G provides for continued use for a runway as long as its RSA remains clear of construction operations. Construction of this project will occur within the limits of the RW 14 40:1 Departure Surface. This surface must not be impacted while the runway is open to operations. The height of the departure surface is ~30 feet above ground at the project limits closest to the runway threshold. It is anticipated that construction equipment will not exceed 30 feet in height, thus RW 14-32 will be able to remain open during construction. Our construction safety and phasing plan will include considerations for the runway surfaces and outline any restrictions on equipment heights to avoid impacting these surfaces. The phasing approach will be validated and refined as part of design.

### Drainage & Utilities Considerations

The graphic below depicts the existing airfield drainage basins and network as well as the detention between the outer and inner service roads that will potentially be affected by this work. While impacts to the airfield drainage network are expected to be minimal, Garver will conduct a pre-application meeting with the Southwest Florida Water Management District (SWFWMD) during planning and preliminary design to ensure the project proceeds without delay. The goal of the pre-application meeting to receive initial buyoff from SWFWMD on the project approach to permitting and confirm a timeline which will result in permit approval before bids are due. It is anticipated that an existing stormwater structure and VSR culvert crossing can remain as part of the road realignment. Any reduction in pond storage volume will be replaced within the project limits.

Additionally, running between the existing outer service road and Taxiway Charlie is a 4-inch gas line, a 12-inch water main, and an airfield electrical line. The water and gas lines parallel the outer service road's northern leg before doglegging toward the end of the runway. While these features can be preserved, it is important that design provides for their protection and that construction observation is made aware of their locations to make sure there are no adverse impacts to operations.



**Proposed Project Design Considerations**

### KEY TAKEAWAY

Garver is ready to work with SMAA to efficiently deliver this project. Our straightforward technical approach and streamlined delivery process will help make sure that we provide a cost-effective and timely design to SMAA.



# D Phone Interview

## Get to know David Gordon, PE, Your Project Manager

→ David Gordon, PE, will be the point of contact for the phone interview with SMAA. If you need any additional information, please feel free to reach out to David at 386-986-6507 or at [DAAGordon@GarverUSA.com](mailto:DAAGordon@GarverUSA.com) for any questions that may arise.



### GET TO KNOW YOUR PROJECT MANAGER

## David Gordon, PE

■ Aviation runs in my family. As a kid, my mother had her private pilot's license. I fondly remember spending time in the T-hangars at our local GA airport and flying up and down the east coast of Florida in her Cessna.

■ Community outreach is important to me. I'm helping lead a collaboration with a local community center to engage area middle schoolers in STEM and generate interest in the field of aviation.

■ My family caught the travel bug hard. My daughter has already taken 20+ flights in her three years and is an expert at navigating airports.

#### Q: Why are you excited to deliver this project for SRQ?

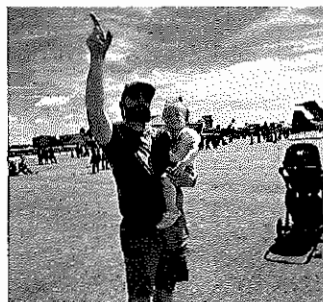
A: I get great satisfaction from handling the small projects that many clients feel can be a time consuming task. SRQ is experiencing a tremendous growth, and that growth requires a lot of time and effort from SRQ's staff. If I can take a project like this off their hands and make their day a little easier, I consider that a success.

#### Q: What has been the most helpful lesson you have learned over the course of your experience in the aviation industry in Florida?

A: Communication with my clients is key. I never want airport leadership to be left in the dark on my projects. Emails do not go unread and phone calls are always returned. I will not leave SRQ staff to guess about the status of this project at any point during design.

#### Q: What unique qualifications will you bring to aid in the successful delivery of the roadway realignment project at SRQ?

A: There are two primary components I feel make me qualified to deliver this project for SRQ. First, I've served in lead roles on multiple projects with nearly identical scopes. I've learned that work on safety area compliance projects, especially in a runway approach area, requires a close eye to monitor FAA compliance and to consider the protection of the runway surfaces during construction. Second, I have a vast amount of experience working on airport projects that are limited in scope. Small projects require a project manager who will be engaged in all phases of design to make sure that scope and budget compliance are met, and I look forward to providing SRQ with that level of engagement for the successful completion of this project.





# E Demonstrated Ability to Meet DBE Goal

## Garver Takes DBE Participation Seriously

These respected DBE subconsultants will serve as a cohesive extension of the Garver staff, adding tangible value to the Garver Team and the deliverables we will provide to SRQ. With an extensive history of meeting DBE goals and establishing mentorship programs, Garver is committed to exceeding your 8% goal.

The Garver Team is structured to provide the expertise needed to deliver SMAA's projects while achieving an exceptionally high level of DBE participation. We will accomplish this by placing our DBE subconsultant partners in meaningful roles that correspond to their areas of expertise, and by offering assistance and guidance to contribute to their success and growth. Both subconsultants on the Garver Team are DBE certified (**Northwest Surveying** and **AREHNA Engineering**). After evaluating the anticipated scope of this project, we have established the participation percentages outlined in the table on this page. **Given this plan participation, we expect to exceed the 8% goal for this project.**



### Garver Partners

Garver's commitment to DBE participation goes beyond the casual recruitment of minority firms to our team. We established the Garver Partners Program to provide mentorship and business training for small and minority-

Subconsultant/Role	DBE Status Verified	Estimated Participation
<b>AREHNA Engineering</b> <i>Geotechnical</i>		4%
<b>Northwest Surveying</b> <i>Survey</i>		7%

**DBE Commitment for this Project: 12%**

owned firms. Garver Partners is designed to supplement each firm's technical expertise with the business knowledge they need to establish a healthy foundation and scale their business practices for future growth. Garver Partners is a 12-month mentorship program during which firms engage in workshops, training courses, and networking opportunities. As a result of Garver Partners, participating firms are equipped with the skills needed to effectively address industry challenges and grow their business.

### DBE Participation History

Garver has a history of successfully meeting or exceeding similar DBE participation goals for aviation clients as shown in the table here. **Over the past two years, Garver has contracted over \$22.5 million to DBE firms.** We believe that establishing relationships with competent DBE firms offers them meaningful work and opportunities to grow their practice, ultimately benefiting both our clients and our industry as a whole.

Project	Goal	Actual
<b>Vehicle Service Road Rehabilitation</b> <i>Boca Raton International Airport</i>	18.4%	26%
<b>Terminal Ramp Expansion</b> <i>Bill and Hillary Clinton National Airport</i>	15%	26.5%
<b>Terminal Apron &amp; Taxiway Expansion</b> <i>Nashville International Airport</i>	11%	11.5%

### KEY TAKEAWAY

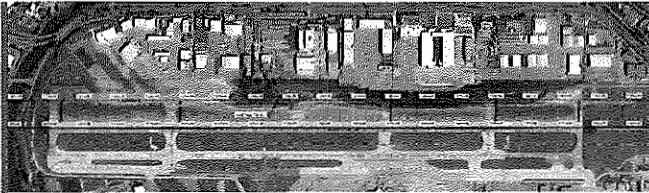
At Garver, teaming with DBE firms is part of our culture. We view it as our responsibility to invest in our partners, assisting them with developing a strong foundation upon which they can grow their business and secure their futures.



# F Other Factors

## What Makes Us Different

→ At Garver, we pride ourselves on being different from other engineering firms. From our focus on our employees to unique services that we offer, we do things a little differently and we feel that we are better for it. And it's not just us—our long-standing clients tend to agree.



### Garver's Project Meetings Are Productive and Comprehensive without Wasting Time

Garver's project meetings will utilize visualizations and technology such as Bluebeam Studio to focus on priority items and expedite your time—we want to avoid boring "plan flips."

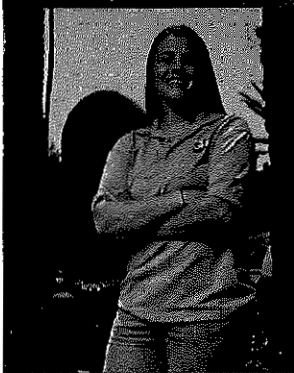
Garver's aviation consulting is driven by innovation, and our approach to project meetings reflects this. A stale deliverable review meeting would review deliverable PDFs page-by-page. Garver utilizes our Aviation Design Center and visualization team in preparation for meetings. We also utilize the real-time comment platform of Bluebeam Studio.

### Garver's Strategic Funding Team

Garver's Strategic Funding Team is an in-house specialty that you won't find with many other engineering consultants. The team is led by **Megan McLellan, CM**, who has 21 years of experience in funding assistance, airport management, operations, security, and planning. Comprised of government specialists, grant writers, and policy experts, **the team's sole focus is to maximize the use of funding mechanisms available to airports.** Megan and her team act as extensions of airport staff, acquiring funding and seeing project development from start to finish. Our clients have found that having Garver's Strategic Funding Team committed to tackling this one massive hurdle gives them great relief on what is typically the most stressful part of an airport improvement project.

In selecting Garver, you're not just hiring an engineering firm; you're gaining a multifaceted team that can be an added resource to make one of the most important project components—money—less of a worry for SRQ.

## A UNIQUE PERSPECTIVE ONLY GARVER CAN BRING



Garver's aviation staff views airport improvement projects not only as designers but also as users and owners. **Among Garver's staff are former airport operators, including managers, planners, and operations agents.** Garver understands the importance of delivering quality project results that will be realized long after a consultant has sent the final invoice. Garver makes the commitment to SRQ that we will use all of our resources and experienced team to aid in the success and growth of your airport.

Additionally, there are **23 licensed pilots among Garver's aviation staff, including Sarah Coffelt of the local Tampa office team.** Garver's pilot perspective gives us the unique ability to understand how construction impacts your operations.

## KEY TAKEAWAY

At Garver, we pride ourselves on our wealth of unique experience, knowledge, and resources, which sets us apart, ultimately benefiting the airports we're privileged to serve.





PROJECT MANAGER / LEAD CIVIL

## David Gordon, PE



David Gordon is a project manager on Garver's Florida Aviation Team with 13 years of experience. His aviation experience includes work at commercial service and general aviation airports in Florida and throughout the Gulf Coast region. His responsibilities include design work for FAA, FDOT, and locally funded projects such as airfield and roadway pavement reconstruction and rehabilitation, drainage, grading, airfield geometry, airfield lighting and marking, airfield signage, cost estimation, stormwater permitting, utility relocation, airspace analysis, specification development, and landside airport development. David has served as lead engineer for multiple on-call consulting engineering assignments where he has contributed to delivering over 100 individual projects at Tampa Bay area airports.

### Education

Bachelor of Science,  
Civil Engineering

### Registration

Professional  
Engineer: FL, 82346

### Experience

13 years

### EXPERIENCE

#### **Boca Raton Airport | Airport Service Road Rehabilitation and Stormwater Improvements | Boca Raton, FL**

Engineer of Record for the FDOT- and FAA-funded rehabilitation of over 8,000 LF of asphalt service road, including realignment, mill and overlay, widening, and reconstruction. Project included realignment of vehicle service road outside the runway safety area. Responsible for working with BCT operations to develop a detailed phasing plan to protect runway approach and departure surfaces during construction. Also led horizontal and vertical geometric design, cost estimating, specification development, bidding assistance, and construction administration.

#### **Abilene Regional Airport | Air Tanker Ramp | Abilene, TX**

Engineer of Record for design, bidding, and construction administration services for construction of a new fire-fighting aircraft apron and support facilities. Project included approximately 3,000 LF of vehicle service road reconstruction and utilized state DOT standard details and specifications for the VSR design. This approach improved bidder interest by using construction practices with which local contractors were widely familiar. Phasing required close coordination with airport operations, as the VSR was a primary access route to the ARFF station and maintenance facilities.

#### **Tampa International Airport | Part 139 Airfield Improvements | Tampa, FL\***

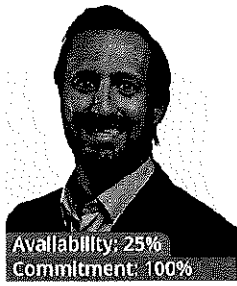
Lead Airfield Engineer responsible for design, bidding, and construction services. Project included addressing safety and object free area deficiencies cited by the FAA as part of TPA's annual Part 139 certification inspection. Included removal of an abandoned service road within the runway safety area beneath a runway approach. Also included realignment of an existing vehicle service road to remove a section inside the RSA. Responsible for leading horizontal and vertical geometric design of the proposed roadway realignment, grading design, specification development, cost estimating, construction safety and phasing plans, bidding assistance, and construction administration.

#### **Pensacola International Airport | ROFA Roadways Realignment | Pensacola, FL\***

Lead Airfield Engineer for project to realign two separate roads outside the runway object free area. One section was on an airport vehicle service road. The second road was accessible to the public and required design in accordance with state and national standards for roadways. Responsible for developing detailed maintenance and traffic plans for the public road to minimize impacts to the public during construction. Also led horizontal and vertical geometry design, plan development, grading design, maintenance of traffic design, cost estimating, and specification development.

*\*Individual experience prior to joining Garver*





Availability: 25%  
Commitment: 100%

**Education**  
BS, Civil Engineering

BS, Industrial and  
Systems Engineering

**Registration**  
PE: FL, 68356

PRINCIPAL IN CHARGE

## Matt Serynek, PE



Matt Serynek is the Tampa Aviation Leader on Garver's Aviation Team with 22 years of experience focused on developing innovative infrastructure solutions for airports around the world. Matt is a true aviation consultant whose years working as an extension of staff at multiple airports have provided him with a wide array of aviation design knowledge, from the airfield to the terminal. His experience includes project management, engineering design, planning, permitting, construction administration, and inspection services at commercial service and general aviation airports.

EXPERIENCE

Boca Raton Airport | Vehicle Service Road Rehabilitation | *Senior Engineer*  
Abilene Regional Airport | Air Tanker Ramp | *QC Reviewer*  
Tampa International Airport | Part 139 Airfield Improvements | *Principal in Charge\**  
Pensacola International Airport | ROFA Roadways Realignment | *Principal in Charge\**

*\*Individual experience prior to joining Garver*



Availability: 60%  
Commitment: 100%

**Education**  
MS, Civil Engineering  
BS, Civil Engineering

**Registration**  
PE: FL, 85297  
ENV SP: 61080

CIVIL DESIGN LEAD/STORMWATER PERMITTING

## Bill Murray, PE, ENV SP



Bill Murray is a registered professional engineer and a project manager on Garver's Tampa Aviation Design Center with 12 years of experience in civil land development and project management. His experience includes stormwater and site design, utility infrastructure design, planning/rezoning, plan preparation, permitting, and construction administration. He has coordinated with federal agencies, the Southwest Florida Water Management District, municipalities, subconsultants, reviewers and stakeholders to ensure regulatory compliance towards a project's successful completion.

EXPERIENCE

Boca Raton Airport | Vehicle Service Road Rehabilitation | *Stormwater Engineer*  
Abilene Regional Airport | Air Tanker Ramp | *Stormwater Engineer*  
Jacksonville International Airport | Air Cargo 3 Ramp Expansion | *Stormwater Engineer*  
Angeline STEM School | Roadway Connector | *Senior Engineer\**

*\*Individual experience prior to joining Garver*



Availability: 75%  
Commitment: 100%

**Education**  
BS, Civil Engineering

SUPPORT CIVIL

## Sarah Coffelt



Sarah Coffelt is a Project Engineer for Garver's Aviation Team in the Tampa office. She has worked on taxiway and runway rehabilitation and replacements in Arkansas, Texas, and Colorado. Her project experience ranges from general aviation to commercial. She has a comprehensive knowledge of the FAA Advisory Circulars, including the guidelines for airfield design, and a detailed understanding of using AutoCAD Civil 3D.

EXPERIENCE

Boca Raton Airport | Vehicle Service Road Rehabilitation | *Support Engineer*  
Abilene Regional Airport | Air Tanker Ramp | *Support Engineer*  
Louis Armstrong New Orleans International Airport | North-South Connector Road | *Support Engineer*



SARASOTA BRADENTON INTERNATIONAL AIRPORT — RUNWAY 14-32 ROFA IMPROVEMENTS

**Michael Baker**

**INTERNATIONAL**

Mr. Kent D. Bontrager, AAE, PE  
Sr. Vice President, Engineering,  
Planning, & Facilities  
Sarasota Manatee Airport Authority  
6000 Airport Circle  
Sarasota, FL 34243

**SARASOTA BRADENTON INTERNATIONAL AIRPORT**

**PROFESSIONAL ENGINEERING SERVICES TO**

**RUNWAY 14-32 ROFA IMPROVEMENT**

RFQ-02-2025-ROFA

FEBRUARY 26, 2025

**RE: Professional Engineering Services to Runway 14-32 ROFA Improvements, RFQ-02-2025-ROFA**

Dear Mr. Bontrager,

The Sarasota Manatee Airport Authority (SMAA) has done a fantastic job growing the number of enplaned passengers, airlines, and destinations traveling through the Sarasota Bradenton International Airport (SRQ). With the recent addition of five new gates, SRQ is on the cusp of being Florida's forth medium-hub airport, and is currently ranked in the top five of small hub airports nationally. SRQ is poised for a promising future and Michael Baker International, Inc. (Michael Baker) is eager to continue working with SMAA.

We have committed Nathan Parish, PE, CCM to this project. Mr. Parish is a highly qualified and energetic project manager and will be the single point of contact for SMAA on this project. He brings significant airport design and construction experience to our team and consistently demonstrates exemplary technical, project management, and client service skills. His technical ability and client service coupled with Michael Baker's long-standing history at SRQ will ensure this project is a success.

**THE MICHAEL BAKER TEAM OFFERS:**

- A dedicated and talented project manager that SMAA is familiar with
- Highly relevant SRQ experience and 28 years of historical SRQ knowledge
- The potential for significant design cost savings
- A right-sized and cohesive team of design professionals

We have also thoughtfully selected four subconsultant firms that are best-qualified for this project, are familiar to SMAA, and are trusted by Michael Baker. Michael Baker has worked successfully with all these subconsultants and has ongoing projects with three of them.



EG Solutions created SRQ's master drainage plan and brings specific and critical knowledge related to the stormwater design and permitting of this project.

Our team conducted a site visit and has evaluated the project requirements. We are confident that our relevant experience at SRQ and thoughtful approach demonstrates that we are the right choice to design this project. Our team is readily available and excited to get started. We look forward to continuing our relationship with SMAA.

Sincerely,

Mark Kistler, PE  
Principal-In-Charge  
4010 W Boy Scout Blvd., Suite 400 | Tampa, FL 33607  
813-466-6016 (o) | mkistler@mbakerintl.com

**Point of Contact**

Nathan Parish, PE  
4010 W. Boy Scout Blvd. | Suite 400  
Tampa, FL 33607  
813-466-6025 (o) | 813-355-1243 (m)  
nathan.parish@mbakerintl.com

**Michael Baker**  
**INTERNATIONAL**

RFQ-02-2025-ROFA — LETTER OF INTEREST

## SARASOTA BRADENTON INTERNATIONAL AIRPORT — RUNWAY 14-32 ROFA IMPROVEMENTS

## A. EXPERIENCE WITH SIMILAR AIRPORT PROJECTS

***SMAA can expect an efficient project execution with minimal impact on daily airport operations by leveraging our team's extensive knowledge of SRQ and our recent experience working together.***



## JET BLAST DEFLECTOR EXTENSION

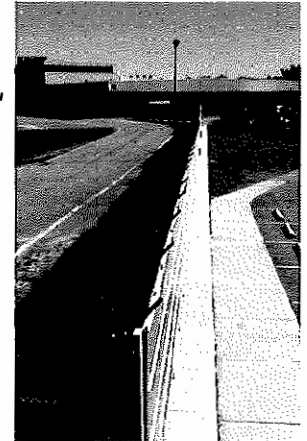
### SARASOTA BRADENTON INTERNATIONAL AIRPORT (SRQ), SARASOTA, FLORIDA

Michael Baker provided design and engineering services for the construction of a jet blast deflector and vertical jet blast fence. For the project, Michael Baker provided project management services, agency and subconsultant coordination, site investigations, base mapping, permitting, construction phasing, conceptual, preliminary, and final designs, cost estimates, and bidding support. The jet blast fence was required to protect the employee parking lots, Dan McClure Building, and ground transportation area from the effects of jet blast from Gates B2 and B4. To do so, the project extended the existing jet-blast deflector 300 linear feet and provided



new vertical jet blast fencing along the terminal curbside façade. Incidental work included security fence improvements, utility and drainage adjustments, and various demolition and site improvements.

Michael Baker oversaw several subconsultants on the project who provided geotechnical work, topographic surveys, and subsurface utility explorations to determine soil conditions and assist in underground utility avoidance. Michael Baker also performed site investigations to verify subconsultants' work. For the design of the blast deflector, Michael Baker developed conceptual, preliminary, and final designs, which included elevation views and 3D renderings. Michael Baker also developed cost estimates, construction safety and phasing plans, provided bidding-phase support, and construction support services.



**Key Team Members:** Nathan Parish (PM / EOR), Mark Kistler (Sr. Engineer), Shawn Sentelle (Senior Designer), Tom Schilling (Quality Control Engineer)

**Subconsultants:** ECHO (SUE), Hyatt (Survey), Tierra (Geotechnical)

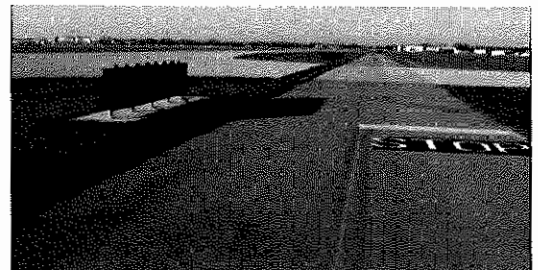
**Project Included:** SWFWMD and Sarasota County Permitting



## PERIMETER ROAD RELOCATION & WIDENING (3 PHASES)

### SARASOTA BRADENTON INTERNATIONAL AIRPORT (SRQ), SARASOTA, FLORIDA

Relocated and widened existing one-lane portions of the airfield perimeter service road to two lanes. The project design consisted of approximately 5,500 feet of widening and 9,500 feet of new roadway. Due to funding limitations, the first phase of construction was limited to the relocation of the north section of the road along Taxiways "C" and "D" (6,700 feet) as part of the plans to open up the midfield and north areas of the airport to public accessible development. Phase 2 included widening (8,000 feet) and relocating (2,400 feet) of remainder of the north and west sections of the road.



**Michael Baker**  
INTERNATIONAL

RFQ-02-2025-ROFA — EXPERIENCE WITH SIMILAR AIRPORT PROJECTS **PAGE 1**

## SARASOTA BRADENTON INTERNATIONAL AIRPORT — RUNWAY 14-32 ROFA IMPROVEMENTS

**Key Team Members:** Mark Kistler (Sr. Engineer)

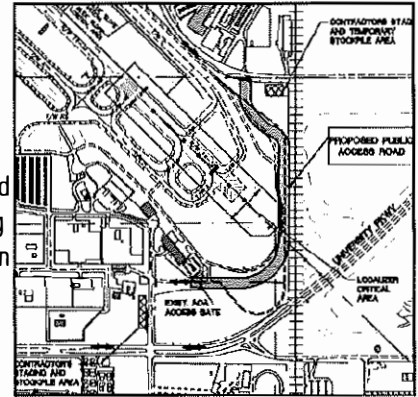
**Subconsultants:** Hyatt (Survey)

**Project Included:** Roadway Design, Pavement Rehabilitation, Construction Management, FAA/FDOT procedures, SWFWMD Permitting



## AIRPORT SERVICE ROAD PHASE 3A & 3B SARASOTA BRADENTON INTERNATIONAL AIRPORT (SRQ), SARASOTA, FLORIDA

The Sarasota Manatee Airport Authority intended to relocate portions of the existing one-lane airfield perimeter service road with a new two-lane road and widen other areas from one lane to two lanes at the southern end of the airport around the end of Runway 32. The project was to begin north of Taxiway C-4 and end just before the terminal ramp adjacent Taxiway A. **Phase 3A** included the design of approximately 2415 LF of new roadway and widening approximately 1600 feet of the existing road. The relocated/widened road was designed to be 20 feet wide. The project also included extending Rental Car Road approximately 175 feet to the east to connect with Old Bradenton Road. **Phase 3B** included the Construction of a new 24 foot wide asphalt paved service road outside the secure airport operations area. The new service road was to utilize and widen a portion of the existing service road and utilize (with modifications) the existing stormwater management facilities permitted under the Secure Service Road Relocation and Widening Project, Phase 3A (permit no. 44009458.031). Michael Baker completed the final design documents for the project, including plans, technical specifications, and cost estimate and coordinated with the FOOT for the roadway connection to Old Bradenton Road.



**Key Team Members:** Mark Kistler (Sr. Engineer)

**Subconsultants:** Hyatt (Survey)

**Project Included:** Roadway Design, Pavement Rehabilitation, Construction Management, FAA/FDOT procedures, SWFWMD Permitting



## RUNWAY 14 SAFETY AREA RESTORATION SARASOTA BRADENTON INTERNATIONAL AIRPORT (SRQ), SARASOTA, FLORIDA

The Airfield Improvement Project involved the removal and disposal of the top layer of soil adjacent to Runway 14, followed by the replacement with topsoil and sod. The project included approximately 9,375 cubic yards of excavation, 1,950 cubic yards of peat, 5,850 cubic yards of topsoil, and 27,750 square yards of sod. Additionally, the project featured seven additive bids: reconstruction of the ARFF Station concrete apron, asphalt overlay and concrete reconstruction of the ARFF Station service road, trench drain replacement, replacement of taxiway edge lights with LED fixtures, installation of runway guard lights, and replacement of airfield guidance sign message panels.

**Key Team Members:** Mark Kistler (Sr. Engineer)

**Subconsultants:** Hyatt (Survey)

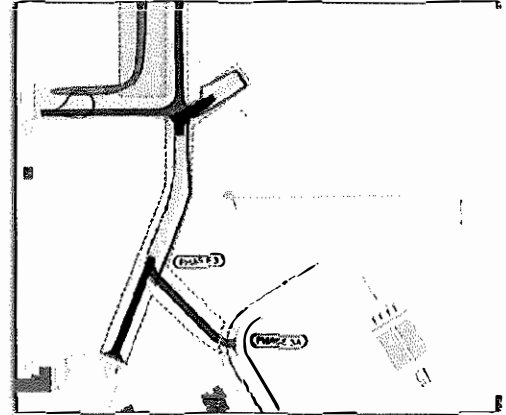
**Project Included:** Roadway Design, Pavement Rehabilitation, Construction Management, FAA/FDOT procedures, SWFWMD Permitting



## SARASOTA BRADENTON INTERNATIONAL AIRPORT — RUNWAY 14-32 ROFA IMPROVEMENTS

## CHALLENGER BOULEVARD AND AIRFIELD PERIMETER ROAD PUNTA GORDA AIRPORT (PGD), PUNTA GORDA, FLORIDA

Michael Baker is providing project management, traffic study design, permitting, bidding, and construction support services for the removal of Golf Course Boulevard extension of Challenger Boulevard and the extension of the airfield perimeter road. Michael Baker managed several subconsultants to perform field investigations including geotechnical, survey, subsurface utility engineering, and traffic counts. Michael Baker performed an initial traffic study to validate the airport's plan to remove Golf Course Boulevard, in which various concept alternatives were presented. The project will include demolition of Golf Course Boulevard from Mooney Avenue north to Challenger Boulevard. Challenger Boulevard will be extended to the west from Gulf Course Boulevard to Pipe Road to replace the demolished portion of roadway. The project will include a new cul-de-sac at the eastern end of Henry Street.



Michael Baker's design included construction phasing and maintenance of traffic plans. The existing ADA gate at the east end of Henry Street will be demolished to make way for construction of a new manual swing gate. The existing northwestern stormwater pond will be filled and reconfigured to maintain treatment and flood compensation volume.

The contract will also include an extension of the airfield perimeter road to circumvent the Runway 15 object free area and associated airfield construction phasing. Michael Baker is coordinating with the FAA and associated stakeholders for permitting requirements. The design of this project also requires coordination with the ongoing operations and maintenance facility site design, also performed by Michael Baker.

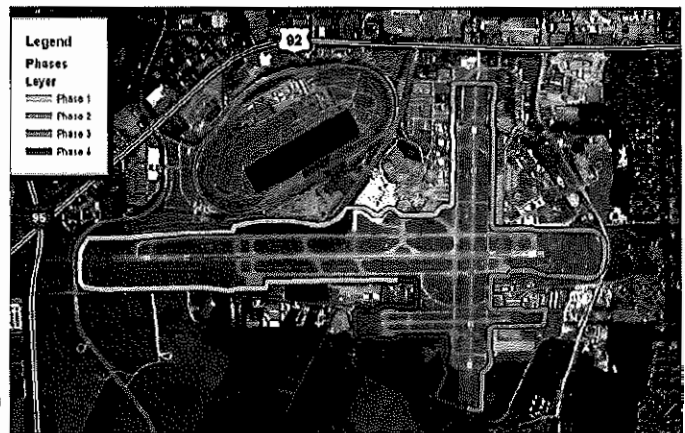
**Key Team Members:** Nathan Parish (PM / EOR), Mark Kistler (Sr. Engineer), Matthew Collado (Civil Engineer), Shawn Sentelle (Senior Designer), Tom Schilling (Quality Control Engineer)

**Subconsultants:** N/A

**Project Included:** Roadway Design, Pavement Rehabilitation, Construction Administration, FAA/FDOT procedures, SWFWMD and Charlotte County Permitting

## PERIMETER SERVICE ROAD DAYTONA BEACH INTERNATIONAL AIRPORT (DAB), DAYTONA BEACH, FLORIDA

The project involved the comprehensive planning, design, construction administration, and inspection of a nine-mile, multi-phase perimeter service road (PSR) that completely encircles the airfield. Located adjacent to runways and taxiways, the PSR aims to reduce runway incursions by diverting vehicular traffic away from the airfield. The road varied in width from 12 to 24 feet. Major tasks included geometric and pavement design in accordance with FDOT and FAA guidance, wetland identification, permitting, and mitigation in coordination with SJRWMD and the US Army Corps of Engineers, FAA coordination, floodplain compensation calculation, evaluation of 17 existing SJRWMD Environmental Resource Permits (ERP) to obtain a new ERP for the road, and drainage design and permitting.





SARASOTA BRADENTON INTERNATIONAL AIRPORT — RUNWAY 14-32 ROFA IMPROVEMENTS

**Key Team Members:** Mark Kistler (Sr. Engineer)

**Subconsultants:** N/A

**Project Included:** Roadway Design, Pavement Rehabilitation, Construction Management, Grant Management, FAA/FDOT procedures, SJRWMD and Volusia County Permitting

## TERMINAL AIRPORT ACCESS AND ROADWAY REALIGNMENT TALLAHASSEE INTERNATIONAL AIRPORT (TLH), TALLAHASSEE, FLORIDA

Michael Baker provided project management, planning, engineering, design, and regulatory / environmental permitting services for TLH's new rental car quick-turnaround (QTA) facility and terminal roadways. The project included the first two phases of an overall program. The overall program included the reconfiguration of the terminal landside roadway system, improvement of the terminal parking areas, and construction of a new rental car QTA facility at TLH. Phase 1 involved the reconfiguration of the east portion of the landside roadways. Phase 2 included the new rental car QTA facility. Later phases of the program included additional reconfiguration of the eastern landside roadways, and the western reconfiguration of the landside roadways.

As part of the project, Michael Baker provided alternative designs for the facility and corresponding roadway network for the airport. During the planning phase, Michael Baker developed alternative alignments and concepts for the new roadway network and the QTA facility. Planning of the new QTA facility considered rental agency market shares, demolition and utility needs, building layout and configuration, and existing conditions.

Michael Baker's design responsibilities included demolition, horizontal and vertical geometry, and grading, as well as cost estimating, pavement designs, security fencing and gate details. Michael Baker also coordinated with several other design firms for site utilities, stormwater, signage, maintenance of traffic, construction phasing, fueling, architecture, and structural engineering. Additional coordination was conducted with airport staff, rental car agencies, and environmental permitting agencies.

**Key Team Members:** Nathan Parish (PM), Mark Kistler (Sr. Engineer), Matthew Collado (Civil Engineer), Shawn Sentelle (Senior Designer), Tom Schilling (Quality Control Engineer)

**Subconsultants:** N/A

**Project Included:** Roadway Design, Pavement Rehabilitation, Construction Management, FAA/FDOT procedures, NFWFMD and City of Tallahassee Permitting



Michael Baker has been successfully serving Florida airports for 40 years, and while not requested in the RFQ, can certainly provide references for these and other projects, along with our team members, upon request.

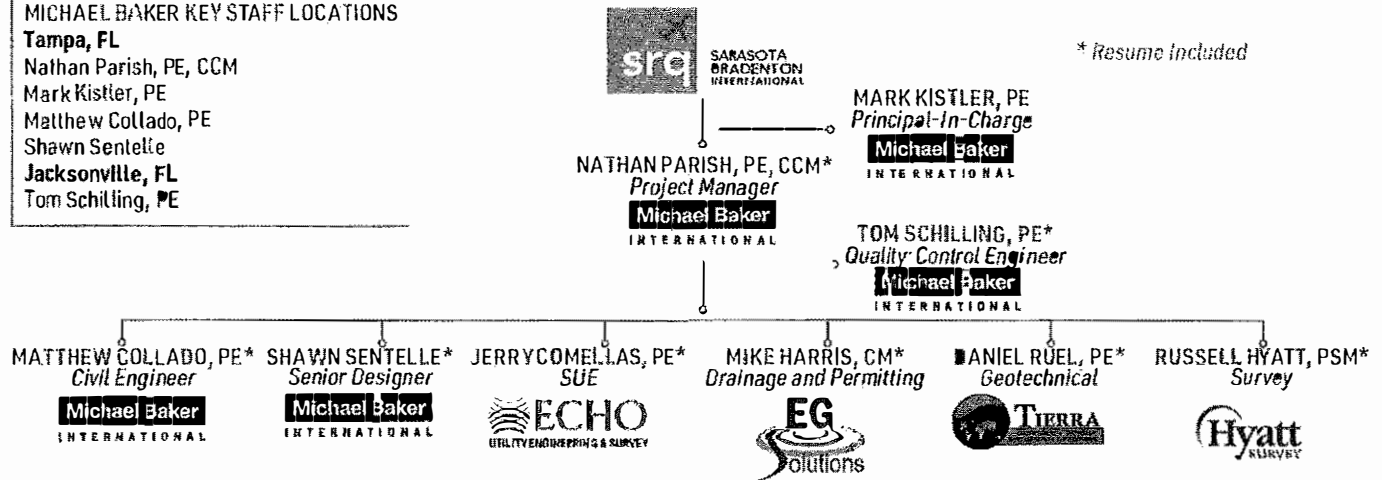
SARASOTA BRADENTON INTERNATIONAL AIRPORT — RUNWAY 14-32 ROFA IMPROVEMENTS

## B. TEAM ORGANIZATION

**SMAA will benefit from Michael Baker's team of aviation experts, who have a proven track record of working together on similar projects. Our team's experience and familiarity with each other eliminate the learning curve, ensuring that the Michael Baker team is ready to work from day one.**

### MICHAEL BAKER KEY STAFF LOCATIONS

**Tampa, FL**  
Nathan Parish, PE, CCM  
Mark Kistler, PE  
Matthew Collado, PE  
Shawn Sentelle  
**Jacksonville, FL**  
Tom Schilling, PE



### PROJECT MANAGEMENT SRQ CAN COUNT ON



**Nathan Parish, PE, CCM | Project Manager** – Mr. Parish has 22 years of experience designing and overseeing the construction of airport projects, including recent services as the project manager for the new blast fence at Sarasota Bradenton International Airport (SRQ) completed in 2022. He possesses both the technical and project management skills needed to maintain the project schedule and budget, and ensure a quality design and construction. He has served as the design engineer of record for several airport projects including airfield perimeter roads. He has also served as the owner's full-time on-site engineer for several airport construction projects including runways, taxiways, aprons, an air traffic control tower, a general aviation terminal, an aviation fuel farm, an

MRO hangar, a new MALSR and ILS system and various airfield lighting improvements. He has consistently demonstrated exemplary technical, project management and client service skills. Mr. Parish will be the point of contact for the Authority and will manage the overall team, focusing on client service, quality, schedule, and budget.

Applying key lessons learned in recent aviation project management, SRQ can depend on him to:



**Proactively communicate through timely and thorough status updates.**



**Identify and mitigate potential issues in a timely manner to keep the program on track.**



**Establish a standard of excellence in project execution by leveraging our local experts and teaming partners and kicking off the project with clear roles, responsibilities, and expectations of quality execution.**

SARASOTA BRADENTON INTERNATIONAL AIRPORT — RUNWAY 14-32 ROFA IMPROVEMENTS

TEAMING PARTNERS

*Michael Baker has thoughtfully chosen our teaming partners below to optimize value to SMAA and cover any need that may arise for this project. However, to reduce design costs, we will look to eliminate some of the site investigation services after we evaluate the available existing site information. See Section C. Approach for more information.*

**ECHO UES, INC. | SUBSURFACE UTILITY EXPLORATION (SUE)**



**ECHO UES (Echo)**, a certified DBE and MBE firm, will provide any needed Subsurface Utility Engineering (SUE) for the project. Echo provides SUE and survey services for the entire project life cycle from design through the construction and maintenance phases. Their experience includes a variety of airport projects, including work at SRQ. Echo was part of the Michael Baker team on the Blast Deflector Extension project at SRQ, completed in 2022 and has partnered with Michael Baker on a multitude of other airport projects. Echo's capabilities include the study, analysis, and depiction of existing underground utilities potentially impacted by a project and the collection of accurate topographical and specific purpose surveys to represent aboveground site conditions.

**HYATT SURVEY SERVICES, INC. | TOPOGRAPHIC SURVEY**



**Hyatt Survey Services (Hyatt)**, a certified DBE and MBE firm, will provide any needed topographic survey for the project. Hyatt has been providing surveying & mapping services to SRQ for the past thirteen years on projects ranging from boundary and topographic surveys to construction layout and as-built surveys. All Hyatt field crews working on SRQ property maintain the appropriate security badging for access to most areas of the airport and are very familiar with the security requirements of working within the airport facility. **These advantages will allow us to reduce field crew time and cost to SMAA on this project.** Hyatt was also on the Michael Baker team for the Blast Deflector Extension project at SRQ and has partnered with Michael Baker on a multitude of other airport projects. Hyatt's familiarity with Michael Baker and SRQ eliminates the learning curve and expedites the design process.

**TIERRA, INC. | GEOTECHNICAL INVESTIGATION AND MATERIALS TESTING**



**Tierra, Inc. (Tierra)** will provide any needed geotechnical and construction materials testing for this project. Tierra was established in 1992 as a geotechnical and materials engineering firm with the intent of building upon many years of combined experience of their founding Principals. The firm is committed to providing quality and responsive service and establishing a reputation for sound approaches and professional competence in a wide range of technically demanding areas. Tierra is certified as a Minority Business Enterprise (MBE) by the Florida Department of Management Services, Office of Supplier Diversity. Tierra has successfully completed many projects at SRQ and was also on the Michael Baker team for the Blast Deflector Extension project at SRQ.























**EG SOLUTIONS, INC. | DRAINAGE AND PERMITTING**



**EG Solutions, Inc. (EGS)**, a certified DBE firm, is an aviation engineering firm located in Lakewood Ranch, FL less than eight miles from the Sarasota Bradenton International Airport. EGS is recognized as an industry leader for stormwater management consulting design, permitting, and construction for Florida airports. EGS has provided program management oversight and/or construction observation services for multiple airport projects having individual construction values exceeding \$250 million. EGS personnel have also provided consulting services for airfield pavements, hangars, and terminals including the award winning 1994 rehabilitation of primary Runway 14/32 at SRQ. Our senior management has worked at SRQ for the past 39 years on various assignments including the master stormwater management system. We currently provide general consulting services to the SRQ staff on a myriad of issues. EGS is a Disadvantaged Business Enterprise certified by the Florida Department of Transportation.

## SARASOTA BRADENTON INTERNATIONAL AIRPORT — RUNWAY 14-32 ROFA IMPROVEMENTS

*To demonstrate our overall team familiarity and cohesiveness, the table below presents a sample of Michael Baker's recent working relationships with the teaming partners we've selected for this project. Michael Baker is currently working with Hyatt, Echo, and EG Solutions on airfield projects and teamed with Tierra on the SRQ Blast Fence project that was completed in 2022. The services each firm will be providing for this project match the type of past services they have performed for Michael Baker. For example, EG Solutions is currently performing drainage modeling and permitting for the Naples Airport (APF) North Terminal Apron Improvements led by Michael Baker. Three of our four teaming partners are also DBE firms and all four are MBE firms.*

Airport Project	Hyatt	Echo	EG Solutions	Tierra	Project Managed by Nathan Parish
SRQ Blast Deflector Extension					
TPA East Area Development Roadways					
APF North Terminal Apron Improvements					
PIE Cargo Apron Reconstruction and New Taxiways					
FMY West Ramp Expansion					
FMY Taxiways A3 and D2					
DBE Firm					
MBE Firm					

## SARASOTA BRADENTON INTERNATIONAL AIRPORT — RUNWAY 14-32 ROFA IMPROVEMENTS

**C. APPROACH****PROJECT UNDERSTANDING AND OBJECTIVE**

The primary objective of the Runway 14-32 ROFA Improvements project is to relocate a small portion of the existing inner service road to be outside the Runway 32 Object Free Area to meet FAA standards. FAA AC 150/5300-13B – Airport Design states to “Locate the roadway (AOA Vehicle Service Road) outside the limits of ROFAs, TOFAs, and TLOFAs except where it is necessary to cross a taxiway or taxilane.” Relocating the roadway will include asphalt pavement removal, new asphalt pavement, earthwork, drainage adjustments, and pavement marking. The work may impact operations on Runway 14-32 and the Runway 14 localizer critical area. Minimizing impacts to these facilities is further discussed in the **Construction Phasing and Safety** section below.

**STAKEHOLDER COORDINATION**

Michael Baker will coordinate with various stakeholders throughout design, permitting, and construction. SMAA Engineering will be engaged at the start of design and will be involved in all design milestone meetings. SMAA Operations and Maintenance representatives will be brought into design meetings as the need arises. Coordination with Manatee County, TECO Peoples Gas, local communications, and other utility owners may be required during design if existing utilities, and which existing utilities, are impacted. See Existing Utilities below for more information.

Stormwater permitting falls within the jurisdiction of the Southwest Florida Water Management District (SWFWMD). See Drainage Design and Permitting below for more information. The project also falls within Sarasota County which will require coordination with Planning and Development Services to determine if the project will require permitting through Sarasota County.

Any construction activities that impact the use of Runway 14-32 will require coordination with SMAA operations staff, the various airlines and tenants operating at SRQ, and Air Traffic Control. Airport Fire Fighting and Rescue (ARFF) will also need to be notified if the service road will be closed at any time during construction.

**PROJECT KICKOFF AND SCOPING**

After consultant selection, Michael Baker will conduct the project kickoff meeting with SMAA to define the project scope and team member roles. Michael Baker will then prepare a detailed scope of work defining each deliverable. Starting with a clear and complete scope of work and schedule, sets expectations and sets the groundwork for a successful project. During fee development, we will implement techniques to provide a cost-effective engineering proposal. See **Controlling Fees** under **Section F. Other Factors** for more information.

**Scope & Schedule Meeting**

- Define project objectives
- Outline deliverables
- Review time and budget
- Develop proposal

**PRELIMINARY DESIGN**

Michael Baker will first identify already available as-built surveys, utility locates, and geotechnical investigations to determine if any field work will be required.

We have a geotechnical report on file for the Non-Secure Service Road Phase 3B project (Figure 1; same site as this project) designed by Michael Baker (formerly LPA) in 2012 which was never constructed. The investigation included three standard penetration tests to a depth of 10-ft, two soil sample test pits, and a

CBR test. This may avoid the need for further geotechnical investigations. The same 2012 project also included a pre-design survey that can potentially be reused for this project to avoid the need for survey. Eliminating these services would result in significant cost savings to SMAA.



## SARASOTA BRADENTON INTERNATIONAL AIRPORT — RUNWAY 14-32 ROFA IMPROVEMENTS

During the Preliminary Design phase, Michael Baker will prepare a detailed conceptual design of the proposed project including any required utility and drainage adjustments. The conceptual design will also include a preliminary phasing plan and a budgetary cost estimate. The goal is to confirm approval of the design early and provide SMAA with a not-to-exceed construction cost. This will minimize the risk of rework during detailed design and avoid any design schedule setbacks. Preliminary design offers the best opportunity to address critical issues and make larger-scale decisions that will impact budget, schedule, and airport operations.

## DESIGN AND PERMITTING PHASE

Michael Baker's focus from 50% design through final design will be to prepare complete documents with an emphasis on clarity of presentation. Final bidding documents will incorporate all permitting agency review comments and provide clear direction to contractors to avoid cost increases during construction. Quality control is a focus during this phase to ensure the plans, specifications, and bid schedule are well-coordinated to minimize the possibility of future construction claims. Performing accurate pay item quantity takeoffs is critical during this phase as miscalculating quantities is a common cause of cost overruns during construction.

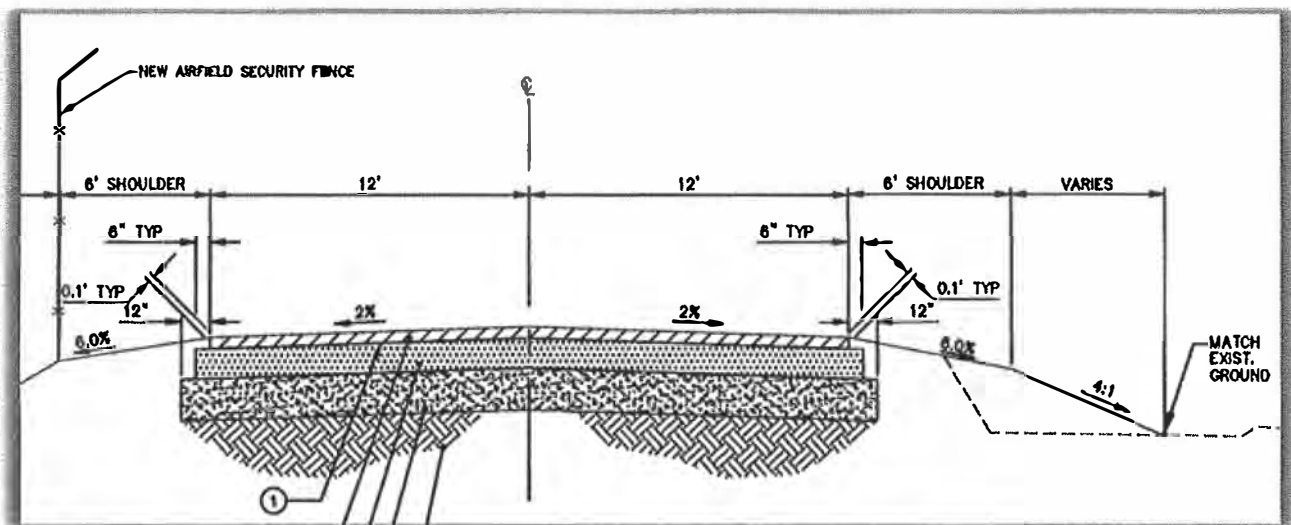
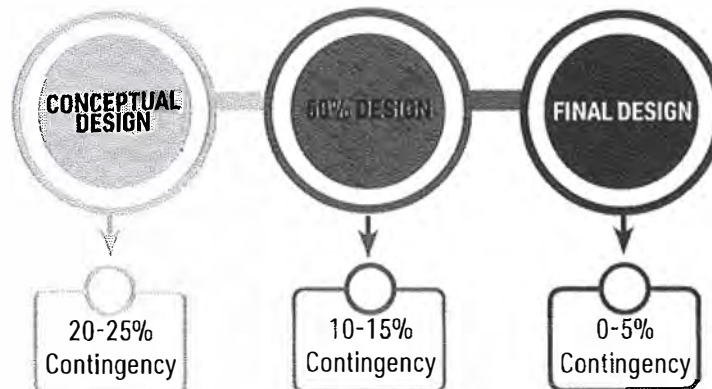


Figure 1: Proposed Pavement Section, SRQ Non-Secure Service Road Phase 3B (November 2012)

## COST ESTIMATING AND COST CONTROL

Michael Baker understands that accuracy in cost estimating is an important aspect of developing construction documents and is a key to projects success. We start by preparing an accurate budgetary cost estimate during conceptual design, so you know early on if the scope needs to be adjusted before detailed design begins. We want to ensure we are not spending design time on a project that is over budget. Cost estimates will then be updated, and the contingency reduced at each design milestone as follows:



## SARASOTA BRADENTON INTERNATIONAL AIRPORT — RUNWAY 14-32 ROFA IMPROVEMENTS

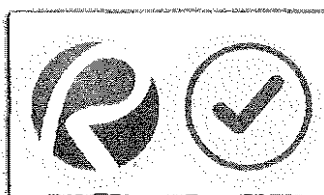
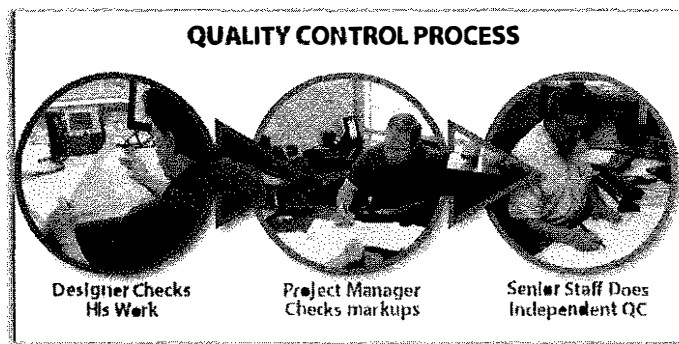
Contingencies will be on the lower end for this project because it is smaller and not complex. At each milestone, the quantities are re-calculated and checked to accurately represent the latest construction plans. The goal is for the final estimate to be at or below the conceptual estimate to avoid any budget surprises at the end of design.

We use contractor bid tabulations and FDOT historical bid prices as two tools to accurately estimate unit prices. The key to success here is to prioritize recent, similar sized projects and similar project types that are nearby the project site to estimate unit prices. When comparing projects with differing quantities, unit prices are generally increased for lower quantities and decreased for higher quantities. We also contact local contractors during design to provide feedback on pricing. This allows us to provide the most cost-effective design that uses current available and cost-effective materials and construction methods and helps generate interest and competition among bidders.

Michael Baker's National Aviation practice uses a standard spreadsheet to calculate quantities. This has allowed our Aviation practice to become familiar with the same process to perform and check calculations. The spreadsheet provides a centralized location for calculations which can be easily checked. In paving, for example, a reviewer can quickly see the number of asphalt lifts included in the calculation and which pavement area or phase a quantity is associated with. The reviewer can also check the accuracy of conversion factors and formulas. Formulas for all the standard pay items are prepopulated to reduce the chance of error. Associating each item with a technical specification allows for accurate transfer to the final cost estimate and ensures each item is accounted for.

### QUALITY CONTROL

To ensure our work quality, we have a documented company-wide quality control procedure that will be used for this project. The process starts with the document originator reviewing the applicable design checklists to ensure all design elements are included and checking the document in the final printed format. Then the document receives a thorough technical review by the appropriate senior staff reviewers, independent of the design team. The project manager will ensure that enough time is provided to complete a thorough review. At least one week is provided for quality control reviews for smaller projects, up to two weeks for larger, more complex projects. The originator then makes the appropriate corrections and the reviewer back-checks that all changes have been incorporated. Our quality review process will ensure that all deliverables meet the project requirements, and our designs are complete and technically viable.



Michael Baker uses Bluebeam Studio for Quality Control reviews. The entire consultant team will have access to the same "live" working documents (plans, specifications, estimates, reports, etc.). This allows all team members to make comments simultaneously on the same document which streamlines the review process and avoids duplicate and contradicting comments. Production staff can also implement changes in real time as comments are made. After each design milestone is completed, a fresh set of documents can be uploaded

to a new Bluebeam Studio Session for SMAA to perform reviews and the Michael Baker team can address comments in real time as comments are made to save time.

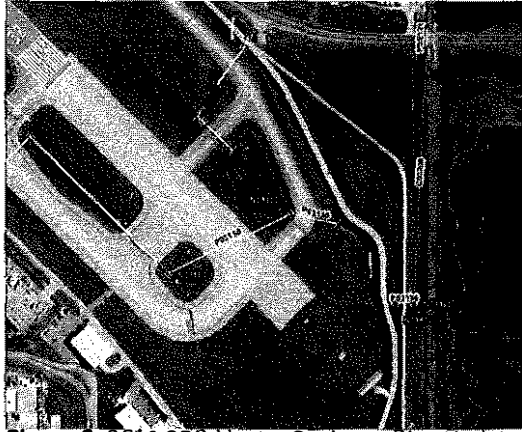
### DISCUSSION OF KEY PROJECT ISSUES

#### Construction Phasing and Safety

To minimize impact to the use of the inner service road, the new section of roadway should be constructed before removing the old section of roadway. The excavation for the new pavement box will provide the soil needed to fill the excavation from the roadway demolition. Topsoil stripping for the new roadway can also be used as topsoil where the existing roadway will be demolished prior to sodding.

## SARASOTA BRADENTON INTERNATIONAL AIRPORT — RUNWAY 14-32 ROFA IMPROVEMENTS

The existing roadway lies within the Runway 32 object free area (Figure 3 below, green line). Demolition of this roadway may require the temporary closure or operational restrictions to Runway 14-32. To minimize impact to airport operations, this demolition work can be performed during nighttime hours and during days of the week that have the least amount of air carrier traffic since Runway 4-22 is not long enough to serve most air carriers. The night work can also be performed when the wind is favoring Runway 4-22 so smaller aircraft and flight schools can still operate on Runway 14-22 while this work is being performed. The proposed work is also close to the Runway 14 Localizer Critical Area (Figure 3, red diagonal hatch). We recommend that the ROFA and ILS Critical Area boundaries be clearly marked in the field using paint or frangible means such as traffic cones to keep equipment clear of these areas.



**Figure 2: 2018 SRQ Master Drainage Plan Update**

#### Drainage Design and Permitting

The pavement and grading changes proposed are jurisdictional to both the Southwest Florida Water Management District (SWFWMD) and Sarasota County. They will occur in drainage basins that do not flow into the master drainage system, which will make them standalone permits with respect to water management. This will drive the project schedule. If possible, the schedule should allow for the ERP application to be submitted before late December 2025. A permit does not need to be issued before that date, but all information necessary to review the permit needs to be submitted by that date, with no further requests for additional information from the district. After that time, load reduction criteria will become more stringent and will make construction of this project more challenging. Prior to that time, our recommendation is that the new pavement does not exceed the existing pavement that is removed. We anticipate that earth fill placed may also require proof that no adverse flood and water quantity impacts will result. This will require calculations and possibly computer simulations of the project impacts on water quantity. While the information required for the SWFWMD ERP will require some additional clarification, our understanding is that irrespective of the submittal date for the project (before or after December 2025) a maintenance manual for the water management components of the project will be required. EG Solutions has prepared several of these consistent with the rules that became effective June 28, 2024. Our approach will be to meet with airport facilities and engineering personnel to develop a plan and the appropriate record-keeping to best fit project needs and airport procedures.

Given the severe constraints that may be imposed by the new rule mentioned above, immediately upon this or a related airport project we propose a meeting between the airport, SWFWMD, Sarasota County, and our consultant team to review possible grandfathering options. If the airport qualifies under one of those options, permitting under the current requirement for net water quality improvement with no specific maintenance manual may be an option. This would remove challenging design and schedule constraints from the project.

#### Existing Utilities

Michael Baker has an AutoCAD file of existing underground utilities within the project site (Figure 3). The file shows the locations of an existing four-inch gas line, a 12-inch water main, a six-inch underdrain, two existing drainage pipes, a concrete flume, two fiber optic lines, and several communication boxes to be avoided with this project. The depth of the gas line, underdrain, and drainage pipes are identified. The goal of the project will be to avoid the need to adjust any utilities by either adjusting the alignment, profile, or depth of pavement section of the proposed roadway or a combination of those approaches.



**Figure 3: Existing Site Utilities, ROFA Line, and Localizer Critical Area**

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## SARASOTA BRADENTON INTERNATIONAL AIRPORT — RUNWAY 14-32 ROFA IMPROVEMENTS

**BIDDING SUPPORT**

The focus during the Bidding Phase is to provide quick and clear written responses to contractor questions as they arise to give bidders the confidence to submit a low bid. Once bids are received, we perform a thorough review of each bid to identify any unbalanced line items, check the math for accuracy, and provide a recommendation of award letter.

**CONSTRUCTION ADMINISTRATION**

Michael Baker will support construction by reviewing technical submittals, responding to contractor RFIs, performing site visits, and modifying construction documents as needed throughout construction. We are aware that SMAA provides onsite inspection in-house and worked with Jay Rose, SMAA inspector on the blast fence project. Michael Baker can also staff an onsite inspector if the need arises. Whether Michael Baker is serving as construction administrator or full-time inspector, we use the below proven processes to minimize the potential for cost or time claims during construction.

- **Quality Control:** During design, we perform quality control reviews on all our deliverables to minimize errors and omissions in the construction plans and quantities.
- **Change Management:** Documenting all design changes and issuing those changes quickly and clearly without other versions of conflicting information.
- **Technical Submittal Schedule:** The RPR and contractor need to know the submittals the engineer expects to receive before beginning the various construction elements to avoid surprises and delays. Contractor should provide the team with a separate schedule of when each submittal will be submitted for review to avoid delays.
- **Construction Phasing Conference:** We recommend at least one meeting with SMAA staff, RPR, engineer, stakeholders, and contractor to discuss construction phasing at the beginning of the project.
- **Pre-paving Conferences:** A pre-paving conference is a must to ensure the constructed product meets the intent of the engineer. This allows the engineer the opportunity to review the construction intent and compare that against the technical specifications. For example, a minimum stagger distance is required for longitudinal and transverse joints between asphalt lifts.
- **Meeting Minutes:** Accurately recording meeting minutes and distributing quickly for review and awareness. We are committed to issuing meeting minutes within three business days.
- **Written Documentation:** Disagreements are always settled by the written documentation for a project. This includes the contract, plans, specifications, meeting minutes and correspondence. By providing direction and decisions in writing, backed by the appropriate contractual requirements, most claims can be prevented and resolved.



**Figure 4: New Taxiway Cat PIE, Completed 2025; Managed by: Nathan Parish, PE, CCM**

## SARASOTA BRADENTON INTERNATIONAL AIRPORT — RUNWAY 14-32 ROFA IMPROVEMENTS

**TIMELINE FOR DELIVERABLES**

SMAA is seeking both FAA and FDOT grants for this project. However, we understand that the design and/or construction for this project will use AIP Entitlement funds that are already in place. This would allow the design contract to be approved at the May 19, 2025 board meeting and allow design to start soon after the board approval date. Based on this, we propose the following timeline for deliverables. Conceptual design will partially overlap the preparation of field reports. For a project this size, we recommend eliminating a typical design milestone. Since an October board meeting is not planned, this schedule can be accelerated to make the September 29, 2025 board meeting (instead of the November 17 board meeting) for construction contract approval if desired. The two schedule scenarios assume agency permit review times will not delay schedule.

Activity	Start	End
Board Selection	--	March 31, 2025
Prepare Scope and Fee	March 31, 2025	April 11, 2025
Board Approval of Design Contract	--	May 19, 2025
Field Activities (if required, See Preliminary Design)	June 2, 2025	June 6, 2025
Complete Field Report (if required, see Preliminary Design)	June 9, 2025	June 27, 2025
Conceptual Design	June 16, 2025	July 3, 2025
50% Design	July 7, 2025	July 25, 2025
Final Design	July 28, 2025	August 22, 2025
Bid Documents	August 25, 2025	September 5, 2025
Bid Period	September 8, 2025	October 8, 2025
Board Approval of Construction Contract	--	November 17, 2025
Construction Notice-to-Proceed	December 1, 2025	

*\* Note: This schedule assumes the project will not require AIP Discretionary construction grant application in June of 2026 and construction can begin in December of 2025.*

SARASOTA BRADENTON INTERNATIONAL AIRPORT — RUNWAY 14-32 ROFA IMPROVEMENTS

**D. PHONE INTERVIEW**

The Michael Baker team looks forward to the opportunity to interview with the Authority. Our Project Manager, Nathan Parish, PE, CCM, and Mike Harris, CM will participate in the phone interview. Mr. Parish and Mr. Harris are prepared to discuss our team's experience and approach to the project. Please contact Mr. Parish to conduct the phone interview.



**Nathan Parish, PE, CCM | Project Manager**

Michael Baker International, Inc.  
4010 West Boy Scout Boulevard, Suite 400  
Tampa, FL 33607

**Phone:** 813-466-6025

**Email:** nathan.parish@mbakerintl.com

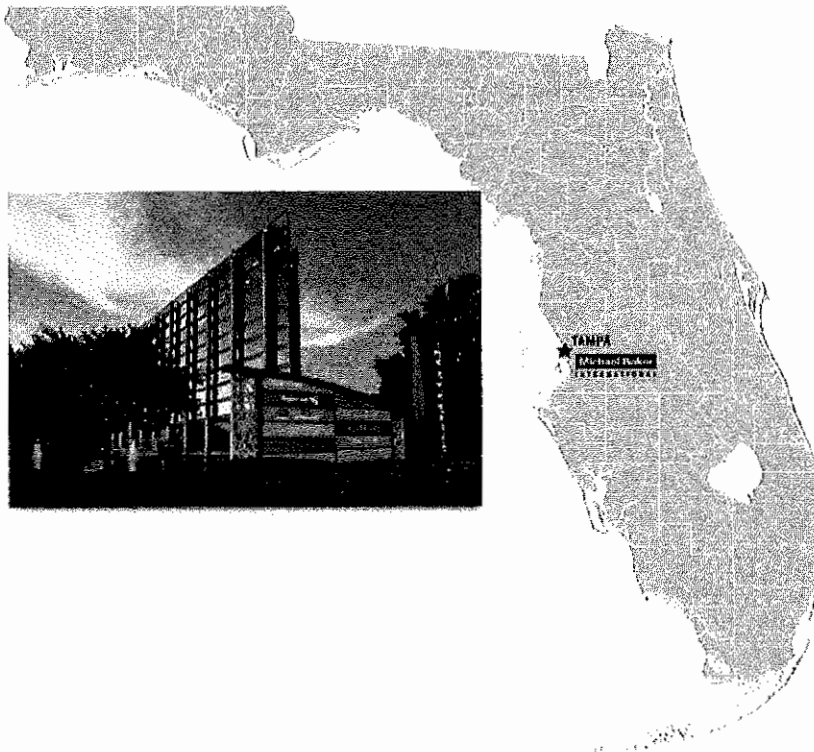


**Mike Harris, CM | Chief Designer**

EG Solutions  
9015 Town Center Parkway, Suite 106  
Lakewood Ranch, FL 34202

**Phone:** 841-567-1622

**Email:** mharris@eg-solutions.com



## SARASOTA BRADENTON INTERNATIONAL AIRPORT — RUNWAY 14-32 ROFA IMPROVEMENTS

**E. DEMONSTRATED ABILITY TO MEET THE DBE GOAL**

***The Michael Baker team includes three certified DBE firms. We have engaged EG Solutions to meet the 8% DBE goal and added two more firms to surpass this target if field investigations are required. Each firm will be given meaningful roles on the project as the need arises.***

Michael Baker will be involved in every aspect of this project and will be 100% responsible and accountable for the work performed by our subconsultants. We have selected specific small business and DBE firms for this projects with whom we have established working relationships, who complement the work we perform, and who add specialized expertise to the project. Michael Baker has made a corporate commitment to use and mentor WBE, MBE, and DBE firms, providing these companies with opportunities for growth and technological advancements.

**Michael Baker's M/W/DBE Compliance on Aviation Contracts**

Project Name	State of Service	M/W/DBE Goal	% Attained	Goal Exceeded
SRQ Jet Blast Deflector Extension	Florida	5%	7%	2%
SRQ Perimeter Road Relocation & Widening (3 Phases)	Florida	9%	16.2%	7.2%
SRQ Airport Service Road Phase 3A & 3B	Florida	7.27%	8.6%	1.33%
SRQ Runway 14 Safety Area Restoration	Florida	6.95%	14.7%	7.75%
St. Pete Clearwater Cargo Apron	Florida	6.4%	25.8%	19.4%
Cecil Airport - Hangar 915 and Blast Fence	Florida	15%	33.21%	18.21%
Hillsborough County Aviation Authority - GA Airport Master Plan	Florida	11.6%	27.65%	16.06%
Cecil Airport - MRO Hangar 935	Florida	15%	33.64%	18.64%
Columbus Airport - Runway 6/24 Rehabilitation and Overlay	Georgia	10%	16%	6%
DeKalb Peachtree Airport - Runway 2R/20L Pavement Rehab	Georgia	10%	19%	9%
Huntsville International Airport - Master Plan Update	Alabama	11.91%	11.91%	Goal Met
Alexandria International Airport - Master Plan Update	Louisiana	11.07%	11.59%	.52%
McGhee Tyson Airport - Runway 5R-23L ILS	Tennessee	9%	9.64%	.64%
McGhee Tyson Airport - Taxiway D	Tennessee	9%	9.3%	.3%
Piedmont-Triad International Airport - New 9,000 Runway 5L-23R	N. Carolina	0%	13%	13%
Columbia Metropolitan Airport - Runway 5/23 Rehabilitation	S. Carolina	13%	15%	2%
Columbia Metropolitan Airport - Master Plan Update	S. Carolina	12%	32.04%	20.04%

It should be especially noted that the participation of DBEs on airport development projects is encouraged by the FAA and **Michael Baker was selected by the FAA to prepare a corporate DBE Plan for the civil rights officer on behalf of the southern region.** This program was a pilot program for the FAA and serves as an example for the aviation industry.



## SARASOTA BRADENTON INTERNATIONAL AIRPORT — RUNWAY 14-32 ROFA IMPROVEMENTS

## F. OTHER FACTORS

## QUALITY

Quality is a big part of Michael Baker's project approach. We understand that the quality of the final product is largely driven by the quality of the original document creation. As such, we have developed a series of Airport Design Checklists. A project specific Airport Design Checklist is prepared for all Michael Baker Aviation projects and included in the Project Specific Quality Management Plan. The image to the right shows part of the design checklist Michael Baker used for the SRQ Jet Blast Deflector Extension design.

Client: Sarasota Manatee Airport Authority Project No: TBD  
 Location: Sarasota Bradenton International FAA Project No: N/A  
 Project Name: Jet Blast Deflector Extension

## AIRPORT DESIGN CHECKLIST

## I.A. Quantity Calculations and Cost Estimates

Completed By		Circle One	Checked By
	1. Are the quantities from the most current set of plans?	Y N N/A	
	2. Is there backup data for the quantities?	Y N N/A	
	3. Are design calculation files up to date?	Y N N/A	
	4. Have all calculations been checked?	Y N N/A	
	6. Has a Computation Book been prepared including supporting sketches, calculations and notes.	Y N N/A	
	6. Has the basis for the cost estimate prices been documented?	Y N N/A	

## I-B. General Drafting Checklist

	1. Has size of drawing been approved by client?	Y N N/A	
	2. Is the scale and North arrow shown correctly?	Y N N/A	
	3. Are the proper logo's being shown?	Y N N/A	
	4. Have sheet numbers been identified correctly?	Y N N/A	
	5. Do sheets have proper project numbers?	Y N N/A	
	6. Is date on sheet?	Y N N/A	
	7. Have standard text sizes and font been used?	Y N N/A	
	8. Have client standards been used?	Y N N/A	
	9. Is balloon referencing required for details?	Y N N/A	
	10. Is cross-referencing correct?	Y N N/A	
	11. Is project title identified in title block?	Y N N/A	
	12. Is file name shown on each drawing?	Y N N/A	
	13. Index cross-checked with title blocks?	Y N N/A	
	14. Follow CADD standards — Client's or Michael Baker International's?	Y N N/A	

## I-C. Blast Fence Plans

	1. Has Blast Fence location been verified?	Y N N/A	
	2. Has utility conflicts been checked and addressed?	Y N N/A	
	3. Has existing topography been depicted and checked?	Y N N/A	
	4. Has appropriate cross-checking been coordinated between disciplines?	Y N N/A	
	5. Has Jet Blast study been completed and checked?	Y N N/A	

## CONTROLLING FEES

Michael Baker understands that saving money during both design and construction is important to all airports and SRQ is no exception. As part of scoping, Michael Baker will use the following techniques to control fees and provide cost-effective design services for this project without sacrificing quality:

- Talking through the draft scope of work with SMAA to identify areas where scope can be reduced or eliminated.
- Using already available as-built surveys and utility locates where available.
- Using already available geotechnical investigations of the site.
- Minimizing the footprint of field work to only the area required.
- Using junior staff with lower billing rates where possible.
- Eliminating unnecessary design submittals. For example, a smaller project like this only needs the conceptual, 50%, and final design submittals.
- Not requesting amendments for small scope additions.

Note that Michael Baker's latest approved overhead rate is low compared to the industry average. This results in a lower multiplier, lower billing rates, and cost savings to SMAA.

Additionally, Michael Baker (formerly the LPA Group) completed a roadway design directly over and through this project site back in 2012 titled Non-Secure Service Road Phase 3B. That project was shelved and never constructed. Michael Baker has the pre-design survey, geotechnical investigation, and all design files for this project on hand which will likely reduce the design costs.

## RECENT PAST PERFORMANCE

To demonstrate Michael Baker's recent ability to deliver quality and control both design and construction costs in the process, the following is a case study of the Cargo Apron Reconstruction and Replacement for Runway 9-27 with a Taxiway at PIE (approximately \$14 million airfield construction project). Construction of this project was recently completed in February of 2025. All four Michael Baker team members listed in the organizational chart for this project were heavily involved in the PIE project.

**Michael Baker**  
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## SARASOTA BRADENTON INTERNATIONAL AIRPORT — RUNWAY 14-32 ROFA IMPROVEMENTS

**Design Quality and Responsiveness During Construction**

The final design documents were completed on time per the original design schedule with a high level of quality, including extensive drainage modeling and permitting through Southwest Florida Water Management District and extensive phasing plans and airport coordination. Six bids were received, and the low bid was within 5% of the final engineer's cost estimate. On this larger-sized airfield project, only 19 RFI's were submitted by the contractor over the course of construction which was well over a year in duration. Only 12 revisions to construction plans (Engineer's Supplemental Instructions) were required throughout construction some of which were owner requested changes. 59 technical submittals were submitted during the project and every submittal was returned on time with nearly all submittals being returned within a week of receipt. The project was located within the "main hub" of the airfield requiring extensive phasing plans to maintain the airfield operational throughout construction. No safety incidents were reported during construction.

**Adhering to Professional Services Budget**

Michael Baker completed the design and bidding services for the PIE project within the original budget. Due to challenges with contractor resources, construction ran significantly over time. However, Michael Baker was able to maintain daily onsite inspection and continue construction administration services until the end of construction with a very small increase in construction services fee relative to the increase in construction duration, staying below the preset engineering services contingency budget. This resulted in a significant under run in the overall project cost.

**Adhering to Construction Budget**

The initial construction budget included budget for contractor's total bid amount plus approximately 7.4% that the airport had in place for construction contingency. By slightly overestimating quantities during design and carefully tracking quantities and reviewing pay applications during construction, the project completed under the contractor's original bid. This allowed the airport to perform several more separate airfield rehabilitation projects within the overall original project budget.

**KEY TEAM MEMBERS FAMILIARITY WITH EACH OTHER**

Since Mr. Parish joined Michael Baker in 2017, the cohesiveness and familiarity of our team members in Tampa has grown significantly. The four Michael Baker team members proposed for this project have not only worked with each other on the PIE case study project but have also worked with each other recently on several other airport projects. The below matrix shows a sample of airport projects similar in scope to this project and our proposed team members involvement in those projects. The matrix includes most of the projects in the **Appendix** section and three of the projects listed in the **Project Experience** section. Furthermore, each of the team members' roles are the same on all these projects as the role they are being proposed for on this project. This demonstrates our team's familiarity with each other in the same roles for the same type of projects.

Airport	Project	Completion Date	Nathan	Matt	Shawn	Tom
SRQ	Jet Blast Deflector Extension	2022	•	•	•	•
PGD	Challenger Boulevard and Airfield Perimeter Road	Ongoing	•	•	•	•
TLH	Terminal Airport Access and Roadway Realignment	2025	•	•	•	•
BKV	Roadway Layouts for the Infield IDP	2024	•	•	•	
TPA	Rehabilitation of Roadways in the East Development Area	Ongoing	•	•	•	
VDF	Rehabilitation of Vandenberg Airport Road and Tampa Executive Airport Road	2024	•	•	•	
PIE	Cargo Apron Reconstruction and Replacement for Runway 9-27 with a Taxiway	2025	•	•	•	•
TPA	Taxiway J Shoulders Addition	Ongoing	•	•	•	•

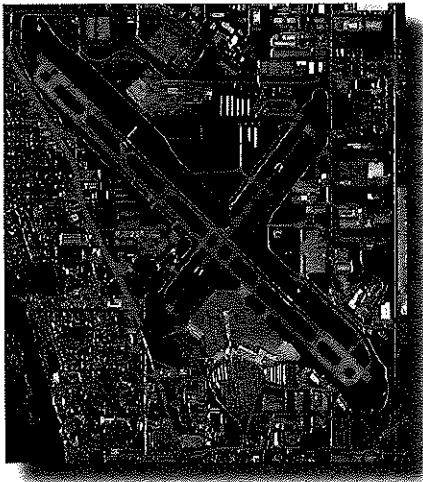


## SARASOTA BRADENTON INTERNATIONAL AIRPORT — RUNWAY 14-32 ROFA IMPROVEMENTS

**SRQ WORK HISTORY**

Our team brings added value to the project with 28 years of work history at SRQ. We are familiar with SRQ operational procedures, security procedures for AOA work and badging requirements. We also have a large database of existing conditions at SRQ available to us on our Tampa server that may be useful for this project, without the need for additional site investigation activities. The table below lists a sampling of our project experience at SRQ.

Michael Baker's Work History at SRQ - Year Completed			
SWPPP Updates and Annual Comprehensive Compliance Evaluation	2023	Terminal Access Public Road Rehabilitation	2011
Jet Blast Deflector Extension	2022	Taxiway G Reconstruction Design and Construction Management	2010
Aircraft Parking Layouts	2021	Taxiway F Rehabilitation Design	2010
Airfield Guidance Sign Replacement	2017	Airfield Lighting Rehabilitation	2009
Curbside Improvements	2016	Taxiway H	2008
Terminal Entrance Road Sidewalk	2015	Airport Master Plan Update	2008
Security System Fiber Optic Duct Phases 2 & 3	2014	Perimeter Service Road Relocation & Widening (3 Phases)	2008
Security Cabling Aircom to ARFF	2014	Sheriff/Bayflite Hangar	2006
Periodic Airfield Guidance Sign Replacement	2013	General Aviation Complex Taxiway	2004
Runway 14 Safety Area Restoration	2012	Taxiway D	2003
Exit Taxiway J Connector	2012	Taxiway C Construction	2002
Airport Service Road Phase 3B	2012	Taxiway 8 Pavement Rehabilitation	2001
Airport Service Road Phase 3A	2012	T-Hangar Development	1998
ALP Update	2011		



*SRQ Jet Blast Deflector Extension  
November 2021*



*SRQ Airfield Guidance Sign Replacement  
December 2016*

## SARASOTA BRADENTON INTERNATIONAL AIRPORT — RUNWAY 14-32 ROFA IMPROVEMENTS

## MICHAEL BAKER RESUMES

## PROJECT MANAGER

## Nathan Parish, PE, CCM



Mr. Parish has client management, project management, engineering, and construction experience involving airfield, roadway, and civil / site design. Mr. Parish has managed two projects at SRQ since 2020. His design experience includes management of design staff, schedule and budget control of design and construction services, preparation of project quality control and assurance plans, and the performance of quality control document reviews. He is well-experienced in the design of horizontal and vertical pavement geometry, grading and drainage design, pavement design, utility design, airfield access control and security, airfield lighting, and signage.

## RELEVANT EXPERIENCE



**Challenger Boulevard and Airfield Perimeter Road, Punta Gorda Airport (PGD) Punta Gorda, FL.** Charlotte County Airport Authority.

**Description:** Michael Baker provided project management, traffic study, design, permitting, and will be providing bidding and construction support for the removal of Golf Course Boulevard, the extension of Challenger Boulevard, and the extension of the airfield perimeter road to minimize impact to the Runway 15 Object Free Area (OFA). The airfield perimeter road extension will take the place of a portion of Golf Course Boulevard being removed that lies within the Runway 15 OFA. Michael Baker managed several subconsultants to perform field investigations including geotechnical, survey, subsurface utility engineering, and traffic counts.

**Individual Role: Project Manager and Engineer of Record.** Responsible for managing subconsultants, managing Michael Baker staff in performing design and construction services, and ensuring quality deliverables. Serving as lead client contact representing Michael Baker.

**Airside Perimeter Road, Page Field (FMY), Fort Myers, FL.** Lee County Port Authority.

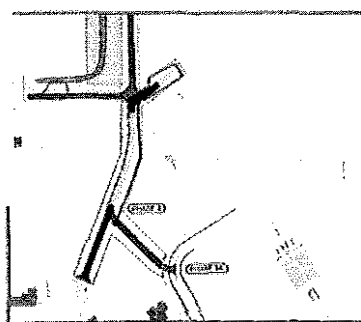
**Description:** The project included a new asphalt roadway for vehicular access around the complete airside perimeter including new pavement, pavement rehabilitation, drainage, irrigation, and landscaping improvements. The project increased safety at FMY by reducing the frequency of vehicle operations on airfield pavements.

**Individual Role: Engineer, Construction Administrator.**

Responsible for attending progress meetings and site visits during construction, coordinating, and responding to contractor requests for information, review of shop drawings, engineering and technical support and other construction and client related coordination items.

**ILS and MALSR Relocation to Runway 10 / Associated Roadways, Lakeland Linder International Airport (LAL), Lakeland, FL.** Lee County Port Authority.

**Description:** The project included the demolition of the existing ILS and MALSR systems serving Runway 5 and the installation of new ILS and MALSR systems on Runway 10, including underground electrical work and the three associated equipment shelters. The project also included new airfield roadways to each of the three new shelters.

Michael Baker  
INTERNATIONAL

## Education

BS, Civil Engineering,  
Mississippi State  
University

AA, Engineering, Polk  
State College

Licenses/  
Certifications

Professional Engineer  
(Civil), FL, 68317

Certified Construction  
Manager, 6421

Professional  
Affiliations

Airport Consultants  
Council (ACC)

American Association  
of Airport Executives  
(AAAE)

American Society  
of Civil Engineers  
(ASCE)

Construction  
Management  
Association of  
America (CMAA)

Florida Airports Council  
(FAC)

Florida Engineering  
Society (FES)

Institute of  
Transportation  
Engineers (ITE)

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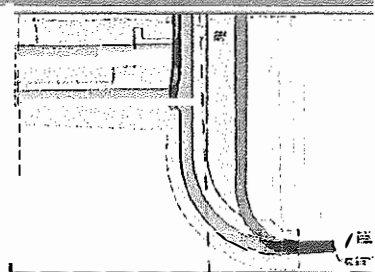
## SARASOTA BRADENTON INTERNATIONAL AIRPORT — RUNWAY 14-32 ROFA IMPROVEMENTS

**Individual Role: Quality Control Engineer and Owner's Onsite Representative.** Mr. Parish performed quality control reviews of the construction documents prior to construction. During construction, he served as the Owner's on-site Representative performing on-site inspection of the day-to-day construction activities, coordinating construction and administrative issues between the contractor, owner, and the FAA, and ensuring construction complied with the contract documents.



### Terminal Airport Access and Roadway Realignment, Tallahassee International Airport (TLH), Tallahassee, FL. City of Tallahassee.

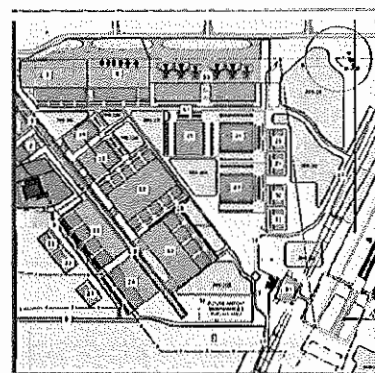
**Description:** The project was the first phase of the overall program to redevelop the landside terminal roadways. The project included the reconfiguration of the terminal landside roadway system, improvement of the terminal parking areas, and construction of the site work and paving associated with the new rental car QTA facility at TLH. A portion of the existing airfield perimeter road was realigned in coordination with the new QTA access roadway and roadway access from the existing maintenance facility to the airfield.



**Individual Role: Project Manager.** Mr. Parish served as Project Manager responsible for managing internal production staff and meeting budget, schedule, and quality in the preparation of construction documents.

### Roadway Layouts for the Infield Infrastructure Development Plan, Brooksville-Tampa Bay Regional Airport (BKV), Brooksville, FL. Hernando County.

**Description:** Michael Baker prepared an Infrastructure Development Plan (IDP) to assess existing and future infrastructure needs within the Brooksville-Tampa Bay Regional Airport (BKV) infield development area. The infield infrastructure development plan addresses the airport's land use, utilities, roadways, drainage, and other infrastructure needs within the infield development area over the next 10-20 years. As part of the study, Michael Baker developed a capital improvement plan that reflects the phasing and costs of recommended improvements. The information contained in the plan will be used by airport staff and other county departments to maintain, plan for, and develop infrastructure within the airport's infield development area. The Infield IDP included conceptual layouts for five different roadways within the infield at BKV.



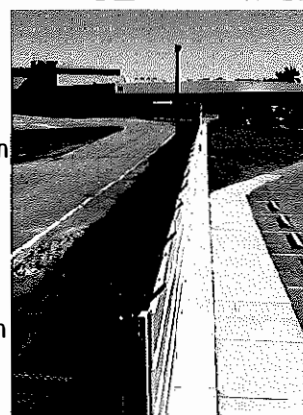
**Individual Role: Civil Engineer.** Responsible for managing and reviewing the conceptual design of new roadways and supporting the overall development plan. Assisted with the design and reviewed the conceptual roadway layouts and associated cost estimates and design narrative.



### Jet Blast Deflector Extension, Sarasota Bradenton International Airport (SRQ), Sarasota, FL. Sarasota Manatee Airport Authority.



**Description:** Michael Baker provided design, bidding, and construction services for the construction of a jet blast deflector. A new jet blast fence was required for the protection of the employee parking lots, Dan McClure Building, and ground transportation area from the effects of jet blast at the airport. To do so, the project extended 300 linear feet of jet-blast deflector and provided 300 linear feet of new vertical jet blast fencing, along with security fence improvements, utility avoidance and drainage adjustments, and various demolition and site improvements. For the project, Michael Baker provided project management services, agency and subconsultant coordination, site investigations, base mapping, permitting, construction phasing, conceptual, preliminary, and final designs, cost estimates, bidding support, and construction support services.



**Individual Role: Project Manager and Engineer of Record.** Responsible for project startup and scoping and managing schedule, budget, quality, and airfield engineering staff and subconsultants in the preparation of engineering designs, construction documents, and engineering support during construction.

Mr. Parish has extensive experience in preparing construction drawings, specifications, design reports, and cost estimates. His construction experience includes on-site engineering representation, construction management, and inspection services for airfield projects such as perimeter roadways, runways, taxiways, aprons, utility and drainage improvements, aircraft hangars, fencing and gates, airfield lighting vaults, lighting, signage, and navigational aids. He has provided construction administration services for various airport projects, including perimeter roadways, runways, taxiways, a general aviation terminal, an ARFF facility, and an ATCT.

**Michael Baker**  
INTERNATIONAL

RFQ-02-2025-ROFA — APPENDIX

SARASOTA BRADENTON INTERNATIONAL AIRPORT — RUNWAY 14-32 ROFA IMPROVEMENTS  
CIVIL ENGINEER

# Matt Collado, PE



*Mr. Collado is a Civil Engineer with extensive experience in managing design tasks and coordinating with airport clients. He recently conducted field inspections of the full drainage system at SRQ for the 2023 SWPPP Update and Annual Comprehensive Compliance Evaluation, demonstrating his familiarity with SRQ's drainage system. He is proficient in Civil 3D, AutoCAD, AviPlan Pro, Vehicle Tracking, FAARFIELD, Microsoft Office, MicroStation, and OpenRoads Designer. He is skilled in using FAA and FOOT design standards to prepare various plans, including airport layout, capital improvement, airfield geometry, roadway, signing and pavement markings, traffic control, and utility coordination.*

## RELEVANT EXPERIENCE

**Challenger Boulevard and Airfield Perimeter Road, Punta Gorda Airport (PGD), Punta Gorda, FL.**  
Charlotte County Airport Authority.

**Description:** Michael Baker provided project management, traffic study, design, permitting, and will be providing bidding and construction support for the removal of Golf Course Boulevard, the extension of Challenger Boulevard, and the extension of the airfield perimeter road to minimize impact to the Runway 15 Object Free Area (OFA). The airfield perimeter road extension will take the place of a portion of Golf Course Boulevard being removed that lies within the Runway 15 OFA. Michael Baker managed several subconsultants to perform field investigations including geotechnical, survey, subsurface utility engineering, and traffic counts for the design of a new traffic signal.

**Individual Role:** *Civil Engineer.* Assisted the team in the preparation of construction plans, technical specifications, quantity takeoffs, cost estimates, and design report.



**2023 SWPPP Updates and Annual Comprehensive Compliance Evaluation, Sarasota Bradenton International Airport (SRQ), Sarasota, FL.** Sarasota Manatee Airport Authority.

**Description:** Michael Baker prepared the most recent SWPPP at SRQ to replace the 2022 SWPPP. Tasks included developing an annual compliance inspection checklist, conducting the annual compliance inspection, and conducting interviews with SRQ staff. The inspection and SWPPP document included oil water separators, loading/unloading areas, maintenance facilities, fuel farms, storage tanks, storage building, and newly constructed areas that were not included in the 2022 SWPPP.

**Individual Role:** *Civil Engineer.* Responsible for conducting on-site inspections of the airport's full drainage system in addition to inspecting best management practices of all tenants on the airport property culminating into an airport-wide stormwater pollution prevention plan update.

**Terminal Airport Access and Roadway Realignment, Tallahassee International Airport (TLH), Tallahassee, FL.** City of Tallahassee.

**Description:** The project was the first phase of the overall program to redevelop the landside terminal roadways. The project included the reconfiguration of the terminal landside roadway system, improvement of the terminal parking areas, and construction of the site work and paving associated with the new rental car QTA facility at TLH. A portion of the existing airfield perimeter road was realigned in coordination with the new QTA access roadway and roadway access from the existing maintenance facility to the airfield. Michael Baker was responsible for demolition design, roadway geometric design, profiles, and grading design and the preparation of associated plans and specifications.

**Individual Role:** *Civil Engineer.* Assisted the team in the preparation of construction plans, technical specifications, quantity takeoffs, cost estimates, and design report.

**Michael Baker**  
INTERNATIONAL

### Education

BSCE, Civil Engineering,  
University of Florida,  
Gainesville

**Licenses/Certifications**  
Professional Engineer,  
FL, PE95878

**Michael Baker**  
INTERNATIONAL

RFQ-02-2025-ROFA — APPENDIX

SARASOTA BRADENTON INTERNATIONAL AIRPORT — RUNWAY 14-32 ROFA IMPROVEMENTS

**Rehabilitation of Roadways in the East Development Area, Tampa International Airport (TPA), Tampa, FL.** Hillsborough County Aviation Authority.

**Description:** Michael Baker provided design and bidding services for the project and will be providing construction administration services starting in the Spring of 2025. The project will include rehabilitating about a half mile of N. Westshore Boulevard and a quarter mile of W. Cayuga Street in preparation for future tenant development in the east area of TPA. Some portions of the roadways were identified for strengthening using a full-depth asphalt mill and an asphalt overlay that is thicker than the existing asphalt. The intersection of N. Westshore and W. Cayuga will be widened to accommodate WB62 semi-trailer turning movements which will also require the extension of an existing drainage culvert. Michael Baker prepared detailed phasing and MOT plans to maintain access to various tenant facilities throughout construction.

**Individual Role:** *Civil Engineer.* Assisted the team in the preparation of construction plans, technical specifications, quantity takeoffs, cost estimates, and design report. Represented Michael Baker during weekly construction progress meetings and performed site visits during construction.

**Rehabilitation of Vandenberg Airport Road and Tampa Executive Airport Road, Tampa Executive Airport (VDF), Tampa, FL.** Hillsborough County Aviation Authority.

**Description:** Michael Baker provided design, bidding, and construction administration services for the project. The project included full depth reconstruction of the western segment of Vandenberg Airport Road and a mill and overlay of the eastern segment of Vandenberg Airport Road. Tampa Executive Road was rehabilitated by milling the existing asphalt full-depth and constructing a new asphalt overlay. The project included the extension of a culvert under Vandenberg Airport Road to provide the required full turfed shoulder width. A new parking area was constructed for the adjacent Civil Air Patrol building and the turfed area downstream was regraded to improve drainage. The existing parking area for the CAP was removed. Michael Baker prepared MOT plans for each phase of construction to maintain access to the CAP and other airport facilities throughout construction.

**Individual Role:** *Civil Engineer.* Assisted the team in the preparation of construction plans, technical specifications, quantity takeoffs, cost estimates, and design report. Represented Michael Baker during weekly construction progress meetings and performed site visits during construction.

## SARASOTA BRADENTON INTERNATIONAL AIRPORT — RUNWAY 14-32 ROFA IMPROVEMENTS

SENIOR DESIGNER

# Shawn Sentelle



*Mr. Sentelle is a versatile designer and drafter with extensive experience in civil site and aviation projects. He excels in site layout, drafting, and the use of AutoCAD Civil3D for grading plans and earthwork calculations. His skills include preparing construction plans, cost estimates, and 3D renderings. He is proficient in designing pavements, drainage systems, and coordinating with regulatory agencies. Mr. Sentelle has also managed utility designs for airport projects and assisted with construction drawing reviews and revisions.*

**RELEVANT EXPERIENCE**

**Challenger Boulevard and Airfield Perimeter Road, Punta Gorda Airport (PGD), Punta Gorda, FL.** Charlotte County Airport Authority.

**Description:** Michael Baker provided project management, traffic study, design, permitting, and will be providing bidding and construction support for the removal of Golf Course Boulevard, the extension of Challenger Boulevard, and the extension of the airfield perimeter road to minimize impact to the Runway 15 Object Free Area (OFA). The airfield perimeter road extension will take the place of a portion of Golf Course Boulevard being removed that lies within the Runway 15 OFA. Michael Baker managed several subconsultants to perform field investigations including geotechnical, survey, subsurface utility engineering, and traffic counts.

**Individual Role: Senior Designer.** Responsible for preparation of conceptual exhibits, roadway AutoTurn analysis, grading design, construction plans, and preparing quantity takeoffs.

**Terminal Airport Access and Roadway Realignment, Tallahassee International Airport (TLH), Tallahassee, FL.** City of Tallahassee.

**Description:** The project was the first phase of the overall program to redevelop the landside terminal roadways. The project included the reconfiguration of the terminal landside roadway system, improvement of the terminal parking areas, and construction of the site work and paving associated with the new rental car QTA facility at TLH. A portion of the existing airfield perimeter road was realigned in coordination with the new QTA access roadway and roadway access from the existing maintenance facility to the airfield.

**Individual Role: Senior Designer.** Responsible for preparation of conceptual exhibits, roadway AutoTurn analysis, grading design, construction plans, preparing quantity takeoffs, and updated the pay item sections of the technical specifications.

**Roadway Layouts for the Infield Infrastructure Development Plan, Brooksville-Tampa Bay Regional Airport (BKV), Brooksville, FL.** Hernando County.

**Description:** Michael Baker prepared an Infrastructure Development Plan (IDP) to assess existing and future infrastructure needs within the Brooksville-Tampa Bay Regional Airport (BKV) infield development area. The infield infrastructure development plan addresses the airport's land use, utilities, roadways, drainage, and other infrastructure needs within the infield development area over the next 10-20 years. As part of the study, Michael Baker developed a capital improvement plan that reflects the phasing and costs of recommended improvements. The information contained in the plan will be used by airport staff and other county departments to maintain, plan for, and develop infrastructure within the airport's infield development area. The Infield IDP included conceptual layouts for five different roadways within the infield at BKV.

**Individual Role: Senior Designer.** Responsible for preparing roadway layouts, typical pavement sections, conceptual exhibits, quantity takeoffs, and assisted with budgetary cost estimates. Mr. Sentelle also coordinated with other team members for completion of deliverables.

**Michael Baker**

INTERNATIONAL

**Michael Baker**

INTERNATIONAL

**Education**

■FA, Art and Visual Communications: Design / Illustration, American Intercontinental University

AAT, Computer and Information Technology, Gwinnett Technical College

Post-Graduate Diploma, Drafting, Gwinnett Technical College

Licenses/ Certifications  
CompTIAA+

CPR Certified, FL, 2024

RFQ-02-2025-ROFA — APPENDIX

SARASOTA BRADENTON INTERNATIONAL AIRPORT — RUNWAY 14-32 ROFA IMPROVEMENTS



**Jet Blast Deflector Extension, Sarasota Bradenton International Airport (SRQ), Sarasota, FL.** Sarasota Manatee Airport Authority.

**Description:** Michael Baker provided design, bidding, and construction services for the construction of a jet blast deflector. A new jet blast fence was required for the protection of the employee parking lots, Dan McClure Building, and ground transportation area from the effects of jet blast at the airport. To do so, the project extended 300 linear feet of jet-blast deflector and provided 300 linear feet of new vertical jet blast fencing, along with security fence improvements, utility avoidance and drainage adjustments, and various demolition and site improvements. For the project, Michael Baker provided project management services, agency and subconsultant coordination, site investigations, base mapping, permitting, construction phasing, conceptual, preliminary, and final designs, cost estimates, bidding support, and construction support services.

**Individual Role: Senior Designer.** Responsible for preparation of conceptual exhibits, performing the blast contour analysis, performing the grading design, preparing construction plans, performing quantity takeoffs, and updating pay item sections of the technical specifications.

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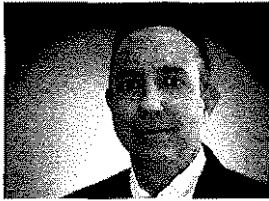
**Runway 27 Extension - Airport Paving and Lighting Design Services, Athens-Ben Epps Airport (AHN), Athens, GA.** Clarke County Unified Government.

**Description:** Michael Baker provided pre-design, final design, bidding phase, and construction phase services for the paving and lighting components for the extension of Runway 9/27 by 600 feet to the east. The project also included the realignment of the perimeter road to circumvent the extended runway. Michael Baker provided Federal Aviation Administration (FAA) project formulation services; conducted pre-design field surveys for preparation of plan drawings, as well as a precision approach path Indicator (PAPI) obstruction survey; and performed a pre-design geotechnical investigation.

**Individual Role: Senior Designer.** Responsible for preparing all construction documents, performing the grading design, and coordinating design deliverables with other team members. Assisted with FAA coordination and established the new runway end data. Assisted in overall plan production and quality control.

SARASOTA BRADENTON INTERNATIONAL AIRPORT — RUNWAY 14-32 ROFA IMPROVEMENTS  
QUALITY CONTROL ENGINEER

# Tom Schilling, PE



*Mr. Schilling is experienced in airfield design and construction administration, having worked on at least five projects at SRQ since the early 2000s, including serving as Quality Control Engineer for the 2022 Blast Deflector Extension project. He has also held various roles in airfield projects at multiple other airports, including St. Petersburg-Clearwater, Key West, Palm Beach, Orlando Sanford, Cecil Field, and Fort Lauderdale Executive. Additionally, he has designed and reviewed runway, taxiway, and roadway projects, and provided construction administration services, with expertise in Florida Department of Transportation and Federal Aviation Administration design criteria.*

## RELEVANT EXPERIENCE

**Challenger Boulevard and Airfield Perimeter Road, Punta Gorda Airport (PGD), Punta Gorda, FL.** Charlotte County Airport Authority.

**Description:** Michael Baker provided project management, traffic study, design, permitting, and will be providing bidding and construction support for the removal of Golf Course Boulevard, the extension of Challenger Boulevard, and the extension of the airfield perimeter road to minimize impact to the Runway 15 Object Free Area (OFA). The airfield perimeter road extension will take the place of a portion of Golf Course Boulevard being removed that lies within the Runway 15 OFA. Michael Baker managed several subconsultants to perform field investigations including geotechnical, survey, subsurface utility engineering, and traffic counts.

**Individual Role: Quality Control Engineer.** Responsible for reviewing construction plans, technical specifications, cost estimates, and design reports and each design milestone in accordance with the Michael Baker quality control standards.

**Terminal Airport Access and Roadway Realignment, Tallahassee International Airport (TLH), Tallahassee, FL.** City of Tallahassee.

**Description:** The project was the first phase of the overall program to redevelop the landside terminal roadways. The project included the reconfiguration of the terminal landside roadway system, improvement of the terminal parking areas, and construction of the site work and paving associated with the new rental car QTA facility at TLH. A portion of the existing airfield perimeter road was realigned in coordination with the new QTA access roadway and roadway access from the existing maintenance facility to the airfield.

**Individual Role: Quality Control Engineer.** Responsible for reviewing construction plans, technical specifications, cost estimates, and design reports and each design milestone in accordance with the Michael Baker quality control standards.

**Jet Blast Deflector Extension, Sarasota Bradenton International Airport (SRQ), Sarasota, FL.** Sarasota Manatee Airport Authority.

**Description:** Michael Baker provided design, bidding, and construction services for the construction of a jet blast deflector. A new jet blast fence was required for the protection of the employee parking lots, Dan McClure Building, and ground transportation area from the effects of jet blast at the airport. To do so, the project extended 300 linear feet of jet-blast deflector and provided 300 linear feet of new vertical jet blast fencing, along with security fence improvements, utility avoidance and drainage adjustments, and various demolition and site improvements. For the project, Michael Baker provided project management services, agency and subconsultant coordination, site investigations, base mapping, permitting, construction phasing, conceptual, preliminary, and final designs, cost estimates, bidding support, and construction support services.

**Individual Role: Quality Control Engineer.** Responsible for reviewing construction plans, technical specifications, cost estimates, and design reports.

**Michael Baker**  
INTERNATIONAL

**Michael Baker**  
INTERNATIONAL

### Education

BS, Civil Engineering,  
University of Florida,  
Gainesville

### Licenses/

### Certifications

Professional Engineer,  
FL, PE60736

SARASOTA BRADENTON INTERNATIONAL AIRPORT — RUNWAY 14-32 ROFA IMPROVEMENTS

**Hangar 1005, Cecil Airport (VQQ), Jacksonville, FL.** Jacksonville Aviation Authority.

**Description:** Michael Baker prepared a conceptual development plan for approximately 150 acres in the northeast quadrant of Cecil Airport. The plan included a new FBO facility and MRO facilities of various sizes. The concept and full design also included a new landside access roadway to the complex site with airside access control. The scope of work included developing a conceptual utility plan, stormwater facilities, a common-use fire protection system, landside improvements, cost estimates, and an implementation/capital improvements program. Michael Baker provided project management, architecture, structural engineering, airfield engineering stormwater design, pavement design, permitting, and bid phase and construction phasing services for the project.

**Individual Role: *Project Manager.*** Responsible for coordination with the client, subconsultants, and internal project team. Also responsible for bid phase services and construction phase services.



**Taxiway Juliet, Sarasota Bradenton International Airport (SRQ), Sarasota, FL.** Sarasota Manatee Airport Authority.

**Description:** The project included a new 1,600-foot-long taxiway and access road to serve future aeronautical development on the east side of the airport. Design services included airfield geometrics, drainage design, and airfield construction phasing plans.

**Individual Role: *Project Engineer.*** Served as project engineer for the design and construction phases of the project. Led the production of construction plans, specifications, cost estimate, and design report. Attended meetings and responded to contractor submittals and RFIs during construction. Assisted project manager with project administration including coordination with sub-consultants, permitting agencies, and SRQ staff.

SARASOTA BRADENTON INTERNATIONAL AIRPORT — RUNWAY 14-32 ROFA IMPROVEMENTS

## HYATT RESUME

### HYATT SURVEY SERVICES, INC.

#### Russell Hyatt, PSM

#### Survey and Mapping Support

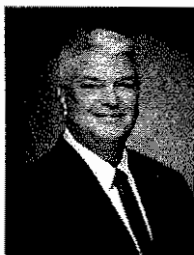
*Hyatt Survey Services, Inc.*

*Years of Experience: 36*

#### Education:

Bachelor of Science, Survey and Mapping, University of Florida, 1990

26 years of continuing education in Florida Law, standards of practice, land title, environmental, GIS, GPS and business and professional development



#### Distinguishing Attributes:

- Mr. Hyatt has 36 years of professional surveying and mapping experience relating to transportation planning, construction and engineering. He, also has experience as an expert witness in depositions regarding survey and property titles.

#### Certifications/Registrations:

- Professional Surveyor and Mapper, FL. LS#5303

#### Affiliations:

- Florida Surveying and Mapping Society (Past President)
- Manasota Chapter of the Florida Surveying and Mapping Society
- Tampa Bay Chapter of the Florida Surveying and Mapping Society (Past President)
- University of Florida Surveying and Mapping Advisory Committee
- The Hydrographic Society of America
- National Society of Professional Surveyors
- American Society of Civil Engineers

#### EXPERTISE:

#### SRQ Project Experience:

**SMAA Property, Tree Removal Verification & Tallevast Road Rezone:**

Client: SMAA

Description: Provided FPL legal descriptions & sketch, tree removal verification survey & boundary survey of Tallevast Rd.

#### SRQ Ready Return Lot

Client: SMAA

Description: Provided topographic survey of pad and light poles.

#### SRQ Suncoast Golf Course Easement

Client: SMAA

Description: Provided topographic survey of the golf course easement and Lockheed Martin Tallevast site.

#### SRQ Monitoring Well Locations

Client: SRQ Manatee Airport Authority

Description: Determined the locations of 175 monitoring wells within the SRQ properties.

#### SRQ FEMA Elevation Certifications

Client: SRQ Manatee Airport Authority

Description: Provided FEMA Elevation certifications for several buildings located on airport property.

#### SRQ Runway 14 Rehab

Client: Michael Baker, Inc.,

Description: Topographic Survey of a portion of Runway 14 for future rehab.

#### SRQ Commercial Park Connector

Client: American Infrastructure Development

Description: Topographic survey for the proposed off-site commercial park and connecting roadway.

#### SRQ National Car Rental Site

Client: JDK Construction, Hyatt Survey

Description: Provided a Boundary and topographic survey for proposed fuel tank.

#### SRQ Airport Terminal Entrance

Client: The LPA Group

Description: Provided a Topographic survey for new sidewalks.

#### SRQ Taxiways "G", "J"

Client: Woodruff & Sons, Inc.

Description: Provided construction Stakeout & Asbuilt surveys

#### SRQ Aircraft Pavement Marking

Client: Aero Bridgeworks

Description: Provided layout and asbuilt of aircraft striping at airline gates

#### SRQ Airport Mode S

Client: Federal Aviation Administration (FAA)

Description: Radar calibration survey

#### SRQ Airport Fiber Optic Tower

Client: J. Ranck Electric

Description: Provided construction layout & asbuilts

#### SRQ Airport Ready Return Lot Improvements

Client: AECOM

Description: Provided a topographic survey for the shade structures ready return lot mods

**Current Availability: 60%**

#### TOPOGRAPHIC/DESIGN PHASE PROJECTS:

#### SRQ Runway 14 Rehab

Client: Michael Baker, Inc.,

Description: Topographic Survey of a portion of Runway 14 for future rehab.

#### SRQ Commercial Park Connector

Client: American Infrastructure Development





SARASOTA BRADENTON INTERNATIONAL AIRPORT — RUNWAY 14-32 ROFA IMPROVEMENTS

**HYATT SURVEY SERVICES, INC.**

Description: Topographic survey for the proposed offsite commercial park and connecting roadway.

**SRQ FEMA Elevation Certifications**

Client: SRQ Manatee Airport Authority

Description: Provided FEMA Elevation certifications for several buildings located on airport property.

**SRQ National Car Rental Site**

Client: JDK Construction, Hyatt Survey

Description: Provided a Boundary and topographic survey for proposed fuel tank.

**SRQ Airport Terminal Entrance**

Client: The LPA Group

Description: Provided a Topographic survey for new sidewalks.

**SRQ Monitoring Well Locations**

Client: SRQ Manatee Airport Authority

Description: Determined the locations of 175 monitoring wells within the SRQ properties.

**SRQ LiDAR Ground Truthing**

Client: Leica Geosystems

Description: Provided a Topographic survey for LiDAR verification.

**CONSTRUCTION PHASE SERVICES:**

**SRQ Taxiway "G" & Taxiway "J"**

As a sub-consultant to Woodruff & Sons, Hyatt Survey provided construction stakeout and asbuilts

**SRQ Buchanan Hangar**

Client: Kellogg and Kimsey

Description: Provided construction stakeout and asbuilts.

**OTHER AIRPORT PROJECTS:**

**Tampa Port Authority Con RAC Facility and Taxiway "J"**

Client: Kimmins Contracting Corp.

Description: Provided construction stakeout and asbuilts.

**Tampa Port Authority Sidewalk Replacement/Ramp Repair**

Client: Restocon

Description: Provided construction stakeout services.

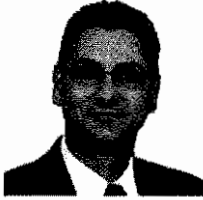
**St. Pete/Clearwater Airport Hardstand Replacement**

Client: GLF Construction

Description: Provided construction stakeout services

## SARASOTA BRADENTON INTERNATIONAL AIRPORT — RUNWAY 14-32 ROFA IMPROVEMENTS

## ECHO RESUME



**Jeraldo Comellas, Jr., PE**  
**President**

**Contract Role:** SUE Lead

**Years' Experience:** 39

**Education**

- B.S., Civil Engineering,  
University of South Florida, 1986
- A.A., Engineering, Hillsborough  
Community College, 1982

**Professional Registrations**

- Professional Engineer (PE) –  
Florida - #45838
- Professional Engineer (PE) –  
Mississippi - #27049
- Professional Engineer (PE) –  
Louisiana - #41310

**Professional Affiliations**

- Florida Engineering Society
- American Society of Civil  
Engineers
- American Society of Highway  
Engineers
- Society of Hispanic Professional  
Engineers

**Summary of Experience**

Mr. Comellas is President of ECHO UES Inc. (ECHO) and serves as the leader of the business with primary control of the company's staff, assets, and financial resources. He has 39 years of civil engineering and survey experience and orchestrates the hiring of leadership and expansion of the business as well as risk management.

Mr. Comellas is highly experienced in managing multi-service projects, ensuring clients' needs and deadlines are met. Mr. Comellas founded ECHO as President and, with a few strategic partners, established three offices located in Tampa, Oviedo, and Gainesville. He has played an instrumental role in launching and growing ECHO's footprint for subsurface utility engineering and surveying services in the transportation design and design-build project industry. Mr. Comellas' knowledge and experience obtained during his nearly 20 years with the Florida Department of Transportation (FDOT D1 & D7) and his 19 years in the private consultant engineering sector has contributed to his past success serving various clients in managing subsurface utility engineering and utility coordination contracts.

Mr. Comellas will serve as SUE Lead on this contract. In this role, he will support the Engineer of Record, as needed, with scope and estimate development, the financial oversight of the projects in addition to ensuring adequate equipment and staff are available to meet scheduled tasks.

**Significant Projects**

**SRQ Blast Fence Construction, Sarasota, FL:** This project consisted of various design work for the blast fence construction at Sarasota Bradenton Airport. ECHO provided survey and subsurface utility engineering services in support of the project. Mr. Comellas led the SUE effort.

**SRQ West Apron Expansion and Employee Parking Lot Expansion at Sarasota Bradenton Airport, Sarasota, FL:** This project consisted of design and bidding services to construct an expansion of the West Apron and Employee Parking Lot area of SRQ's airfield. ECHO was requested to provide Subsurface Utility Engineering services for various project sites at the airport where we provided deliverables developed from the designating (CI/ASCE 38-02 Quality Level B) and locating (CI/ASCE 38-02 Quality Level A) subsurface utility engineering and supporting survey services to map the horizontal and vertical position of underground utilities to support the engineer of record efforts associated with the final design and completion of final construction documents. Mr. Comellas led the SUE effort.

**SRQ Master Plan Development, Sarasota County, FL:** This project consists of various improvements and design work for the SRQ Master Plan Development. ECHO provides topographic survey and SUE services. Mr. Comellas leads the SUE effort.

**PIE Cargo Apron Reconstruction and Replacement for Runway 9-27 with a Taxiway, St. Petersburg, FL:** This project consists of design and development of documents for the reconstruction of the western portion of the existing terminal parking apron to support air carrier and air cargo aircraft operations, and to replace the decommissioned Runway 9-27 from Runway 18-36 to Taxiway B with a taxiway. ECHO currently provides survey and subsurface utility engineering services. Mr. Comellas leads the SUE effort.

**PIE New Airco Taxiways, St. Petersburg, FL:** This project consisted of the design and development of documents for a new parallel taxiway to Runway 18-36 from the end of Runway 36 to Taxiway G. The project also included the reconstruction of Taxiway G3. ECHO's professional services were requested to provide survey and subsurface utility engineering services. Mr. Comellas led the SUE effort.

Grow, Inspire, Make a Difference

## SARASOTA BRADENTON INTERNATIONAL AIRPORT — RUNWAY 14-32 ROFA IMPROVEMENTS

## TIERRA RESUMES

**Daniel R. Ruel, P.E.***Geotechnical Engineer***Summary of Capabilities**

Geotechnical Engineering  
Civil Engineering  
Project Management  
FDOT Project Management

**Years of Experience**

With Tierra: 11 years

**Education**

B.S., Civil Engineering, University of South Florida, 2011

**Professional Organizations/Registrations/Awards**

Fundamentals of Engineering – 2011

Florida Professional Engineer, No. 82404

Mr. Ruel has 11 years of experience in the field of Geotechnical and Structural Engineering and has worked on a variety of infrastructure projects including roadways and bridges, aviation facilities, water, wastewater and private developments.

He has worked on projects for numerous municipalities as well as state agencies. Through these projects Mr. Ruel has analyzed slope stability, settlement, deep foundation design (drilled shafts and driven piles), shallow foundation design, laboratory testing and research, and forensic geotechnical investigations.

**Airport Project Experience**

**Sarasota Bradenton International Airport: North Quad Access Roadway** - The project consisted of the construction of a new North Quad Roadway to connect with the existing Clyde Jones Road. Portions of the project included milling and resurfacing as well as reconstruction in the area of the proposed tie-in. Tierra's services included nine (9) SPT borings and eight (8) hand auger borings in the area of the proposed north quad roadway and one (1) SPT boring in a potential drainage improvement area. Additionally, four (4) CBR tests were performed on selected samples within the project area. Laboratory testing was conducted and geotechnical engineering recommendations were provided to support the design team. **December 2017 – April 2018**

**Sarasota Bradenton International Airport: Taxiway Bravo Rehabilitation** - The project consisted of rehabilitating Taxiway Bravo. Tierra's services included twenty-eight (28) pavement cores, three (3) SPT borings and collection of two (2) bulk samples for California Bearing Ratio (CBR) testing to support the design. **August 2019– February 2020**

**Sarasota Bradenton International Airport: Ground Transportation Center** - This project included SPT borings, asbestos and lead based paint surveys, laboratory testing and associated geotechnical recommendations to support the design of roadway improvements as well as new lounge and canopy structures. **June 2021 – February 2022**

**Sarasota Bradenton International Airport: Terminal Concourse B Expansion and New Concourse A** - This project included SPT borings, laboratory testing and associated geotechnical recommendations to support the design of the new Concourse A. The new Terminal expansion will be approximately 73,500 square feet and include 5 gates. **February 2022– April 2022**

**Naples Municipal Airport: ARFF Building and Improvements** – The project consisted of providing geotechnical services for the proposed single story Aircraft Rescue and Firefighting (ARFF) building at Naples Municipal Airport in Collier County. Additionally, the project included potential stormwater management areas as well as the parking and access drives. **January 2018 – March 2018**

**Lakeland Linder International Airport, Runway 9-27 Lighting and Other Facilities Improvements** – The project consists of improvements to the existing Runway 9-27 lighting, the air traffic control tower and a future glide slope location. Tierra provided geotechnical support through pavement cores, SPT borings, hand auger borings and laboratory testing. **June 2020 – July 2020**

**Peter O' Knight Airport Runway 4-22, Taxiway and Apron Pavement Rehabilitation** - The project consisted of performing geotechnical services to support the reconstruction of Runway 4-22 as well as rehabilitation of Taxiways A, C & E, T-Hangar Taxilanes and apron areas. The improvements consisted of Full Depth Reclamation throughout the project limits. Tierra executed a program of subsurface exploration consisting of asphalt pavement cores, auger borings, and subsurface sampling. Three (3) Limerock Bearing Ratio (LBR) tests were conducted on collected samples. Laboratory testing was performed to identify the soil conditions at each boring location, and geotechnical engineering recommendations were provided to assist the design. **November 2016– April 2017**

## SARASOTA BRADENTON INTERNATIONAL AIRPORT — RUNWAY 14-32 ROFA IMPROVEMENTS

## EG SOLUTIONS RESUME

**Mike Harris, CM | Chief Designer**

Mike Harris is a chief designer at EG Solutions and has over 23 years of experience designing, planning, and managing various airport projects. He is knowledgeable regarding FAA Advisory Circulars and in construction administration through his experience performing construction observation and management of airport, highway, and building construction projects. Representative projects include runway, taxiway, and apron rehabilitation projects; taxiway extensions; apron paving; airfield lighting design; security and wildlife fencing projects; and preparing airport layout plans and other airport planning documents.

**Sarasota Bradenton International Airport, Taxiways C and F, Sarasota, FL.** Project Manager. Responsibilities included project management, schedule and budget tracking, subconsultant coordination, design and construction administration lead for the design, bidding, and permitting for the rehabilitation of asphalt pavement for approximately 8,000 feet of Taxiway C and reconstruction of approximately 1,400 feet of Taxiway F. This project required a detailed construction safety and phasing plan due to impacts to the airport's primary, air carrier runway and navigational aids, which included coordination with airport operations, airlines, and ATCT. Services for this project included topographic surveys, geotechnical subsurface exploration, pipe video inspection and recommendation for repairs, geometric layouts, and pavement design. The project also included design of airfield lighting and signage improvements, including replacement of existing taxiway edge lighting and guidance signs, vault improvements, and airfield markings. The project included preparation of plans and specifications, cost estimates, bidding services, grant application assistance, and construction phase services. This project was primarily funded through an FAA grant.

**Sarasota Bradenton International Airport, Stormwater Management System Improvements - Planning, Design, Permitting, and Construction, Sarasota, FL.** Designer. Responsibilities included preparation of maps and drawings for the master stormwater system. The project reduced, modified, and eliminated wet ponds that were attractants for hazardous wildlife. This improved safety. It also permitted 111 acres of new aviation business development consisting of terminal expansion, aprons, taxilanes, hangars and offices, access roads and parking, thus increasing airport revenue. This is about 55 acres greater than would otherwise be available using presumptive design criteria. The project also replaced failed pipes in parts of the system.

**Naples Airport, Taxiway D Realignment and Drainage Improvements, Naples, FL.** Project Manager. Project included the construction of Taxiway D realignment and associated airfield stormwater drainage improvements. The project realigned approximately 1,800 feet of Taxiway D from Runway 14/32 to Taxiway D5, realignment of Taxiway D5 connector to meet FAA design criteria, and widening of approximately 500 feet of Taxiway D. The project also included construction of approximately 1,300 feet of water main and extension of sanitary sewer for future airfield development.

Total Experience: 23  
With Firm: 1



mharris@eg-solutionsinc.com

**Education**

B.S./1999/Public Affairs/Indiana University

**Professional Training**

AutoCAD  
AutoCAD Civil3D  
AutoCAD Map3D  
ArcGIS  
Microstation

**Certifications**

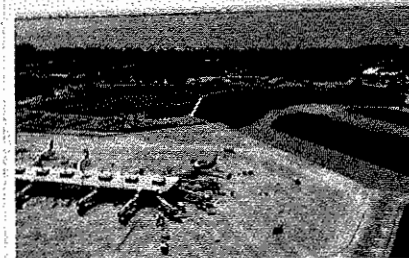
American Association of Airport Executives  
Certified Member

**Professional Affiliations**

Florida Airports Council  
Airport Consultants Council



9015 Town Center  
Parkway, Suite 106  
Lakewood Ranch,  
FL 34202  
+1 (941) 567-1622



## SARASOTA BRADENTON INTERNATIONAL AIRPORT — RUNWAY 14-32 ROFA IMPROVEMENTS

## PROOF OF INSURANCE



## CERTIFICATE OF LIABILITY INSURANCE

DATE(MM/DD/YYYY)  
08/29/2024

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  
Aon Risk Services Central, Inc.  
Pittsburgh PA Office  
FQT Plaza ~ Suite 2700  
625 Liberty Avenue  
Pittsburgh PA 15222-3110 USA

CONTACT  
NAME:  
PHONE (A/C, No. Ext): (866) 283-7122 FAX (A/C, No.): (800) 363-0105  
E-MAIL ADDRESS:

Holder Identifier :

INSURED  
Michael Baker International, Inc.  
4010 West Boy Scout Boulevard  
Suite 400  
Tampa FL 33607 USA

INSURER(S) AFFORDING COVERAGE	NAIC#
INSURER A: XL Insurance America Inc	24554
INSURER B: Allied World Surplus Lines Insurance Co	24319
INSURER C: Zurich American Ins Co	16535
INSURER D: American Guarantee & Liability Ins Co	26247
INSURER E:	
INSURER F:	

## COVERAGES

CERTIFICATE NUMBER: 570107928645

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. Limits shown are as requested

INSUR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR VWD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
C	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR  GEN AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PRO <input checked="" type="checkbox"/> LOC OTHER:			GL0419728103	08/30/2024	08/30/2025	EACH OCCURRENCE \$2,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$1,000,000 MED EXP (Any one person) \$10,000 PERSONAL & ADV INJURY \$2,000,000 GENERAL AGGREGATE \$4,000,000 PRODUCTS - COMP/OP AGG \$4,000,000 SIR/Deductible \$250,000
C	AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED <input type="checkbox"/> SCHEDULED <input checked="" type="checkbox"/> AUTOS ONLY <input type="checkbox"/> AUTOS <input checked="" type="checkbox"/> HIRED AUTOS <input type="checkbox"/> NON OWNED <input type="checkbox"/> ONLY <input type="checkbox"/> AUTOS ONLY			BAP 4197284 03	08/30/2024	08/30/2025	COMBINED SINGLE LIMIT (Ea accident) \$2,000,000 BODILY INJURY (Per person) BODILY INJURY (Per accident) PROPERTY DAMAGE (Per accident) Deductible \$100,000
D	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> DED <input checked="" type="checkbox"/> RETENTION \$10,000			AUC053258206	08/30/2024	08/30/2025	EACH OCCURRENCE \$10,000,000 AGGREGATE \$10,000,000
C	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/ MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N N	N/A	WC419728203 AOS WC419728503 WI	08/30/2024	08/30/2025	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTHER E.L. EACH ACCIDENT \$1,000,000 E.L. DISEASE-EAC EMPLOYEE \$1,000,000 E.L. DISEASE-POLICY LIMIT \$1,000,000
B	E&O - Professional Liability - Primary			03124806 Claims Made SIR applies per policy terms & conditions	08/30/2024	08/30/2025	Per Claim \$5,000,000 Aggregate \$5,000,000 SIR/Deductible \$200,000

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

## CERTIFICATE HOLDER

## CANCELLATION

Michael Baker International, Inc.  
4010 West Boy Scout Boulevard, Suite 400  
Tampa FL 33607 USA

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

*Aon Risk Services Central, Inc.*

Certificate No : 570107928645

ACORD 25 (2016/03)

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Michael Baker  
INTERNATIONAL

RFQ-02-2025-ROFA — APPENDIX



2202 N. Westshore Blvd., Suite 200  
Tampa, Florida 33607

February 28, 2025

Mr. Kent D. Bontrager, A.A.E., P.E.  
Senior Vice President Engineering, Planning, & Facilities  
Sarasota Manatee Airport Authority  
6000 Airport Circle  
Sarasota, Florida 34243

**RE: Statement of Qualifications for RFQ-02-2025-ROFA  
Professional Engineering Services For Runway 14-32 ROFA Improvements  
Sarasota Bradenton International Airport**

Dear Mr. Bontrager and Members of the Selection Committee:

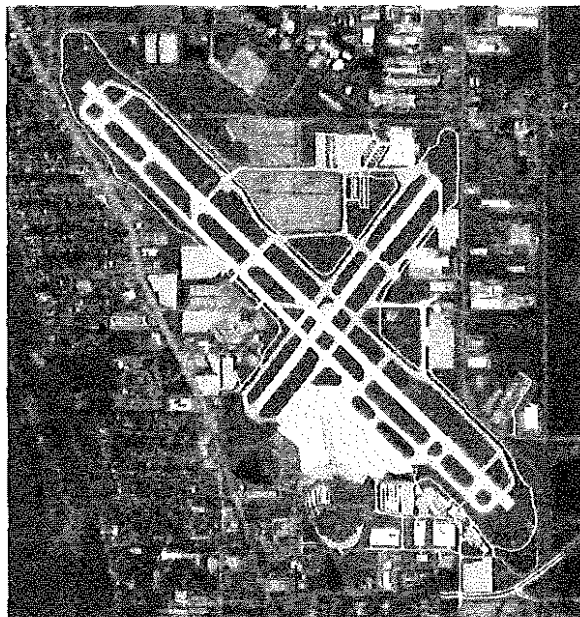
We are excited about the opportunity to once again serve the Sarasota Manatee Airport Authority (SMAA) at Sarasota Bradenton International Airport (SRQ). Mohsen Design Group Incorporated (MDG) is an Aviation Consulting Firm with staff members who have completed projects for SRQ since the late 1990s.

MDG is focused on Aviation! Our designated Project Manager and the Point of Contact, Mohsen Mohammadi, Ph.D., P.E., established MDG in 2022 to assist airports with planning, designing, and constructing various types of airside and landside projects. Mohsen has over 35 years of experience in the aviation industry. He and MDG's 15 dedicated staff members have collectively worked at over 35 airports in Florida and over 80 airports throughout the United States and the Virgin Islands.

For over 25 years, Mohsen has worked on numerous airside and landside projects at SRQ. Because of his longstanding history with the Airport, he has a broad understanding of the Airport's operations, local regulations, and unique permitting requirements. He is well-known to Airport staff and has proven to be highly technical, service-focused, and committed to superior quality. Mohsen has extensive knowledge of the FAA and FDOT standards and regulations and has long-term and collaborative relationships with the FAA Orlando Airports District office and FDOT District 1. Most importantly, he has a distinction for helping clients find creative solutions for receiving and prioritizing funding.

Our staff's vast experience at the Airport is demonstrated in the exhibit to the right and includes Long-Term Parking Lot Improvements, Remote Parking Expansion, Park N' Ride Parking Expansion, Rehabilitation and Improvements to Taxiways C, D, G, H, and a portion of F, Runway Inursion Mitigation, Exhibit A Update, MTC-EA Maintenance Hangars, Airfield Perimeter Service Road Expansion, and the East Airport Access Road. Mohsen served as either the Project Manager or Principal In Charge of a multi-year design and construction of the Airport Vehicle Service Road at SRQ, as highlighted in this exhibit.

Overall, Mohsen and MDG staff have completed over 15 projects at SRQ. Recent projects include the improvements to the Fuel Farm Facility at the Airport and the ongoing construction of Dolphin Aviation Hangars for Hawthorne Global Aviation Services. We are also completing the design and providing permitting services for another (Roper) Hangar. We have recent and successful experience working with Sarasota and Manatee County permitting agencies, SWFWMD, and the Florida Department of Environmental Protection (DEP).



MDGINC.US

LOI - 1





2202 N. Westshore Blvd., Suite 200  
Tampa, Florida 33607

To ensure we have a well-rounded team to best serve the Authority, we have included the following teaming partners:

- **ATKINSRÉALIS** - Independent Quality Reviews and Environmental Site Assessment
- **TIERRA, INC.** - Geotechnical Engineering Services and Quality Assurance (QA) Testing
- **HYATT SURVEY SERVICES, INC.** - Topographic Survey Services

MDG staff have numerous years of experience working with these firms on projects, including at SRQ. Extensive thought went into determining the best Team for this Contract, including each firm's reputation for quality work, commitment to client satisfaction, experience with similar projects, history of working with SRQ, past collaboration, location, and ability to respond quickly. As you review this Statement of Qualifications, you will find that the team we have built is prepared, available, and best suited to serve the Authority and the Airport.

MDG is committed to exceeding the Disadvantaged Business Enterprise (DBE) participation requirement for this project. Both MDG and Hyatt are certified under the Florida Unified Certification Program, demonstrating our dedication to partnering with highly qualified firms to not only successfully complete the project but also support DBE participation as required by the FAA.

The rapid success of MDG is due not only to our years of experience in the aviation industry but also to our reputation for client satisfaction and readiness. Most of our projects and contracts are from repeat clients whom we encourage you to contact. If selected, MDG staff promises to provide the same outstanding service as we have done in the past.

We hope that once you review this Statement of Qualifications and contact our existing and previous clients, you will find that we are the best team to serve the Authority, the Airport, and the community.

If you have any questions or require further information, my contact information is:

**2202 N. Westshore Blvd., Suite 200**  
**Tampa, FL 33607**  
**(813) 244-6609**  
**mohsen@mdginc.us**

Best regards,

**MOHSEN DESIGN GROUP INCORPORATED**

Mohsen Mohammadi, Ph.D., P.E.  
Principal





## EXPERIENCE WITH SIMILAR AIRPORT PROJECTS

Since our inception just over two years ago, MDG has worked at over 30 airports, including nearly 20 commercial services airports – a testament to our team's experience and knowledge. We have provided civil engineering design for FBO facilities, hangars, ramps, runways, taxiways, roadways, fuel farms, Ground Support Equipment (GSE) buildings, and more. Our firm has achieved significant growth and success thanks to the expertise of our team members in design and management, our level of client service, and our responsiveness to clients' challenges. MDG has quickly established itself as a beacon of excellence in civil engineering, becoming a trusted partner to public and private entities across the US and the Virgin Islands.

**80+**  
Airports Served

MDG's corporate office is in Tampa, Florida. We have 15 aviation-focused staff members who all reside in Florida and have collectively worked at over 80 airports. For decades, our team of engineers, designers, planners, construction managers, and inspectors have completed a multitude of projects at airports, including at Sarasota Bradenton International Airport (SRQ). Our team's expansive experience includes the design, rehabilitation, and extension of runways, taxiways, aprons, and other pavements, as well as the design of drainage and stormwater systems, hangar and FBO facilities, ARFF facilities, terminal renovations and expansion, ATCT construction, parking lots, roadways, rental car facilities, fuel farms, and shade canopy structures.

Although a newly established firm, our team boasts more airfield experience than many of our larger competitors. Twelve of our 15 employees have dedicated nearly their entire careers to aviation, collectively amassing over 200 years of expertise. Having collaborated on airport projects for many years—some for decades—our team operates with cohesion and insight.

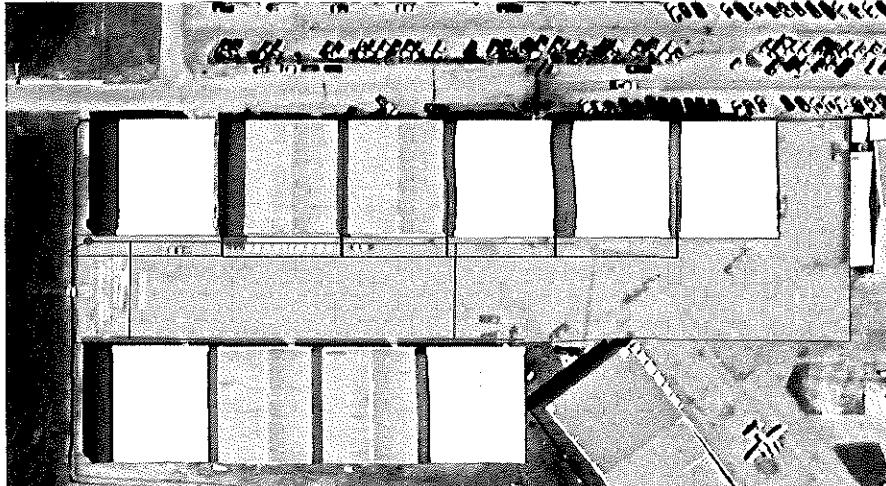
The table below shows the vast history of our proposed team's experience working at SRQ, which began in the 1990s and continues today. We understand the intricacies of the Airport, including its jurisdiction across two counties, have excellent working relationships with Airport staff and key stakeholders, and have proven ourselves to be a responsive, technically superior partner.

MDG KEY PERSONNEL SRQ PROJECT EXPERIENCE	MOHSEN MOHAMMADI	NABIL HMEIDI	ZIBA MOHAMMADI	GRAHAM FELAND	MARISELA HERNANDEZ	TIMEKA CARTER	AHMAD FARAHBAKHSH	YAN YANG
Reper Technologies Hangar Development: Current	•	•	•	•	•	•	•	•
Dolphin Aviation Hangars & Apron Pavement Rehabilitation: Current	•	•	•	•	•	•	•	•
Fuel Farm Improvements: Current	•	•	•	•	•	•	•	•
Remote Parking Expansion: 2022	•	•	•	•	•	•	•	•
Park N' Ride Parking Expansion: 2021	•	•	•	•	•	•	•	•
Long-term Parking Lot Improvements: 2020	•	•	•	•	•	•	•	•
Exhibit A Update: 2019	•	•	•	•	•	•	•	•
MTC-EA Maintenance Hangars: 2018	•	•	•	•	•	•	•	•
Runway Incursion Mitigation: 2018	•	•	•	•	•	•	•	•
East Airport Access Road: 2015	•	•	•	•	•	•	•	•
Airfield Perimeter Service Road Expansion: 2002-2009	•	•	•	•	•	•	•	•
Taxiways C, D, G, H, and a Portion of F: 2001-2009	•	•	•	•	•	•	•	•



# DOLPHIN AVIATION HANGARS & APRON PAVEMENT REHABILITATION

Sarasota Bradenton International Airport (SRQ)



**OWNER:**

Hawthorne Global Aviation Services

**CONTACT:**

Leslie McIntyre, Chief Human Resources  
1321 Upland Drive, Suite 16381  
Houston, TX 77043  
704-499-8679  
lmcintyre@hawthorne.aero

**DATES:**

2024-Design  
2025-Construction ongoing

**CONSTRUCTION COST:**

\$1.0M

**KEY PERSONNEL:**

**Mohsen Mohammadi, Ph.D., PE**  
*Project Manager, Principal, and EOR*

**Nabil Hmeidi, P.E.**  
*Geotechnical Engineer/Pavement Engineer*

**Graham Feland, P.E.**  
*Stormwater Design*

**Marisela Hernandez**  
*Permitting*

**SERVICES PROVIDED:**

Civil/Site Design  
Stormwater Design  
Permitting Coordination  
Coordination with Subconsultants  
Geotechnical Recommendations  
Pavement Design

This project involves the construction of six box hangars (approximately 9,000 SF each) at the Dolphin Aviation Facility at Sarasota Bradenton International Airport (SRQ).

The project also includes the reconstruction of 80,000 square feet of existing, deteriorated asphalt-paved apron/taxilane to enhance durability and functionality. Infrastructure improvements include the installation of new storm drainage pipes, airfield storm inlets, and regrading to optimize surface drainage. Additionally, an Oil/Water Separator (OWS) and a series of trench drain systems were incorporated to collect potential spills within the hangars and to further improve environmental compliance and manage stormwater quality.

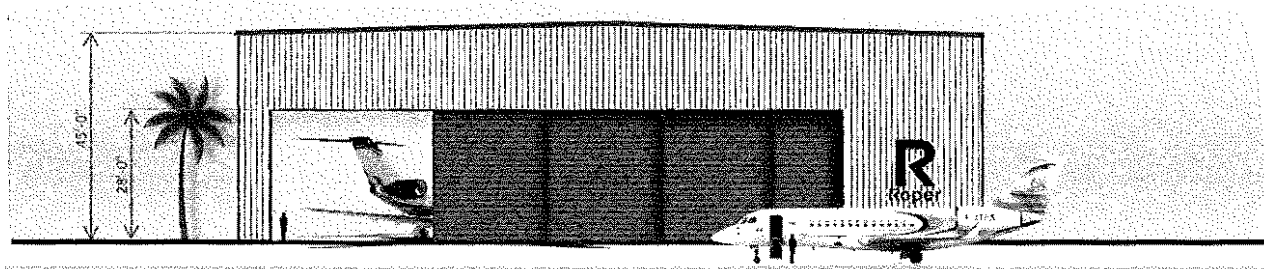
Additional services included improvements north of the existing and new hangars to minimize flooding, including new trench drains and a pipe network to redirect stormwater to a new storm system.

MDG's scope of services included civil and drainage design, stormwater permitting, and geotechnical and pavement recommendations. MDG also coordinated closely with the architect and subconsultants. Coordination with the Authority regarding stormwater permitting was also required.



# ROPER TECHNOLOGIES HANGAR DEVELOPMENT

Sarasota Bradenton International Airport (SRQ)



## OWNER:

Roper Technologies

## CONTACT:

Kirk Wallace, Development Manager  
Johnson-Laux Construction  
650 Garden Commerce Parkway  
Suite 100  
Winter Garden, FL 34787  
[kwallace@johnson-laux.com](mailto:kwallace@johnson-laux.com)

## DATES:

2024-Design  
2025-Construction

## CONSTRUCTION COST:

\$900K

## KEY PERSONNEL:

**Mohsen Mohammadi, Ph.D., PE**  
*Project Manager, Principal, and EOR*  
**Nabil Hmeidi, P.E.**  
*Geotechnical Engineer/Pavement Engineer*  
**Timeka Carter**  
*Airspace/CATEX*  
**Graham Feland, P.E.**  
*Stormwater/Utilities Design*

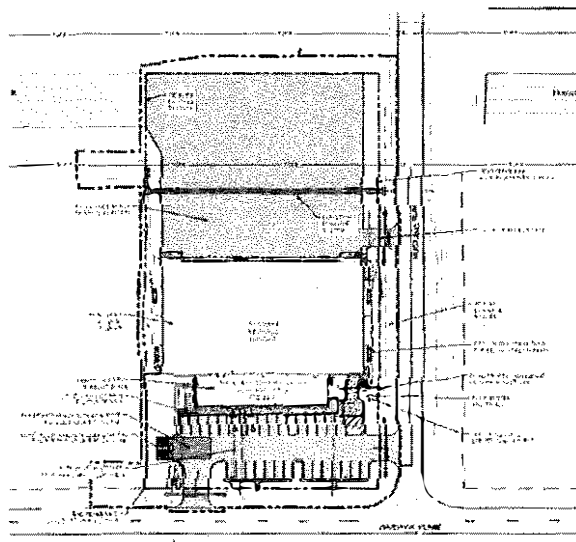
## SERVICES PROVIDED:

Civil/Site Design  
Coordination with Subconsultants  
Stormwater Design  
Permitting  
Planning - Airspace, CATEX, CSPP

MDG provided professional engineering services for this new development, which includes the design and construction of a 29,000-square-foot hangar with integrated office spaces. To support aircraft operations, a 35,000-square-foot asphalt-paved apron will be constructed on the north side of the hangar, while designated asphalt-paved parking and driveway areas for employees and visitors will be developed on the south side.

The project also features a stormwater management facility designed to regulate runoff and ensure compliance with environmental regulations. MDG designed the stormwater system in accordance with FAA standards and the current SRQ Stormwater Master Plan. Additional improvements include the installation of new landscaping and pavement markings to enhance safety, functionality, and aesthetics.

MDG's scope of services includes the civil design and preparation of construction contract documents, coordination with the architect and subconsultants, and the development of construction cost estimates and technical specifications. MDG conducted the Airspace Analysis and prepared the Construction Safety and Phasing Plan (CSPP), which was submitted to the FAA through the OE/AAA web portal.



# NEW TERMINAL AND RELATED INFRASTRUCTURE

Venice Municipal Airport (VNC)



**OWNER:**

City of Venice, Florida

**CONTACT:**

Mark Cervasio, Airport Director  
150 Airport Avenue East  
Venice, FL 34285  
(941) 486-2711  
[mcervasio@flyvnc.com](mailto:mcervasio@flyvnc.com)

**DATES:**

2024-Design  
2025- Construction

**CONSTRUCTION COST:**

\$1.0M - CIVIL

**KEY PERSONNEL:**

**Mohsen Mohammadi, Ph.D., PE**  
*Project Manager, Principal, and EOR*  
**Ziba Mohammadi, P.E.**  
*Roadway Engineer*  
**Nabil Hmeidi, P.E.**  
*Geotechnical Engineer/Pavement Engineer*  
**Timeka Carter**  
*Airspace/CATEX*  
**Graham Feland, P.E.**  
*Stormwater Design*

**SERVICES PROVIDED:**

Civil/Site Design  
Permitting  
Stormwater Design  
Coordination with Subconsultants  
Bidding/Award Assistance  
Planning -Airspace, CATEX, CSPP  
Construction Administration  
Resident Project Representative

MDG is providing professional engineering, permitting, bidding phase, and construction administration services for the construction of a new 2-story terminal building at Venice Municipal Airport. The new 8,750-square-foot facility will be constructed adjacent to the existing building, which is over 40 years old and has exceeded its useful life.

The new terminal building will include extensive site development to support multimodal transportation and sustainability initiatives. Planned improvements include a new realigned roadway, a parking lot, dedicated solar-powered vehicle and bicycle charging stations, and enhanced landscaping to complement the airport's aesthetics. The project will also incorporate multi-modal access roads and sidewalks to improve connectivity, strategically placed site lighting for enhanced visibility and safety, perimeter security fencing, and upgraded utility and drainage systems to ensure long-term functionality.

A new stormwater system was designed and permitted through SWFWMD. Utilities include a new water line, sewer line, natural gas, and power.



# FBO AND HANGAR DEVELOPMENT

Palm Beach International Airport (PBI)



**OWNER:**

Signature Aviation

**CONTACT:**

Brian Coyle  
Manager, Fuel and Facilities  
13485 Veterans Way, Suite 600  
Orlando, Florida 32827  
(256) 975-5740

**DATES:**

2023 - Design  
2024 - Construction ongoing

**CONSTRUCTION COST:**

\$65M

**KEY PERSONNEL:**

**Mohsen Mohammadi, Ph.D., PE**  
*Project Manager, Principal, and EOR*  
**Nabil Hmeid, P.E.**

*Geotechnical Engineer/Pavement Engineer*

**Timeka Carter**

*Airspace Analysis*

**Graham Feland, P.E.**

*Stormwater Design*

**Marisela Hernandez**

*Permitting*

**SERVICES PROVIDED:**

Civil/Site Design - Apron, Parking,  
Roadway  
Stormwater Design  
Permitting Coordination  
Coordination with Subconsultants  
Geotechnical Recommendations  
Pavement Design  
Planning - Airspace, CSPP

This multi-phase project includes the construction of three hangar structures (each 39,600 SF) with attached office/shop spaces and associated parking areas, a new 250,000 SF concrete-paved ramp, a two-story terminal building, a fuel farm, and a Ground Service Equipment (GSE) maintenance facility. Additional components involve new access roadways and parking lots, environmental permitting for the relocation of burrowing owls, stormwater management design, utility design, and airspace evaluation.

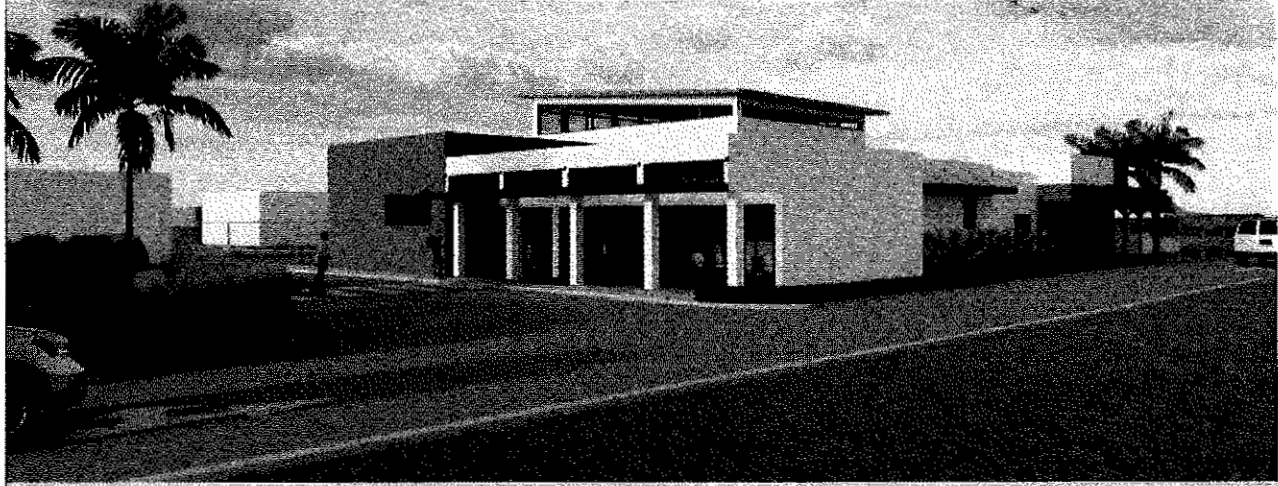
MDG provides civil engineering design services, including site grading, drainage analysis, pavement design, and utility coordination. MDG also leads coordination efforts with multidisciplinary consultants, subconsultants, and regulatory agencies to obtain the necessary permits and approvals.

Extensive coordination with Airport Operations was essential for phased construction activities and AOA access. Temporary AOA fencing was strategically installed and relocated throughout each construction phase.



# GENERAL AVIATION TERMINAL & RELATED INFRASTRUCTURE

Zephyrhills Municipal Airport (ZPH)



## OWNER:

City of Zephyrhills, Florida

## CONTACT:

Nathan Coleman, Airport Director  
39450 South Avenue  
Zephyrhills, FL, 33542  
(813) 780-0030  
[ncoleman@ci.zephyrhills.fl.us](mailto:ncoleman@ci.zephyrhills.fl.us)

## DATES:

2024 - Design  
2025, 2026 - Construction

## CONSTRUCTION COST:

\$5M

## KEY PERSONNEL:

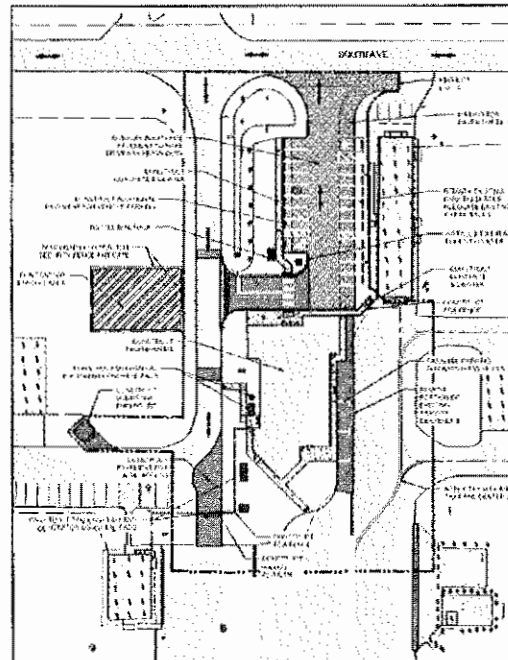
**Mohsen Mohammadi, Ph.D., PE**  
Project Manager, Principal, and EOR  
**Ziba Mohammadi, P.E.**  
Roadway Engineer  
**Nabil Hmeidi, P.E.**  
Geotechnical Engineer/Pavement Engineer  
**Timeka Carter**  
Airspace/CATEX  
**Graham Feland, P.E.**  
Stormwater Design

## SERVICES PROVIDED:

Civil/Site Design - Apron, Parking,  
Roadway  
Permitting  
Geotechnical Recommendations  
Bidding/Award Assistance  
Planning - Airspace, CATEX, CSPP

This project includes the design for an 8,000-square-foot FBO Terminal and Airport Administration building at Zephyrhills Municipal Airport. The project includes the design of new access road and parking facilities, utilities, and stormwater.

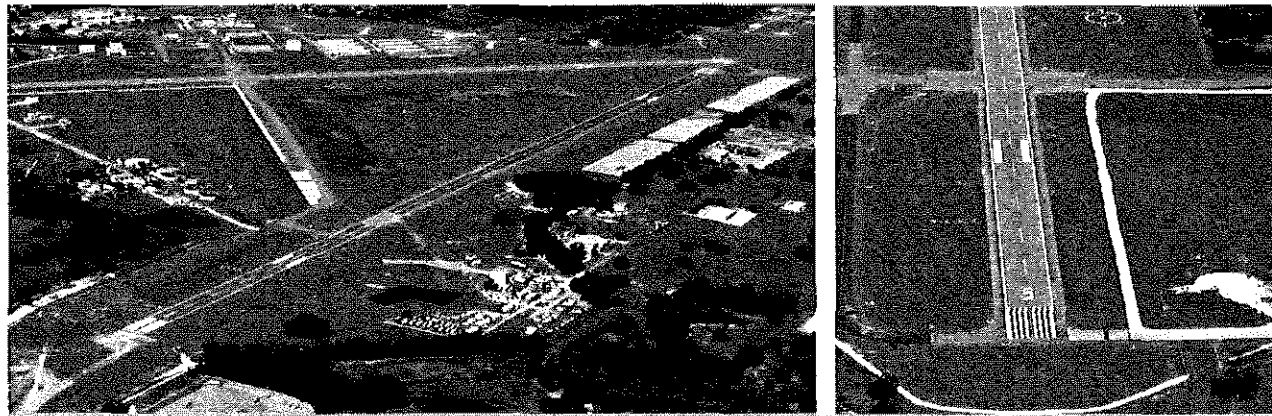
MDG provided professional civil engineering and permitting services to support this project. These services include drainage design and permitting, site design for the new building, design of utilities (water, sewer, communications, power), aircraft parking apron design, parking lot design, modification of the entrance road, and adjustments to the existing AOA gate and fencing.





# RUNWAY 1-19 REHABILITATION AND NEW TAXIWAY F

Zephyrhills Municipal Airport (ZPH)



**OWNER:**

City of Zephyrhills, Florida

**CONTACT:**

Nathan Coleman, Airport Director  
39450 South Avenue  
Zephyrhills, FL, 33542  
(813) 780-0030  
[ncoleman@ci.zephyrhills.fl.us](mailto:ncoleman@ci.zephyrhills.fl.us)

**DATES:**

2024 - Design  
2025 - Construction

**CONSTRUCTION COST:**

Runway 1-19: \$4.3M  
Taxiway F: \$1.9M

**KEY PERSONNEL:**

**Mohsen Mohammadi, Ph.D., PE**  
*Project Manager, Principal, and EOR*  
**Ziba Mohammadi, P.E.**  
*Airfield Engineer*  
**Nabil Hmeidi, P.E.**  
*Geotechnical Engineer/Pavement Engineer*  
**Timeka Carter**  
*Airspace/CATEX*  
**Graham Feland, P.E.**  
*Stormwater Design*

**SERVICES PROVIDED:**

Airfield Design  
Permitting  
Subconsultant Coordination  
Coordination with FAA & FDOT  
Geotechnical Recommendations  
Bidding/Award Assistance  
Planning - Airspace, CATEX, CSPP  
Grant Pre-Applications

MDG is providing professional engineering services for the design, permitting, and bidding of two key airfield improvement projects at Zephyrhills Municipal Airport (ZPH): the rehabilitation of Runway 1-19 and the construction of new Taxiway F.

Runway 1-19 was originally constructed in 1942 and measured approximately 4,695 feet in length and 100 feet in width, with 25-foot-wide shoulders. In 2022, the runway was extended by 1,505 feet; however, this new portion is not included in the current rehabilitation project. As part of the improvements, an FAA-required Runway Safety Area (RSA) analysis was conducted to evaluate objects within the RSA, determining whether they are fixed-by-function or meet frangibility standards. The rehabilitation involves milling 2 inches of the existing asphalt and overlaying it with a new asphalt mix pavement surface course. The paved shoulders are also being milled and resurfaced with new asphalt. Additionally, the project includes electrical upgrades, primarily replacing the elevated runway edge and end lights with flush-mounted lighting.

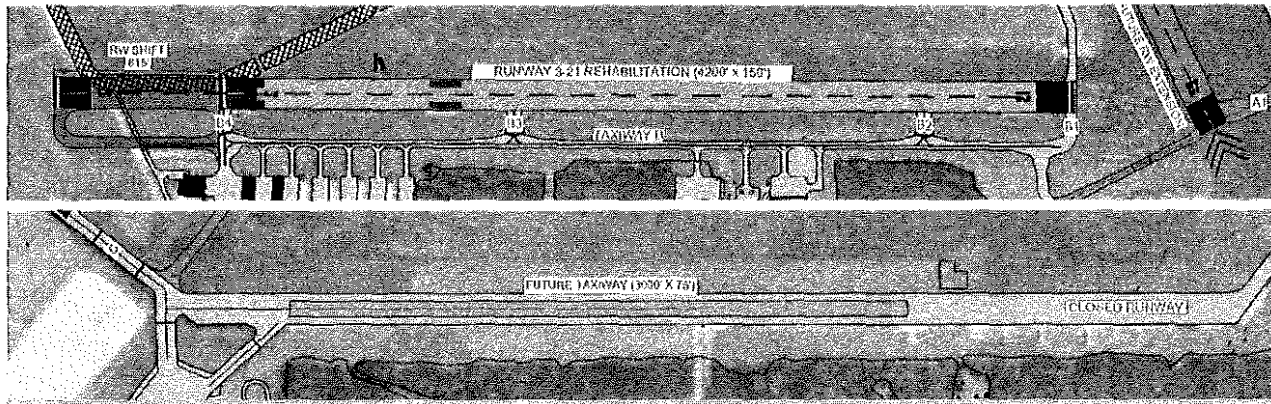
Alongside the runway rehabilitation, MDG is also providing professional engineering services for the design and construction of Taxiway F, a new partial parallel taxiway on the south side of Runway 5-23. Measuring 35 feet in width and extending approximately 1,700 feet, the taxiway will enhance operational safety and improve aircraft movement efficiency by providing a direct and controlled path between the end of Runway 5 and the existing Taxiway B.

The Taxiway F project includes site grading, pavement design, drainage improvements, and airfield lighting and signage installation.



# RUNWAY 3-21 REHABILITATION AND SHIFT AND ABANDONED RUNWAY CONVERSION TO TAXIWAY

Brooksville-Tampa Bay Regional Airport (BKV)



## OWNER:

Hernando County, Florida

## CONTACT:

Steve Miller, Airport Manager  
15800 Flight Path Dr.  
Brooksville, FL 34604  
352-754-4061

[smiller@co.hernando.fl.us](mailto:smiller@co.hernando.fl.us)

## DATES:

2024 - Design  
2025, 2026 Construction

## CONSTRUCTION COST:

\$15M

## KEY PERSONNEL:

**Mohsen Mohammadi, Ph.D., PE**  
Project Manager, Principal, and EOR

**Ziba Mohammadi, P.E.**

Airfield Engineer

**Nabil Hmaldi, P.E.**

Geotechnical Engineer/Pavement Engineer

**Timeka Carter**

Airspace/CATEX

**Graham Feland, P.E.**

Stormwater Design

## SERVICES PROVIDED:

Airfield & Pavement Design  
Stormwater Design  
SWFWMD Permitting  
Environmental Survey & Permitting  
Geotechnical Recommendations  
Bidding/Award Assistance  
Planning - Airspace, CATEX, CSPP  
Coordination with FAA & FDOT  
Safety Risk Management (SRM) Process  
Grant Assistance

MDG is providing professional engineering services for the design, permitting, bidding, and construction phases of multiple airfield improvements at Brooksville-Tampa Bay Regional Airport (BKV).

In 2022, the threshold for Runway 21 was shifted south by removing 815 feet from its end, reducing the total runway length from 5,015 feet to approximately 4,200 feet. This modification was made following the FAA's recommendation to decouple Runways 9-27 and 3-21 from Runway 21, ensuring compliance with Runway Safety Area (RSA) clearance requirements.

The current project seeks to restore the full operational length of Runway 3-21 by extending the runway 815 feet to the south at the Runway 3 end. Taxiway B will also be extended to align with the new runway configuration. Sections of abandoned pavement along the west side of Runway 3-21 and a portion of Runway Drive that crosses or is near the proposed extension will be removed to eliminate potential runway incursions. The existing concrete runway pavement will be milled and overlaid with new asphalt.

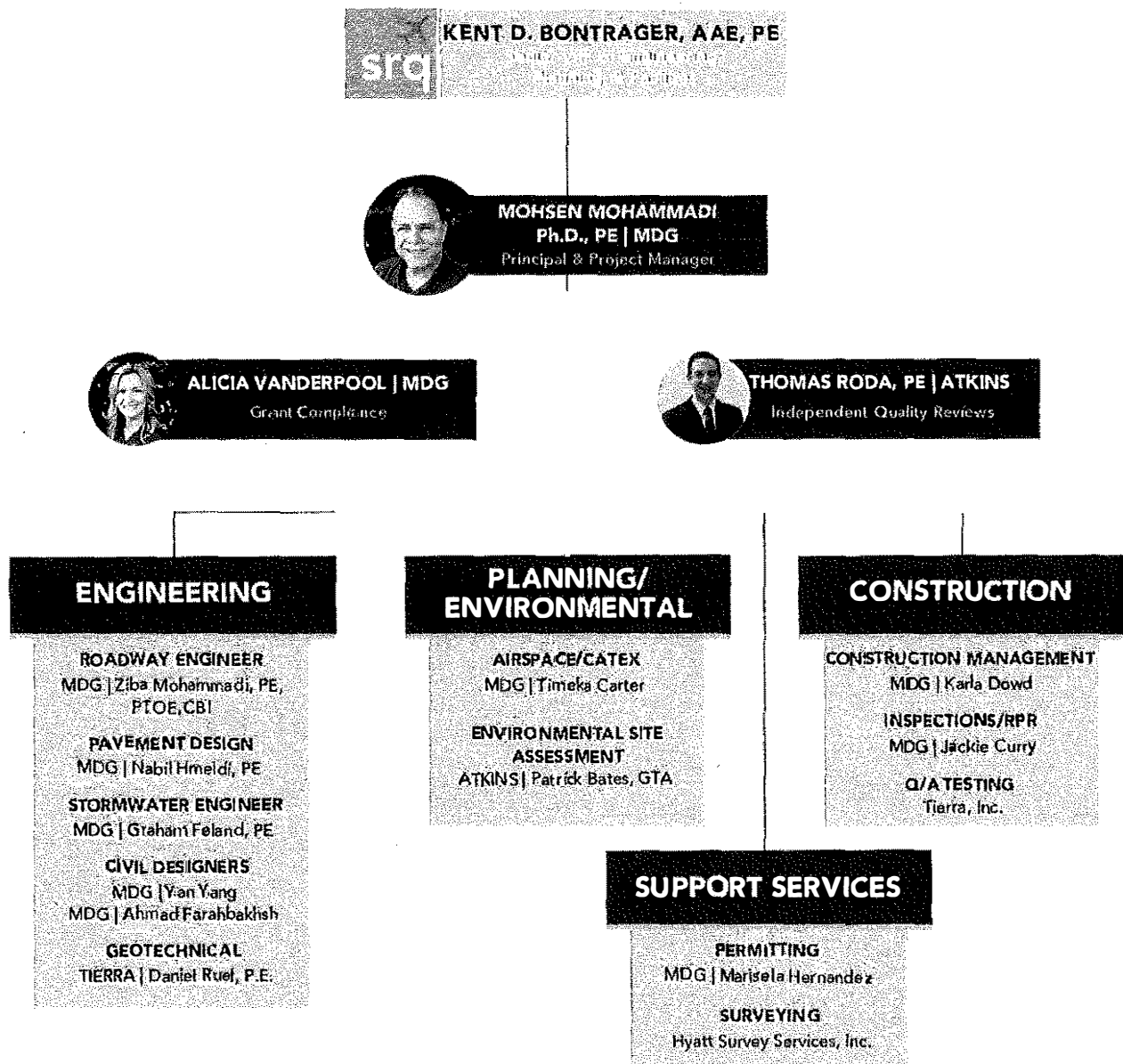
Another key component of this project involves repurposing an abandoned runway located on the west side of the airfield. Originally constructed in the 1940s, this pavement has recently been used as a taxiway. To support future airport development, it will be rehabilitated and officially converted into a taxiway. The existing pavement, which is 150 feet wide, will be reduced to 75 feet to better accommodate anticipated aircraft operations. This phase of the project will rehabilitate approximately 3,000 feet of the pavement, with the remaining portion scheduled for future rehabilitation as demand for facilities on the south side of the airport increases.

Additional project elements include the construction of an in-field stormwater management facility, obstruction removal, regrading of shoulders and the RSA, and the installation of new lighting, signage, and pavement markings.

**B****TEAM ORGANIZATION**

The success of any project relies heavily on the organization and coordination of its management functions. This includes identifying the lines of authority and coordination and the essential management functions required to bring the project to fruition. Below, you will find that MDG has put an abundance of effort and care into determining that all members of our team have clearly defined roles, have the time to function in their assigned roles effectively, are supported by other qualified team members, and know who they are to report to.

To serve the Authority in the most efficient and proactive way, the Airport staff will have direct and continuous communication with Mohsen, the designated Project Manager and Point of Contact. All communication between the Authority and the consultant team will be through Mohsen. He will ensure all tasks and milestones are completed in a timely manner.







## Key Personnel



### **MOHSEN MOHAMMADI, Ph.D., P.E. (Tampa, FL) - Project Manager and Principal-In-Charge**

Mohsen Mohammadi, Ph.D., P.E. will be the designated Project Manager and Principal-In-Charge. He has been practicing engineering for over 35 years, working for public and private clients. His experience includes many aspects of civil and structural engineering, including project management, design of various airport pavements, including runways, taxiways, and aprons, construction management, and roadway and bridge design. He has worked at over 35 Florida airports and over 75 airports throughout the U.S. and the Virgin Islands. Mohsen has worked at SRQ for over 25 years and has been involved in a multitude of projects. Having served as the Project Manager for the design and construction of the vehicle service road to be relocated as part of this project, he will bring historical knowledge like no other. Over the years, Mohsen has proven his dedication to being responsive and available and to providing quality service. Mohsen will bring this same level of commitment the Authority and the Airport have come to expect.



### **NABIL HMEIDI, P.E. (Lake City, FL) - Pavement Design**

Nabil has over 35 years of extensive experience in geotechnical and pavement design engineering. His expertise in pavement evaluations, site preparation, and foundation support has been demonstrated across multiple aviation projects, including over a decade of work at SRQ. For this project, Nabil will apply his knowledge in geotechnical analysis, pavement design, and construction coordination to ensure a safe and efficient design. His ability to integrate site-specific geotechnical data with practical engineering solutions will contribute to the success of this project, enhancing safety and compliance with FAA standards.



### **ZIBA MOHAMMADI, P.E., PTOE, CBI (St. Petersburg, FL) - Roadway Engineering**

Ziba, a highly experienced civil and structural engineer with over 30 years in the industry, will serve as the roadway engineer for this project at SRQ. Her extensive background includes program and project management, airfield and roadway design, traffic engineering, drainage, and construction management. Having led numerous transportation projects during her 23-year tenure with the City of St. Petersburg, Ziba has developed a deep understanding of infrastructure development and regulatory compliance. Additionally, her involvement in multiple aviation projects at airports across Florida and the U.S. has equipped her with specialized expertise in airside and landside engineering. Her ability to integrate roadway and airport engineering principles ensures a well-coordinated and efficient design approach, making her a valuable asset to the success of this project.



### **GRAHAM FELAND, P.E. (Orlando, FL) - Stormwater Engineering**

Graham will serve as the Stormwater Engineer for this project. He brings extensive experience in stormwater design and permitting and is currently involved in three other projects at SRQ. He has a deep understanding of the airport's master plan, drainage permits, and regulations. Graham's strong background in coordinating with Sarasota and Manatee Counties and the Southwest Florida Water Management District (SWFWMD) facilitates smooth permit approvals and project execution. In addition to his work at SRQ, Graham has led stormwater design for major aviation projects, including ramp and taxiway improvements at Miami International Airport (MIA), a new terminal at Venice Municipal Airport (VNC), and hangar developments at Brooksville-Tampa Bay Regional Airport (BKV) and Atlantic City International Airport (ACY). His expertise in redesigning stormwater networks, incorporating advanced treatment systems, and ensuring regulatory compliance makes him a valuable asset to this project.



### **TIMEKA CARTER (West Palm, FL) - Planning/Airspace**

Timeka brings to the table more than 17 years of experience in Aviation Planning, with a focus on achieving efficiency, flexibility, and feasibility in the airport's Master Plan to ensure its long-term viability. Her diverse experience includes Airport Master Planning, Part 150 Noise Studies, Airport Layout Plan Updates, NEPA Environmental Studies (CATEX and EA), OE/AAA Checklists, and Construction Safety and Phasing Planning. Throughout her career, she has played a key role in multiple projects at SRQ. Her responsibilities have ranged from airspace analysis and permitting to environmental planning and property boundary research. Beyond SRQ, she has led aviation planning efforts at airports across the country. Her expertise in FAA coordination, NEPA documentation, and airspace analysis ensures seamless project execution, regulatory compliance, and optimized airport development.



**KARLA DOWD** (Homosassa, FL) - Construction Services Lead

Karla possesses over 38 years of Construction Service and Resident Project Representative (RPR) experience. She has excellent project management skills, coupled with the ability to manage clients effectively. Her most recent projects have been RPR services at Tampa International Airport, Peter O. Knight Airport, and Venice Municipal Airport. Karla's primary role will be to oversee daily construction operations, ensuring that all projects adhere to contract documents and construction plans to minimize the potential for defects and deficiencies.



**THOMAS RODA, PE** (Tampa, FL) - Independent Quality Reviews

Thomas Roda is the manager of AtkinsRéalis' Florida Aviation market sector, bringing 26 years of experience in aviation planning, engineering, and construction. He has been directly involved in nearly \$11 billion in capital improvement projects across 40 airports in the U.S., Caribbean, and Middle East. His expertise spans the design and construction of runways, taxiways, roadways, buildings, and supporting infrastructure. A proven leader, Thomas has managed large multidisciplinary teams on diverse projects, including major developments at Sarasota-Bradenton International Airport, Pensacola International Airport, Lakeland Linder International Airport, and Fort Lauderdale-Hollywood International Airport.



**PATRICK BATES, GTA** (Sarasota, FL) - Environmental Site Assessment

Patrick Bates is an ecological scientist with 23 years of experience in environmental assessment, monitoring, and permitting across Florida. He lives in Sarasota and has extensive project experience in Sarasota County. Patrick's expertise includes wildlife habitat assessment, threatened and endangered species evaluations, wetland delineation, mitigation site monitoring, water quality analysis, and environmental compliance. He has collaborated with agencies such as the Florida Fish and Wildlife Conservation Commission (FWC) and the U.S. Fish and Wildlife Service (USFWS). As a project scientist at AtkinsRéalis, Patrick has contributed to numerous infrastructure and environmental projects, particularly in Sarasota, providing critical ecological insights for parks, roadways, mitigation areas, and public works initiatives.



## Subconsultant Partners

### AtkinsRéalis

#### INDEPENDENT QUALITY REVIEWS | ENVIRONMENTAL SITE ASSESSMENT |

AtkinsRéalis has served as a trusted advisor to aviation clients for more than 50 years. In the past 10 years, they have completed airport pavement projects at more than 46 airports nationwide. They are a well-respected global and fully integrated professional services and project management company dedicated to engineering a better future. They strive to create sustainable solutions that connect people, technology, and data to design, deliver, and operate all types of projects. Their approach offers project solutions with a comprehensive end-to-end awareness focused on efficiency, constructability, cost-effectiveness, sustainability, and quality. They apply this philosophy across the whole life cycle of an asset, including planning, environmental services, engineering design, and project and construction management.



#### GEOTECHNICAL ENGINEERING | AIDE | Tierra, Inc. (Tierra) is a full-service consulting

geotechnical, environmental, and construction materials testing engineering firm. They have provided these services to a large variety of public and private clients, including architects, engineers, contractors, developers, utilities, institutions, schools, military, municipalities, and private enterprises covering commercial and residential entities. Tierra's collective project experience is broad-based, covering port and airport construction, pavement design of municipal airports, buildings, highways, bridges, communication towers, dams and levees, sinkhole remediation, ground improvement projects, water supply projects, landfills, slope stability analyses, and distressed structure/foundation studies. Tierra has been involved in many projects at SRQ, including the Taxiway B Rehabilitation, Parking Lot Expansion, North Quad Access Roadway, and Fuel Tank Improvements.



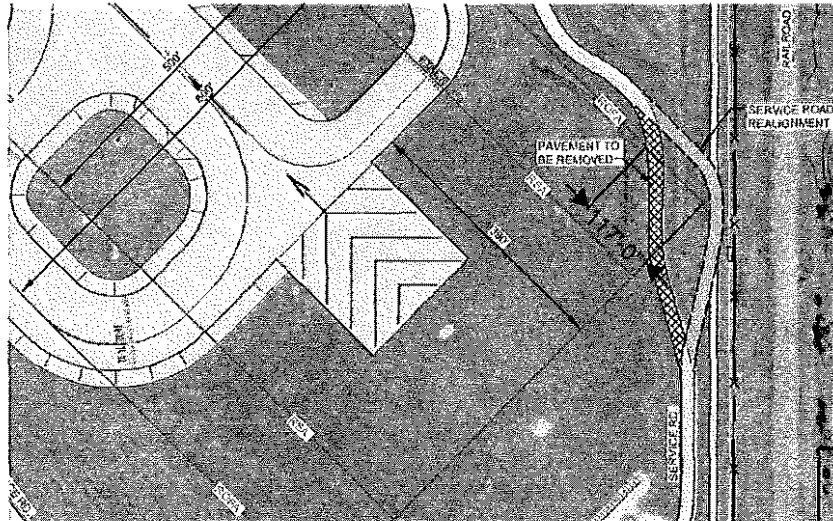
**SURVEYING | DDC/MSR | Hyatt Survey Services, Inc. (Hyatt) is a full-service surveying and mapping company with a professional staff combining over 75 years of extensive professional experience in a variety of project areas. They are located in Manatee County, providing convenient access to SRQ. Hyatt has been providing surveying services at SRQ for over 20 years.**



## APPROACH

### PROJECT UNDERSTANDING

The Sarasota Manatee Airport Authority (Authority) intends to select a Consultant to provide professional services related to Runway 14-32 Runway Object Free Area (ROFA) improvements. These improvements are associated with the presence of the existing vehicle service road (VSR) within the ROFA on the southeast corner of the ROFA. The encroachment is approximately 117 feet, as shown in the exhibit below provided by the Authority.



Source: Sarasota Manatee Airport Authority

The proposed project will realign the existing VSR outside the ROFA, as required by the FAA's Advisory Circular 5300-13B, Chapter 6, Section 6.5.2.1. The current Runway Safety Area (RSA) and ROFA are established to allow operations on Runway 14-32 using Declared Distances. Table 1 below provides the existing Declared Distances for Runway 14-32. These Declared Distances were established as part of the 2021 Airport Layout Plan (ALP) update. To maintain the current Declared Distances, the FAA has requested that the Authority clear the ROFA by relocating approximately 400 feet of the VSR. If the VSR is not relocated, the Authority would be required to modify the Declared Distances, as shown in Table 2 below.

Runway 14-32 Declared Distances (feet)				
VSR clear of the ROFA				
Runway	TORA	TODA	ASDA	LDA
14	8,350	9,500	8,890	7,540
32	8,150	9,500	8,660	7,510

Table 1

Runway 14-32 Declared Distances (feet)				
VSR inside the ROFA				
Runway	TORA	TODA	ASDA	LDA
14	8,350	9,500	8,773	7,423
32	8,150	9,500	8,660	7,510

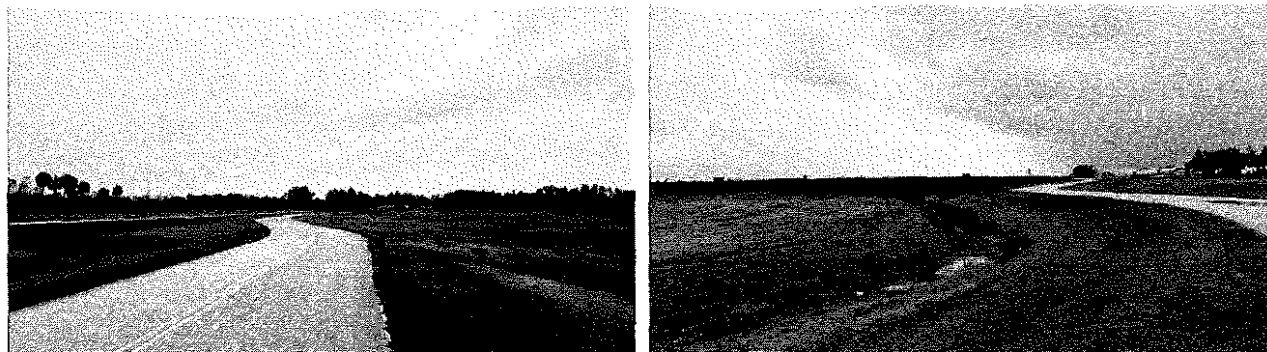
Table 2

The presence of the VSR within the ROFA will reduce the ASDA (Accelerate-Stop Distance Available) and the LDA (Landing Distance Available) for Runway 14 by approximately 117 feet. The TORA (Take-off Run Available) and TODA (Take-off Distance Available) for Runway 14 will remain the same. Declared Distances for Runway 32 will remain the same regardless of the VSR location on the southeast corner of the airfield. The Authority intends to maintain the current published Declared Distances shown in Table 1 and maintain the current safety level on Runway 14, hence this current project. The Authority is not interested in adjusting the ASDA and LDA for Runway 14-32, as shown in Table 2, and keeping the VSR at its current location.

The following provides typical steps that will be necessary for designing and constructing this project:

## DUE DILIGENCE AND PLANNING

During this phase of the project, our team will conduct a site visit, assess the project scope, and evaluate design alternatives as needed to develop the most efficient and cost-effective plan for improvements to the ROFA. Mohsen brings invaluable expertise to this effort, having served as the Project Manager for the original design and construction of the existing VSR, along with other key sections of SRQ's service road network.



*Existing VSR to be relocated*

The following identifies several tasks that MDG will address prior to completing the design:

- a. **Environmental Site Assessment.** We will visit the site to address any environmental impact on these projects. Based on the initial evaluation, a Short-Form CATEX should suffice to construct this project. The project should not impact environmental conditions such as protected species, floodplains, and wetlands. However, we will engage an Environmental Scientist to verify this information.
- b. **Site Planning.** Our team will evaluate the geometry and orientation of the realigned VSR to provide the optimum road with proper access to the outer service road while clearing the ROFA. The new VSR will continue as a two-lane roadway with the same pavement structure. The approaching roadway sections will also be evaluated to determine the condition of the pavement and to provide recommendations on any necessary pavement rehabilitation.
- c. **Stormwater Evaluation.** The proposed roadway realignment will require slight modifications to the existing stormwater ponds and ditches. We do not anticipate a significant increase in additional impervious areas. Therefore, the realignment of the road will require limited re-grading of the existing ponds and ditches. Our design team will evaluate the existing stormwater system at this phase to help minimize impact and control construction costs. Our team will work closely with the Airport and its Stormwater Consultant, EG Solutions, who prepared the Stormwater Master Plan and the Conceptual Permit to address any project stormwater requirements. This issue should be addressed early on to address the extent of permitting required through Southwest Florida Water Management District and Sarasota County.
- d. **Funding.** Our team will validate the project cost based on the preferred alternative and determine if additional funding may be necessary. We understand that this project will be partially funded by the FAA and FDOT. As material costs rise and the supply chain continues to be constrained, current funds identified in the CiP may not be sufficient to complete the planned projects. Our team will work with the Authority, FDOT, and the FAA to evaluate funding cycles and availability and update the CiP, as requested. MDG has in-house capabilities to prepare grant Pre-Applications and Applications and monitor for grant compliance throughout the design and construction of the project, if requested by the Authority.

## PRELIMINARY DESIGN - 30% CONCEPTS

During this project phase, our team will complete all the fieldwork, including surveys, subsurface utility engineering, and geotechnical investigations. We will prepare preliminary drawings and the associated cost estimates. The team will meet with the Authority to discuss the design, costs, and project schedule and make any adjustments before preparing the contract documents. Our team will investigate all permitting requirements through SWFWMD and Sarasota Counties and request a Pre-Application meeting before complete design.

### **CONTRACT DOCUMENTS - 60% DESIGN**

This phase entails continuing the design of project elements such as pavement design, stormwater modifications and design, and construction phasing. The FAA will require a Construction Safety and Phasing Plan (CSPP) for this project. Therefore, our team will prepare a CSPP at the end of this phase for submission to the FAA via the OE/AAA web portal, along with the airspace evaluation (7460s).

As part of the CSPP, our team will identify construction access, haul routes, and a staging area. To limit access to the AOA, a temporary construction gate from 15<sup>th</sup> St. may be the optimum access point for the contractor, as shown below.



*Proposed access point and staging area*

In addition, if required, we will coordinate with the Airport and Air Traffic Control to begin the Safety Risk Management (SRM) process for this project. We anticipate that the SRM process for this project will be limited to submitting the construction plans and the CSPP to Air Traffic Control. The MDG Team has had experience participating in this process, including participation in SRM panels. We can assist with this process and provide all the documentation necessary to evaluate all potential risks to air traffic and the proposed mitigations.

### **CONTRACT DOCUMENTS - 90% DESIGN**

During the 90% design phase, our team will complete the design and prepare 90% level construction plans and technical specifications. We will assist with preparing the bidding documents, including a bidding schedule, bid forms, and other required documents. We will also complete the final cost estimate and coordinate with the Airport on any value engineering needed to keep the project within budget. Permitting through Sarasota County and SWFWMD will be initiated during this phase as well.

### **BID DOCUMENTS - 100% DESIGN**

Once the final review comments are received, our team will compile all the bid documents, including plans, specifications, geotechnical investigation report, bid schedule, and other general and special provisions required, and submit them to the Authority for advertising the project for bids.

### **BIDDING AND AWARD**

During the bidding and award phase, MDG will assist the Authority by providing comprehensive support to ensure a smooth and efficient process. This includes preparing bid documents, issuing the bid package to prospective contractors, and addressing any questions or clarifications during the bidding period. MDG will evaluate contractor submissions, reviewing bids for completeness, compliance with requirements, and adherence to the project specifications and budget. Our team will assist the Authority in conducting pre-bid meetings and facilitating site visits to provide bidders with critical project insights. Additionally, MDG will analyze bid results, prepare a recommendation for award, and support the Authority in selecting the most qualified contractor.

## CONSTRUCTION ADMINISTRATION

To maintain a smooth transition between design and construction, our team will ensure that the Project Manager or engineer and our designated construction personnel stay involved with the construction activities. Karla Dowd will serve as the Construction Manager, working closely with our project control specialist, Alicia Vanderpool, to proactively monitor, document, and manage all construction activities. These activities will include, but are not limited to, the following:

- a. **Prior to Notice-to-Proceed:** Before construction begins, we will conduct a pre-construction conference before issuing a notice to proceed to the contractor. The Airport, the contractor, the design team, and any other invested stakeholders will be invited to attend. This meeting will review the project scope according to the design plans, discuss the construction schedule, phasing, and safety requirements, and examine the grant obligations.
- b. **After Notice-to-Proceed:** Once construction begins, it is critical to ensure construction activities follow the contract documents, specifically scope, cost, and schedule. Proper documentation is vital. The construction management team will manage the project's record keeping, financial and schedule details, and coordination with interested stakeholders and other parties. This includes maintaining a record of all communications, submittals, responses to Requests for Information (RFIs), change orders, pay requests, construction meetings, and other construction management tasks. Coordination between the Airport, the contractor, the design team, and the construction manager must be accurately documented. As the Project Manager, Mohsen will work closely with Karla Dowd, our Construction Manager, throughout this process to ensure that our team addresses any construction-related items in a timely manner to keep the project on schedule.
- c. **FAA Compliance:** Since FAA funding is used on this project, the contractor must meet all grant compliances via data reporting obligations during construction. To ensure these obligations are met for the duration of the project, the team will collect and review the contractor's DBE Participation reports, Monthly Pay Applications, Certified Payrolls, Subcontractor Payment Certifications, compliance with the Buy American Clause, E-Verify documentation, Davis-Bacon wage interviews, and other grant assurances required when accepting FAA funding. Karla will work with Alicia Vanderpool on these grant compliance items.

## FULL-TIME ON-SITE INSPECTIONS

For this project and as the Airport requires, MDG will assign a full-time Resident Project Representative (RPR) to observe construction activities daily. Jackie Curry is one of our RPRs assigned to this project. She has worked with Mohsen and Karla on numerous airport projects and will bring years of experience in inspections and materials testing. The RPR will be involved with the following tasks throughout the project:

- a. Prepare daily logs of the contractor's activities and progress.
- b. Use daily photos and videos to document site conditions.
- c. Assist the construction manager in keeping track of RFI's and submittals.
- d. Review and verify quantities and progress payments.
- e. Coordinate quality assurance testing activities with the contractor's quality control process.
- f. Assist the construction manager in monitoring the project schedule and budget.
- g. Attend all construction progress meetings and prepare agendas and meeting minutes.
- h. Inform Airport Operations and the construction manager of any safety and security concerns.
- i. Perform Davis Bacon wage interviews, if required.
- j. Attend and document punch list inspection and final acceptance site visits.
- k. Assist the construction manager in project closeout and compile final documentation such as record drawings, warranty manuals, and testing results.



A competent and proactive RPR on site would help ensure a successful project is completed on schedule and within budget. MDG will assign Jackie, an experienced on-site inspector with extensive experience with airfield pavements, as required by the Authority.

## APPROACH TO QUALITY CONTROL

MDG promises to deliver a quality product that exceeds the expectations of the Authority. At a minimum, technical accuracy, budget, and schedule adherence are the leading indicators of the success of a project. The diligent program at MDG goes beyond just that. It is a culture that our personnel commit to daily, from our project managers and engineers to our CAD designers and administrative personnel.

The ultimate responsibility for Quality Control rests with Mohsen, our designated Project Manager and Principal in Charge. Mohsen has worked with Airport staff for over 25 years and understands the high standards of quality and vision for the future of the Airport. He will ensure that all design elements are independently reviewed by senior engineers and subconsultants who are not directly involved in the project.

A key aspect of our design process is allocating sufficient time in the schedule for regular progress reviews, as well as discipline-specific and interdisciplinary evaluations, revisions, and final updates. Our design timelines incorporate mandatory quality control review periods prior to the delivery of all project milestones.



### Self-Check |

The quality review process at MDG begins with the person who prepares a document or set of plans. MDG intends to assign seasoned designers to this project who have completed projects at SRQ for many years and are very familiar with the Airport's standards, preferences, and regulatory requirements. Each will be responsible for performing a thorough self-check of their work to ensure compliance with project requirements, technical standards, and design criteria. Addressing errors at this stage can significantly reduce the risk of downstream issues and streamline subsequent reviews.

### Peer Review |

Following the self-check, the work undergoes a peer review by a colleague with relevant expertise. The peer reviewer examines the design for accuracy, functionality, and compliance with established standards. This step focuses on identifying potential oversights, technical inconsistencies, or opportunities for improvement.

### Engineer's Review |

At every submittal, Nabil Hmeidi, P.E., one of MDG's senior engineers, will evaluate the design holistically. This review ensures that the work aligns with the project's objectives, meets contractual and regulatory requirements, and integrates seamlessly with other project elements. Nabil will also assess whether the design adheres to best practices and considers long-term performance, maintainability, and cost efficiency.

### Independent Quality Review |

An Independent Quality Review (IQR) will be performed by Thomas Roda, P.E. of AtkinsRéalis who has over 26 years of airport engineering experience. Tom will have no direct involvement in the project's design. This step ensures an unbiased evaluation of the design and provides an additional layer of scrutiny.

### Constructability Review |

The final step involves a Constructability Review. Karla Dowd, who has over 38 years of airport construction experience, will be assigned this task. Her review will assess the practicality and feasibility of the design from a construction perspective. She will consider factors such as material availability, sequencing of activities, ease of construction, and potential field challenges. Addressing constructability issues at this phase will reduce delays, cost overruns, and rework during construction.



## APPROACH TO MANAGING COSTS AND MAINTAINING THE BUDGET



**Scope Definition** | Defining the project scope is the foundational and most critical step in effective cost control, as it sets the stage for all subsequent project planning and execution activities. A clear and detailed scope ensures that all stakeholders have a shared understanding of the project's objectives, deliverables, and boundaries, which helps prevent miscommunication and misaligned expectations.

Mohsen and other team members will meet with the Airport to identify the project's specific requirements, constraints, and goals, ensuring that all critical elements are captured. The scope will then be broken down into specific tasks and milestones, providing a detailed roadmap to the work to be performed. A well-defined scope plays a vital role in preventing scope creep, which occurs when additional tasks or changes are introduced without proper evaluation, often leading to budget overruns and schedule delays. Mohsen will work closely with the Airport to clearly outline what is included (and excluded) in the project so that our team can allocate resources more efficiently.



**Fee Preparation** | Fee preparation involves determining the cost of engineering services based on the defined scope. MDG will prepare the labor-hour breakdown for the tasks in each phase. The level of detail we include will help the Authority review every element of work and the proposed hours for each team member. Our estimate will be based on several factors, including the detailed scope of work and the approved project schedule. Using a percentage of construction to determine the fees is a helpful tool. However, it may not reflect the level of effort involved, especially when the scope includes special services in addition to basic services.



**Budget Monitoring** | Once the budget is established, continuous monitoring is essential to ensure the project stays on track. Monitoring the budget during the design is relatively straightforward when a good understanding of the scope, fees, and schedule exists. Mohsen will review timesheets weekly and compare the percentage of hours spent to the level of work completed. He will also ensure an adequate workforce is assigned to each task to keep the project on schedule. A direct correlation exists between adhering to the schedule and staying within budget.

Mohsen will provide a report to the Airport during the design progress meetings. The report will detail the percentage of work completed, the portion of fees spent, and a schedule of milestones. Mohsen will also compare the estimated work remaining with the budget left for each project task. Continuous communication between our team and the Airport will ensure that the budget will be maintained and, more importantly, less than initially negotiated.



**Construction Cost Estimating** | You can't control costs without accurate cost estimation. This process begins with a detailed understanding of the project scope, including materials, labor, equipment, and indirect costs such as permits and overhead. A well-prepared estimate not only provides financial clarity but also helps identify potential cost risks early in the project lifecycle.

MDG takes the following steps to estimate project costs and ensure cost controls are safeguarded adequately:

- Engage Airport personnel to identify needs, potential challenges, and desired outcomes.
- Involve experienced and qualified staff.
- Coordinate with regulatory agencies and departments at the Airport.
- Review prior bids to establish a baseline.
- Thoroughly review existing record documentation.
- Conduct field verification of existing conditions.
- Determine any supply chain or labor shortages.
- Confirm local market conditions and pricing for asphalt, aggregate, and other construction materials.
- Ensure accurate quantities have been established and independently reviewed.
- Consider the potential number of qualified bidders and how long the bids must remain open.
- Account for the complexity of the project's phasing.



MDG will evaluate construction cost estimates at every design phase, which is critical to ensuring the Airport is aware of potential cost escalations. Mohsen and other staff members will work with the Airport to periodically update the planning level construction cost estimates and identify any additional funding that may be needed. Coordinating with the FAA and FDOT early in the process will help identify additional funding that may be available. We will update the cost estimates during the design at 30%, 60%, 90%, and final bid documents. This will provide early indications of costs. If additional funding is unavailable, we will work with the Airport to identify alternate designs or phasing options and help prioritize each project element. Early identification of cost overruns is the only way to design a viable project.

#### RECENT SUCCESS ESTIMATING COSTS AND MAINTAINING BUDGET

PROJECT	ORIGINAL BUDGET	ACTUAL COST
Atlantic City International Airport Hangar Construction	\$5.3M	\$4.8M
Baltimore/Washington International Airport FBO Terminal, Hangar, CBP GAF & Apron, Ph. 1	\$10.8M	\$9M
Savannah/Hilton Head International Airport New Fuel Storage Facility	\$4.4M	\$4.23M
Sarasota Bradenton International Airport Fuel Farm Improvements	\$4.47M	\$4.47M
Palm Beach International Airport Fueling Facility Improvements	\$5.2M	\$5.1M



**Value Engineering** | MDG will apply value engineering to maximize the project's value while minimizing costs without compromising quality or performance. Our team will explore design alternatives, assess materials and methods for cost-saving opportunities, and compare options based on functionality, durability, and lifecycle costs. For example, using cost-effective materials or optimizing design layouts can yield significant savings.

#### APPROACH TO SCHEDULE MAINTENANCE



Effective schedule maintenance is essential for controlling costs and the successful completion of projects. Keeping projects on schedule ensures that all activities progress according to plan while meeting quality, budget, and resource constraints. MDG's approach to schedule maintenance involves continuous monitoring, updating, and controlling of the project timeline to address potential delays, resource bottlenecks, and changes in project scope.

**Initial Baseline Establishment** | Mohsen will work with the Authority to develop a detailed baseline schedule, which will serve as the primary reference for monitoring the project's progress. This schedule will outline all project activities, durations, dependencies, and milestones.

**Regular Monitoring and Updates** | To maintain the schedule, Mohsen will conduct regular monitoring to compare actual progress with planned milestones. He will track the completion status of tasks, update timelines based on performance metrics, and identify any deviations from the baseline. Mohsen will conduct regular progress meetings with the project team to provide an opportunity to assess task completion, address challenges, and ensure alignment with the overall timeline.

**Proactive Risk Management** | Schedule maintenance also requires proactive risk identification and management. Mohsen will work with the Authority to identify potential delays, such as resource shortages, weather conditions, design revisions, or unforeseen site conditions, and implement mitigation strategies. In the rare case of an unavoidable delay, he will adjust resource allocations to reoptimize the schedule.

## **D** PHONE INTERVIEW

Should the Authority decide to conduct phone interviews, the following key team members will be available to discuss our approach, share their experience, and provide any other requested information.

### **PRINCIPAL**

Mohsen Mohammadi, Ph.D., P.E.  
(813) 244-6609

### **SENIOR ENGINEER**

Nabil Hmeidi, P.E.  
(386) 867-5563

## **E** DEMONSTRATED ABILITY TO MEET DBE GOAL

The overall Disadvantaged Business Enterprise (DBE) goal for this project is 8%. MDG will serve as the Prime Consultant and is a certified DBE under the Florida Unified Certification Program. We are also a Woman/Minority Business Enterprise (W/MBE) with the State of Florida's Office of Supplier Diversity and a certified Small Business Enterprise (SBE) with the Florida Department of Transportation and many other agencies.

Our subconsultant teaming partner, Hyatt Survey Services, Inc., is also a certified DBE. Together, we will far exceed the Authority's DBE goal for this project.

MDG has never failed to meet an established DBE goal. As a DBE firm ourselves, we value the importance of diversity and supporting small businesses. Throughout all project phases, our Project Manager, Mohsen, will closely monitor DBE participation and, if necessary, seek out qualified subconsultants and contractors to supplement the team and meet the Authority's goals.



## **OTHER FACTORS**

### Historical and Ongoing Commitment to SRQ

Although MDG is a relatively new firm, our key team members have worked together for years—some for decades—**successfully delivering a wide range of projects at SRQ**. This long-standing collaboration has fostered a seamless, well-coordinated team with extensive experience in airport planning, design, and construction.

In addition to our historical project experience, **our team remains actively involved in ongoing initiatives at the Airport**. This continuous engagement has allowed us to develop a deep and nuanced understanding of SRQ's operations, local regulations, security protocols, and unique permitting requirements. Our familiarity with the Airport's processes will enable us to anticipate challenges, streamline approvals, and ensure efficient project execution from start to finish.

### Experienced and Trusted Project Manager

Project Manager Mohsen Mohammadi, Ph.D., P.E., brings over 35 years of experience in airport design, having successfully completed hundreds of projects at airports across the U.S. and the U.S. Virgin Islands. **Since the 1990s, he has been a key contributor to projects at SRQ**, earning a strong reputation among Airport personnel as a trusted partner.

Mohsen possesses in-depth knowledge of FAA and FDOT regulations and standards and maintains close working relationships with the FAA Orlando Airport District Office and the FDOT District 1 Aviation Office. His expertise extends beyond design. He has assisted clients in securing funding, updating Capital Improvement Plans (CIP), preparing pre-applications and grant applications, navigating BIL funding, managing quarterly reporting, ensuring grant compliance, and overseeing project closeouts.

Under Mohsen's leadership, you can expect a streamlined communication process, with prompt and thorough responses to inquiries. Mohsen will provide regular, detailed updates on project milestones, ensuring transparency and building a collaborative environment. His reputation for client service is unmatched, and he is fully committed to making your goals his top priority.

### Client-First Approach

At MDG, we place a premium on client service by focusing on practical, common-sense solutions rather than strictly adhering to "standard operating procedures." **As a smaller firm, we have the flexibility to bypass corporate red tape, which allows us to be nimble and responsive.** This flexibility, combined with our commitment to open communication and collaboration, enables us to work closely with Airport personnel and streamline the project development process.

Our dedication to building lasting relationships is demonstrated by the fact that **over 90% of our business comes from repeat clients**. This extensive track record has allowed us to truly understand the unique visions of those we work with, resulting in consistently exceeding expectations and delivering lasting impact. We encourage you to reach out to our references, as they are the best reflection of our technical capability and commitment to responsive client service.

"Not only are Mohsen and his team extremely experienced, but they consistently provide the best client service. They put a high level of pride in their work and their relationships."

*Chris Rozansky  
Naples Airport*

"Mohsen and his staff have always provided exemplary service to PIE. Not just from a technical standpoint, but also from a client service aspect as well."

*Scott Varley  
St. Pete-Clearwater International Airport*



## MOHSEN MOHAMMADI, Ph.D., PE

Project Manager/Principal In Charge

### EDUCATION

University of South Carolina:  
Ph.D. - Civil/Structural Engineering  
M.S. - Civil/Structural Engineering  
B.S. - Civil Engineering

### YEARS EXPERIENCE

Total: 35  
MDG: 2

### PROFESSIONAL CREDENTIALS

#### Professional Engineering Licenses:

Florida, Alabama, Colorado,  
Connecticut, Delaware, Georgia,  
Louisiana, Maryland, Massachusetts,  
Minnesota, Mississippi, Missouri, New  
York, Nevada, New Hampshire, New  
Jersey, New Mexico, North Carolina,  
North Dakota, Pennsylvania, South  
Carolina, Tennessee, Texas, Virginia,  
West Virginia, Wisconsin, U.S. Virgin  
Islands

### PROFESSIONAL ORGANIZATIONS

Florida Engineering Society  
American Society of Civil Engineers  
National Society of Professional  
Engineers  
Society of American Military Engineers  
Florida Airports Council

### QUALIFICATIONS SUMMARY

Mohsen brings 35 years of extensive experience in the transportation industry, specializing in airports, roadways, and bridge projects. Since the 1990s, he has played a key role in numerous projects at SRQ, contributing to the construction and rehabilitation of critical infrastructure. His work includes multiple phases of the airfield perimeter vehicle service road, T-Hangars, Taxiway C construction, Taxiway B and D rehabilitation, taxilane rehabilitation, and landside access road improvements.

He has designed and managed numerous projects at over 35 Airports in Florida and over 75 Airports throughout the United States and the U.S. Virgin Islands. His experience includes expanding airside and landside facilities; rehabilitation, reconstruction, new construction, and extensions of runways, taxiways, and aprons; navigational aids design and relocation; construction management; roadways, parking lots, and drainage design; and other airfield-related projects. Mohsen has provided Continuing Airport Engineering Services for over 25 Florida Airports, including Sarasota Bradenton International Airport. He has extensive experience coordinating with FAA and FDOT on grant funding and compliance, modifications to standards, and project closeouts. Mohsen is a private pilot.

### EXPERIENCE

#### Hawthorne Global Aviation Services Dolphin Hangars and Apron Pavement Rehabilitation

##### Sarasota Bradenton International Airport (SRQ) - Sarasota, FL

Mohsen served as the Project Manager and Engineer of Record for civil design services provided by MDG. The project includes the construction of six box hangars and the reconstruction of the paved apron at SRQ. Each hangar spans approximately 8,975 square feet. The project also included rehabilitating 80,200 square feet of deteriorated asphalt pavement in the apron and taxilane areas. Additional scope elements included the installation of drainage pipes, airfield storm inlets, grading improvements for surface drainage, and implementation of an Oil/Water Separator (OWS). Mohsen oversaw project design, coordinated with stakeholders and subconsultants, managed construction administration, and ensured compliance with regulatory and safety standards.

#### Roper Technologies Hangar Development

##### Sarasota Bradenton International Airport (SRQ) - Sarasota, FL

Mohsen served as the Project Manager and Engineer of Record for civil design services provided by MDG. This project consists of constructing a 109' x 190' box hangar with associated office space at SRQ. It also includes constructing a 15,500 SF asphalt-paved apron and parking and driveway areas for employees and visitors. Mohsen oversaw project design, coordinated with stakeholders and subconsultants, and ensured compliance with regulatory and safety standards.

## **MOHSEN MOHAMMADI, Ph.D., PE**

### **Project Manager/Principal In Charge**

#### **East Airport Access Road, Commercial Parke Connector**

##### **Sarasota Bradenton International Airport (SRQ) - Sarasota, FL**

Mohsen served as the Project Manager for the Civil/Site design for the re-alignment and reconstruction of Nasby Court and Earhart Point. The new 1,200-foot roadway consists of a rural section with two 12-foot lanes. Mohsen coordinated all design activities and the preparation of the Front-end documents and Specifications, meeting FDOT requirements.

#### **Runway Incursion Mitigation**

##### **Sarasota Bradenton International Airport (SRQ) - Sarasota, FL**

Mohsen served as the Project Manager for the safety enhancement project. This project aimed to eliminate the "hotspot" designation on the airfield by making critical pavement, marking, lighting, and signage improvements. Specific project goals included eliminating an existing angled taxiway connector at the runway intersection and installing in-pavement guard lights and surface-painted signage on intersecting taxiways immediately surrounding the runway intersection.

#### **Parking Lot Expansion, Phase 1**

##### **Sarasota Bradenton International Airport (SRQ) - Sarasota, FL**

Mohsen served as the Principal in Charge of the civil/site design for the expansion of landside parking facilities at the Sarasota Bradenton International Airport. The design consisted of four main elements: Long-Term Parking Expansion, Shade Lot Parking Expansion, Facilities Building Parking Lot Expansion, and Terminal Curbside Valet Parking Addition.

#### **Runways 4-22, Taxiway E, and RSA/ROFA Improvements**

##### **Venice Municipal Airport - Venice, FL**

Mohsen served as the Project Manager and Engineer of Record for the design, bidding, and construction management of Runway 4-22 rehabilitation and Taxiway E relocation. Taxiway E location did not meet the separation standards established by the FAA. New Declared Distances were established to meet the FAA requirements for Runway Safety Areas during take-offs and landings. This project consisted of the reconstruction of Runway 4-22 (now 5-23) and the partial parallel Taxiway E and safety area improvements by relocating a golf course driving range within the approach, modifying 9 holes, relocating security fencing, tree removals, and RSA regrading.

#### **FBO and Hangar Development**

##### **Palm Beach International Airport (PBI) - West Palm Beach, FL**

Mohsen serves as the Project Manager and Engineer of Record for the civil engineering design services for the development of Signature Flight Support's new FBO and Hangar Development at PBI. This project consists of constructing three 40,000-SF hangar structures with attached office/shop spaces and associated parking areas, a new 250,000-SF concrete ramp, and a two-story terminal building. Other elements include the design of a fuel farm, GSE building, new utility infrastructure, new access roadways and parking lots, airspace analysis, local permitting, and stormwater coordination.

#### **New Terminal and Site Development**

##### **Venice Municipal Airport (VNC) - Venice, FL**

Mohsen serves as the Project Manager and Engineer of Record for civil design services provided by MDG. The new 8,750 SF, two-story terminal building includes extensive site development to support multimodal transportation and sustainability initiatives. Other improvements include a new realigned roadway, a parking lot, and dedicated solar-powered vehicle and bicycle charging stations. The project also includes multi-modal access roads and sidewalks, new site lighting, perimeter security fencing, and upgraded utility and drainage systems.



## NABIL HMEIDI, PE

### Pavement Design

#### EDUCATION

B.S. - Civil Engineering Southern A&M University

#### YEARS EXPERIENCE

Total: 36

MDG: 2 (Worked with Mohsen for 7 years while with another firm)

#### PROFESSIONAL CREDENTIALS

**Professional Engineering Licenses:**  
Florida, U.S. Virgin Islands, Alabama, Georgia, Mississippi, Tennessee

#### QUALIFICATIONS SUMMARY

With over 36 years of experience, Nabil has provided airfield civil engineering services for designing runways, taxiways, and aprons. His experience includes directing due diligence efforts and preparing scopes of work for subconsultants, Engineer's Estimates of probable cost, specifications, Engineer's Reports (E.R.), Program Verification (P.V.) reports, and Construction Safety and Phasing Plans (CSPP). He has reviewed construction plans and conducted pre-construction meetings, prepared Construction Management Plans (CMP), reviewed and responded to shop drawings, Requests for Information (RFI), and PayApps, and performed Q.C. reviews of project plans at various stages of production. Nabil has also acted as the Resident Project Representative (RPR) for multiple airports.

Nabil is also knowledgeable and experienced in geotechnical engineering and construction materials testing. He has directed geotechnical explorations for airport projects throughout Florida, the US, and the US Virgin Islands. As the Geotechnical Engineer of Record, Nabil has directed geotechnical explorations and performed pavement evaluations for new construction and rehabilitation of runways, taxiways, aprons, and hangars. Nabil manages the initial coordination, planning, and execution of field samples and data collection, reviews collected data, assigns laboratory testing protocol and analyzes test results to provide geotechnical recommendations to airport clients. Nabil is proficient in governmental regulations and testing standards such as FAARFIELD, FAA, COE, ASTM, OSHA, AASHTO, and DOT.

#### EXPERIENCE

##### Hawthorne Global Aviation Services Dolphin Hangars and Apron Pavement Rehabilitation

##### Sarasota Bradenton International Airport (SRQ) - Sarasota, FL

Nabil served as the Pavement Designer and Geotechnical Engineer of Record for this project, which included the construction of six box hangars and the reconstruction of the paved apron at SRQ. Each hangar spans approximately 8,975 square feet. The project also included rehabilitating 80,200 square feet of deteriorated asphalt pavement in the apron and taxiway areas. Additional scope elements included the installation of drainage pipes, airfield storm inlets, grading improvements for surface drainage, and implementation of an Oil/Water Separator (OWS). Nabil's responsibilities on this project included directing the field exploration, evaluating and analyzing field data, and compiling a geotechnical exploration report that included recommendations for site preparations and pavement design.

##### Fuel Farm Improvements

##### Sarasota Bradenton International Airport (SRQ) - Sarasota, FL

Nabil serves as the Pavement Designer and Geotechnical Engineer of Record for improvements to the fuel farm at SRQ. Elements of this project include preparing roadway construction plans, grading plans, and permitting documents for drainage and stormwater.



## NABIL HMEIDI, PE

### Pavement Design

#### **Roper Technologies Hangar Development**

##### **Sarasota Bradenton International Airport (SRQ) - Sarasota, FL**

Nabil served as the Geotechnical Engineer and provided the pavement design for this project, which consists of constructing a 109' x 190' box hangar with associated office space at SRQ. It also includes constructing a 15,500 SF asphalt-paved apron and parking and driveway areas for employees and visitors. For this new construction, Nabil's responsibilities included planning, coordination, and collection of soil samples, analyzing collected data, and issuing a geotechnical investigation report that included recommendations for site preparations, structural fill/backfill, pavement design, settlement analysis, allowable bearing pressure, and other geotechnical design parameters.

#### **Parking Lot Expansion, Phase 1**

##### **Sarasota Bradenton International Airport (SRQ) - Sarasota, FL**

Nabil was the Geotechnical Engineer for the civil/site design of the expansion of landside parking facilities at the Sarasota Bradenton International Airport. The design consisted of four main elements: Long-Term Parking Expansion, Shade Lot Parking Expansion, Facilities Building Parking Lot Expansion, and Terminal Curbside Valet Parking Addition. Nabil performed pavement evaluations, collected data and samples, and provided recommendations related to pavement rehabilitation or construction.

#### **MTC-EA Maintenance Hangars**

##### **Sarasota Bradenton International Airport (SRQ)- Sarasota, FL**

Nabil was the Geotechnical Engineer for the civil and site design of two hangars—one for Manatee Technical Institute's aviation mechanic training program and another for Elite Airways' aircraft maintenance facility. The project included 20,000 square feet of hangar space, two 5,000-square-foot office and classroom areas, an aircraft apron, employee and student parking, and a driveway connection to 15th Street East. Additionally, the project required extensive site and utility permitting with Manatee County, as well as permitting through the Southwest Florida Water Management District (SWFWMD).

#### **FBO and Hangar Development**

##### **Palm Beach International Airport (PBI) - West Palm Beach, FL**

Nabil serves as the Airfield Engineer for the civil engineering design services for Signature Aviation's new FBO and Hangar Development at PBI. This project consists of constructing three 40,000-SF hangar structures with attached office/shop spaces and associated parking areas, a new 250,000-SF concrete ramp, and a two-story terminal building. Other elements include the design of a fuel farm, GSE building, new utility infrastructure, new access roadways and parking lots, airspace analysis, local permitting, and stormwater coordination. Nabil also serves as the Geotechnical Engineer for this project. For this task, Nabil coordinated the field exploration program, reviewed and analyzed collected data and issued a Geotechnical Exploration report that included site preparations, structural fill/backfill, pavement design, settlement, and foundation support recommendations for the design of the proposed development.

#### **Ramp, Blast Deflectors, and Taxilane Improvements**

##### **Miami International Airport (MIA) - Miami, FL**

Nabil serves as the Airfield Engineer providing civil engineering design services for the construction of a new ramp, blast deflectors, and a new taxilane for Signature Aviation at MIA. Main project elements include the demolition of an existing building to incorporate its footprint onto the North Ramp totaling approximately 480,000-SF of new concrete paved surface, installing new AOA fencing, and multiple blast deflectors. Many stormwater considerations were required for this project, including redesigning the stormwater network and installing grit chambers and drainage ditches to direct water into a new Oil/Water Separator. Nabil's responsibilities on this project include reviewing shop drawings, responding to submittals, reviewing construction materials testing reports, and supporting the design team in issuing ESIs.



## ZIBA MOHAMMADI, PE, PTOE, CBI

Roadway Engineer

### EDUCATION

M.S. Engineering Management -  
University of South Florida  
B.S. Civil Engineering - University of  
Shahid Bahonar

### YEARS EXPERIENCE

Total: 30  
MDG: 1.5

### PROFESSIONAL CREDENTIALS

Florida Professional Engineer  
Certified Professional Traffic  
Operations Engineer (PTOE)- All States  
Certified Bridge Inspector (CBI)- All  
States

### PROFESSIONAL ORGANIZATIONS

Florida Engineering Society  
American Society of Civil Engineers

### QUALIFICATIONS SUMMARY

Ziba has over 30 years of diverse engineering experience. Her expertise encompasses many fields in Civil and Structural Engineering, including program management, project management, airfield design, roadway design, traffic mast arm design, Intelligent Transportation Systems Analysis, design and implementation, traffic engineering studies and signal timing, construction management, drainage design, bridge design, and bridge inspections and load rating. Her experience includes 23 years working for the City of St. Petersburg, leading numerous transportation projects.

Ziba has also been involved with multiple aviation projects in recent years at several airports in Florida and throughout the United States. Ziba has served as the Lead Engineer on various airside and landside projects, preparing design and specifications, engineers' reports, CSPPs, and cost estimates. Projects have been completed at Zephyrhills Municipal Airport, Tampa International Airport, Westchester County Airport, Asheville Regional Airport, and Brooksville-Tampa Bay Regional Airport.

### EXPERIENCE

#### Bluewater Aviation Hangar Development, Phase 1

##### Brooksville-Tampa Bay Regional Airport (BKV) - Brooksville, FL

Ziba serves as the Lead Civil Engineer for the development of a vacant parcel at BKV. This development includes a new FBO building, several hangars, an aircraft parking apron and taxiway, vehicle access roads and parking facilities, and a fuel farm. Ziba manages the design, preparation of technical specifications and cost estimates, coordination with the county on permitting, and the review of the construction plans.

#### New General Aviation Terminal and Related Infrastructure

##### Zephyrhills Municipal Airport (ZPH) - Zephyrhills, FL

Ziba is the Lead Civil Engineer for this project, which includes the design and construction of a new 8,000-square-foot building that will be located just north of the existing FBO building. The project also includes a new access road, vehicular parking, aircraft parking apron, pilot and passenger amenities (lobby, pilot's lounge, vending, rental car services, etc.), and administrative offices. Ziba is responsible for all the civil elements of this project, including design, permitting, and preparation of plans.

#### New Terminal and Related Infrastructure

##### Venice Municipal Airport (VNC) - Venice, FL

Ziba serves as the Lead Civil Engineer on this project, which includes constructing a new 8,750 SF, two-story terminal building at VNC. New parking facilities will be constructed, and the existing access road, security fencing, and gate will be modified. The project will also include a new stormwater facility, installation of utilities (water, sewer, power, gas, and communications), landscaping, and irrigation.



## ZIBA MOHAMMADI, PE, PTOE, CBI

### Roadway Engineer

#### Runway 1-19 Rehabilitation

##### Zephyrhills Municipal Airport (ZPH) - Zephyrhills, FL

Ziba is the Lead Civil Engineer for the Runway 1-19 rehabilitation at ZPH. The rehabilitation will include a nominal 2" milling and 2" of new asphalt mix pavement, grooving, pavement markings, sodding on the shoulders, and replacing elevated Runway 1-19 edge and end lights with flush mounted lights. Ziba was responsible for the design and plans production, preparation of technical specifications, CSPP, Engineer's Report, and cost estimate.

#### Taxiway F

##### Zephyrhills Municipal Airport (ZPH) - Zephyrhills, FL

Ziba is the Lead Civil Engineer for this project, which consists of designing and constructing a partial parallel taxiway on the south side of Runway 5-23 at ZPH. The new 35-foot wide by 1,700-foot-long taxiway will provide safe and more efficient access between Runway 5's end and existing Taxiway B. It will also provide access to future aeronautical development on the west side of the airfield, including access to two new box hangars, which are currently under design.

#### New Hangar and Asphalt Apron

##### Tampa International Airport (TPA) - Tampa, FL

Ziba serves as the Lead Civil Engineer for this project, which includes the construction of a new 30,000 SF hangar and approximately 21,000 SF asphalt apron for Signature Aviation's TPA facility. Other project elements include the reconstruction and expansion of 56,300 SF of vehicle parking lot, adjustments of the grade to improve surface drainage and the construction of an approximately 10,300 SF stormwater management facility.

#### Taxilane and Apron Rehabilitation, Phase 1 (Signature Aviation)

##### Asheville Regional Airport (AVL) - Fletcher, NC

Ziba was the Lead Civil Engineer responsible for rehabilitating the aprons and taxilane pavement associated with the South Ramp at Signature's FBO facility at AVL. Ziba's responsibilities include the design and review of the construction plans, preparation of the CSPP, and cost estimates.

#### Downtown Intersection & Pedestrian Facilities

##### City of St. Petersburg, FL

Ziba was the Roadway Engineer of this project, which included the design and construction of a four-mile multi-use roadway at 30th Ave N between MLK St and 58th St in St. Petersburg, Florida. The project involved Federal funding (LAP) from FDOT and permitting through Pinellas County. The project encompassed road widening, lane reductions, driveway and sidewalk reconstruction, curb and gutter installation, drainage improvements, milling and resurfacing, and pavement marking.

#### 31<sup>st</sup> St. S, Between 7th Ave and I-275 Ramp- Roadway Improvements

##### City of St. Petersburg, FL

Ziba served as the Project Manager and Engineer of Record to improve the roadway at 31st St S from 7th Ave to 10th Ave in St. Petersburg to accommodate the Florida Department of Transportation (FDOT) project at I-275, which intersected with 31st St S. Project elements included a mill and resurface with new pavement markings and signage to match the FDOT's new intersection design and construction standards. The main challenge of the project was to coordinate the design and construction of two projects with the two agencies.

#### Carillon Park Intersection Improvements

##### City of St. Petersburg, FL

Ziba served as the Project Manager for the design, bidding, and construction of intersection improvements at Carillon Park to accommodate the new developments in the area, including milling, resurfacing, pavement marking, and signage.



## GRAHAM FELAND, PE

Stormwater Engineer

### EDUCATION

B.S. Civil Engineering, University of Central Florida

### YEARS EXPERIENCE

Total: 8

MDG: 1.5

### PROFESSIONAL CREDENTIALS

**Professional Engineering Licenses:**  
Florida, Maryland, Missouri, New York, Texas

### QUALIFICATIONS SUMMARY

Graham is highly proficient in stormwater requirements at airports in Florida. He has extensive experience with the various stormwater management districts for commercial and residential projects. Graham is well-acquainted with navigating the stormwater and special basin criteria for new development ERPs, Major Permit Modifications, and Minor Permit Modifications. Due to his years of working with Florida's water management districts, Graham has relationships with the permitting review staff, allowing him to streamline the permitting process. He has over eight years of experience working in the Florida area, where he has designed master stormwater models for multi-phase developments, worked on projects to meet the stormwater quality and quantity requirements set by the AHJ, and updated master stormwater models developed by the governing municipalities to take into account proposed project development.

### EXPERIENCE

#### Hawthorne Global Aviation Services Dolphin Hangars and Apron Pavement Rehabilitation

##### Sarasota Bradenton International Airport (SRQ) - Sarasota, FL

Graham served as the Stormwater Engineer for this project, which included the construction of six box hangars and the reconstruction of the paved apron at SRQ. Each hangar spans approximately 8,975 square feet. The project also included rehabilitating 80,200 square feet of deteriorated asphalt pavement in the apron and taxiway areas. Additional scope elements included the installation of drainage pipes, airfield storm inlets, grading improvements for surface drainage, and implementation of an Oil/Water Separator (OWS). Graham's responsibilities included sizing the stormwater collection system as well as the hangar trench drain system. He also coordinated with the Airport's stormwater consultant to document the impact the project would have on the master stormwater system and associated treatment ledger.

#### Roper Technologies Hangar Development

##### Sarasota Bradenton International Airport (SRQ) - Sarasota, FL

Graham serves as the Stormwater Engineer for this project, which consists of constructing a 109' x 190' box hangar with associated office space at SRQ. It also includes constructing a 15,500 SF asphalt-paved apron and parking and driveway areas for employees and visitors. Graham designed the swales and storm sewer system in accordance with the proposed ultimate conditions of the SRQ north quadrant.

#### Fuel Farm Improvements

##### Sarasota Bradenton International Airport (SRQ) - Sarasota, FL

Graham serves as MDG's Project Manager and Stormwater Engineer for improvements to the fuel farm at SRQ. Elements of this project include preparing roadway construction plans, grading plans, and permitting documents for drainage and stormwater.

## GRAHAM FELAND, PE

### Stormwater Engineer

#### **Ramp, Blast Deflectors, and Taxilane Improvements**

##### **Miami International Airport (MIA) - Miami, FL**

Graham was the Stormwater Engineer for constructing a new ramp, blast deflectors, and a new taxilane for Signature Aviation at MIA. Main project elements include demolishing an existing building and pavement at the North Ramp, constructing a new 480,000-SF concrete ramp, installing new AOA fencing, and a new blast fence. Many stormwater considerations were required for this project, including redesigning the stormwater network and installing grit chambers and drainage ditches to direct water into a new Oil/Water Separator.

#### **New Terminal Building and Related Infrastructure**

##### **Venice Municipal Airport (VNC) - Venice, FL**

Graham is the Stormwater Engineer for constructing a new 8000 SF, two-story terminal building at VNC. New parking facilities will be constructed, and the existing access road, security fencing, and gate will be modified. The project will include a new stormwater facility, installation of utilities (water, sewer, power, gas, and communications), landscaping, and irrigation. Graham will be designing the proposed stormwater system based on the existing VNC master stormwater plan and complying with the design criteria and intent set in the master plan.

#### **Bluewater Aviation Hangar Development, Phase 1**

##### **Brooksville-Tampa Bay Regional Airport (BKV) - Brooksville, FL**

Graham is providing stormwater engineering services for the development of a vacant parcel at BKV. This development includes a new FBO building, several hangars, a paved apron and taxilanes, vehicle access roads and parking facilities, and a fuel farm. As the drainage engineer on the project, Graham will be modifying the existing BKV master stormwater plan to reflect the site-specific conditions and ensuring that the proposed drainage conforms with the AHJ criteria and intent of the master stormwater design.

#### **New Hangar Development**

##### **Atlantic City International Airport (ACY) - Atlantic City, NJ**

Graham is the Stormwater Engineer for designing and constructing a new 16,470 SF hangar with attached office/shop spaces and associated parking areas. This project also includes the addition of a ±150,000-gallon water storage tank (for fire protection), a stormwater system, water, sewer, communications, and gas. The project required permitting from the United States Fish and Wildlife Service (USFWS), the New Jersey Department of Environmental Protection (NJDES), the New Jersey Pinelands Commission, and the Cape Atlantic Soil Conservation District. Graham designed the system to comply with the varying criteria set by each agency, accounting for flow, volumetric, and nutrient treatment requirements.

#### **FBO Terminal and Hangar Development**

##### **Stewart International Airport (SWF) - New Windsor, NY**

Graham is the Project Manager for the civil design of a new FBO terminal and hangar at SWF. This project also includes rehabilitating the paved parking lot, reconstructing the pavement between the new hangar and the existing apron, and rehabilitating existing parking stalls.



## TIMEKA CARTER

Planning/Airspace

### EDUCATION

B.S. Aviation Management,  
Florida Institute of Technology

### YEARS EXPERIENCE

Total: 18

MDG: 2 (Worked with Mohsen for 7  
years while with another firm)

### QUALIFICATIONS SUMMARY

Timeka is a Senior Planner with MDG possessing 18 years of experience with airport planning projects such as master planning, Part 150 noise compatibility planning and implementation, airspace analysis, land use planning, environmental planning, project justifications, and grant administration. Timeka has extensive experience in the public and community outreach elements associated with many planning projects ranging from small board meetings to large-scale community workshops. Timeka is proficient in ArcGIS, the Aviation Environmental Design Tool used for noise analysis and preparing various planning-level graphics.

### EXPERIENCE

#### Roper Technologies Hangar Development

##### Sarasota Bradenton International Airport (SRQ) - Sarasota, FL

Timeka serves as the Senior Aviation Planner for this project, which consists of constructing a 109' x 190' box hangar with associated office space at SRQ. It also includes constructing a 15,500 SF asphalt-paved apron and parking and driveway areas for employees and visitors. Timeka was responsible for the coordination and submittal of the 7460 Airspace Analysis. She also prepared the Categorical Exclusion (CATEX) for the National Environmental Policy Act (NEPA) process.

#### Airport Master Plan

##### Sarasota Bradenton International Airport (SRQ) - Sarasota, FL

As a subconsultant on the project team, Timeka conducted the inventory site visit, documenting the existing conditions, including the updated terminal layouts. She also completed the project's demand capacity analysis and facility requirements analysis.

#### Parking Lot Expansion, Phase 1

##### Sarasota Bradenton International Airport (SRQ) - Sarasota, FL

Timeka served as the Senior Aviation Planner providing the Airspace Analysis and parcel boundary confirmation for the expansion of landside parking facilities. The design consisted of four main elements: Long-Term Parking Expansion, Shade Lot Parking Expansion, Facilities Building Parking Lot Expansion, and Terminal Curbside Valet Parking Addition.

#### Exhibit A Update

##### Sarasota Bradenton International Airport (SRQ) - Sarasota, FL

Timeka was the Senior Aviation Planner and was responsible for overall project management and coordination with the title company and surveyor to confirm property ownership, acquisitions, and disposals. A new Exhibit A Property Map drawing set was developed in accordance with the FAA's SOP 3.00. The new Exhibit A drawing set depicted the updated Airport Property Boundary line, updated property descriptions, parcels broken out by acquisition/disposal/aviation easement, and parcel data tables. As part of the project, Timeka researched Sarasota and Manatee County property records to identify and graphically depict all properties with Aviation Easements.

## TIMEKA CARTER

### Planning/Airspace

#### **Airspace Analysis for Various Projects**

##### **Venice Municipal Airport (VNC) - Venice, FL**

Timeka has provided multiple planning services for almost 10 years at VNC. She provided the airspace analysis for the new terminal, the reconstruction of the mid-field apron and FBO, and the general aviation aprons on the north side of the airfield. She was also responsible for conducting an airspace analysis for a new 14-unit T-hangar and an airspace analysis for obstructions to Part 77 surfaces for Runway 13-31 and Runway 5-23 in preparation for the Obstruction Mitigation Program.

##### **Runway 1-19 Rehabilitation**

##### **Zephyrhills Municipal Airport (ZPH) - Zephyrhills, FL**

Timeka serves as the Senior Aviation Planner for the rehabilitation of Runway 1-19 at ZPH. The rehabilitation will include a nominal 2" milling and 2" of new asphalt mix pavement, grooving, pavement markings, sodding on the shoulders, and replacing elevated Runway 1-19 edge and end lights with flush mounted lights. Timeka coordinated and submitted this project's Categorical Exclusion (CATEX) and 7460 Airspace Analysis.

##### **Bluewater Aviation Hangar Development, Phase 1**

##### **Brooksville-Tampa Bay Regional Airport (BKV) - Brooksville, FL**

Serving as the Senior Aviation Planner, Timeka completed the research, FAA coordination NEPA requirements, and preparation of the Documented Categorical Exclusion for the hangar development. Additionally, Timeka was responsible for the airspace analysis required during the site development and construction phase.

##### **Remain Overnight (RON) Parking Optimization**

##### **Jacksonville International Airport (JAX) - Jacksonville, FL**

Serving as the Senior Planner, Timeka developed alternative Remote Overnight Parking (RON) layouts to maximize available aircraft parking and designated Ground Service Equipment (GSE) space. This project resulted in relocating portions of the apron service road and improved pavement markings.

##### **New Hangar, FBO Terminal Renovation, CBP GAF, and Apron Improvements**

##### **Baltimore/Washington International Airport (BWI) - Baltimore, MD**

Serving as the Senior Aviation Planner, Timeka was responsible for the coordination and submittal of the 7460 Airspace Analysis. She also prepared the Categorical Exclusion (CATEX) for the National Environmental Policy Act (NEPA) process. MDG provides civil engineering design services for this project, which includes constructing a new hangar, renovating the existing terminal building, and rehabilitating the existing apron. A CBP General Aviation Facility (GAF) will be added as part of the building renovations. The work includes rehabilitating approximately 456,000 SF of existing apron pavement, demolishing three T-hangars and building approximately 77,000 SF of new pavement, building a 30,000 SF new hangar with 3,000 SF of offices and shop space, and installing 9,000 SF of new landscaping and pavement in front of the new hangar.

##### **FBO Terminal and Hangar Development**

##### **Stewart International Airport (SWF) - New Windsor, NY**

As the Senior Aviation Planner, Timeka prepared and submitted the 7460 Airspace Analysis. MDG provides the civil/site design of a new FBO terminal and hangar at SWF. This project also includes rehabilitating the paved parking lot, reconstructing the pavement between the new hangar and the existing apron, and rehabilitating existing parking stalls.

##### **Parking Lot Rehabilitation and Expansion**

##### **Louis Armstrong New Orleans International Airport (MSY) - Kenner, LA**

Timeka served as the Senior Aviation Planner, preparing and submitting the 7460 Airspace Analysis required for this project. MDG prepared construction documents to reconstruct the 23,350 SF concrete parking lot, which involved removing failed concrete panels and replacing them with new concrete pavement. The existing parking lot was also expanded by paving the adjacent gravel parking lot.



## KARLA DOWD

### Construction Management

#### EDUCATION

A.S. - Civil Engineering and Surveying Technology, Sandhills Community College

#### YEARS EXPERIENCE

Total: 38

MDG: 2 (Worked with Mohsen for over 20 years while with other firms)

#### QUALIFICATIONS SUMMARY

Karla has experience in construction management, resident project representative (RPR), and design, with excellent client and project management skills. Karla's experience and qualifications include a background in airport and civil projects, acting as a liaison to clients, contractors, and engineers; inspection services; budgeting; cost estimating; constructability reviews; and design, plans, and specifications production. Karla's responsibilities have included inspecting work to verify it was per plans and specifications; coordination between all parties; attending/administering pre-construction and weekly progress meetings; reviewing and approving shop drawing submittals; reviewing and responding to RFIs; coordinating and scheduling QA/QC testing; preparing and submitting change orders; maintaining detailed daily logs and diaries; verifying quantities; and approving pay applications.

#### EXPERIENCE

##### Air Cargo Expansion Facility

##### Tampa International Airport (TPA) - Tampa, FL

Senior Construction Coordinator | This design-build project includes site, utilities, roadway, taxiway, apron construction, a hydrant fuel system, and a UPS building. Karla's duties include coordination between the Contractor, Engineer, and the Owner for any items that may arise, including airfield access and closures, maintenance of traffic (MOT), and resolution of utility conflicts. She also monitors field activities daily.

##### Part 139 Airfield Improvements

##### Tampa International Airport (TPA) - Tampa, FL

Senior Construction Coordinator/Inspector | This project included grading and drainage improvements, electrical, manhole, and junction can repairs, and pavement rehabilitation to bring areas into compliance with the Part 139 inspections. Karla's duties included monitoring assigned subcontractors' field activities, identifying and verifying any required mediation activities for non-conforming work, processing pay applications, and resolving field issues with the construction team.

##### Airport Improvements and Expansion Program Management Ph. 2 New Taxiway A and Bridge - Tampa International Airport (TPA) - Tampa, FL

Senior Construction Coordinator/Inspector | This project included the construction of a new 3,200-foot long by 75-foot-wide elevated concrete taxiway with 30-foot-wide asphalt shoulders. The taxiway consists of a 227-foot-long by 216-foot-wide cast-in-place, post-tensioned concrete bridge structure with Mechanically Stabilized Earth (MSE) walls over a service road below (Phases 1 to 3). Karla's duties included monitoring assigned subcontractors' field activities; reporting on subcontractors' progress; identifying and verifying any required mediation activities for non-conforming work; assisting with data recording through daily reports and job site photos; and providing weekly and monthly status reports.

## KARLA DOWD

### Construction Management

#### Ramp, Blast Deflectors, and Taxilane Improvements

##### Miami International Airport (MIA) - Miami, FL

Senior Construction Manager | MDG is providing professional engineering services for the construction of a new ramp, blast deflectors, and a new taxilane at Signature Aviation's MIA FBO facility. The main project elements include demolishing an existing building and pavement at the North Ramp, constructing a new 450,000 SF concrete ramp, installing new AOA fencing, and building a new blast fence. Many stormwater considerations were required for this project, including redesigning the stormwater network and installing grit chambers and drainage ditches to direct water into a new Oil/Water Separator.

#### Aircraft Overflow Apron and Mitigation

##### Key West International Airport (EYW) - Key West, FL

Senior Construction Manager | This project primarily comprises the construction of a new 49,000 SF concrete apron and stub taxiway at EYW. It also includes installing new overhead lights, taxiway edge lights, and taxiway signs. To accommodate the additional impervious areas, mitigation of wetland areas and improvements to drainage features were required. Karla is responsible for monitoring and documenting the contractor's progress and activities, tracking RFIs and submittals, reviewing PayApps, and attending construction meetings.

#### Taxiway F

##### Zephyrhills Municipal Airport (ZPH) - Zephyrhills, FL

Constructability Reviewer | This project consists of designing and constructing a partial parallel taxiway on the south side of Runway 5-23 at ZPH. The new 35-foot wide by 1,700-foot-long taxiway will provide safe and more efficient access between Runway 5's end and existing Taxiway B. It will also provide access to future aeronautical development on the west side of the airfield, including access to two new box hangars, which are currently under design.

#### New Hangar, FBO Terminal Renovation, CBP GAF, and Apron Improvements

##### Baltimore/Washington International Airport (BWI) - Baltimore, MD

Constructability Reviewer | MDG provides civil engineering design services for this project, which includes constructing a new hangar, renovating the existing terminal building, and rehabilitating the existing apron. A CBP General Aviation Facility (GAF) will be added as part of the building renovations. The work includes rehabilitating approximately 456,000 SF of existing apron pavement, demolishing three T-hangars and building approximately 77,000 SF of new pavement, building a 30,000 SF new hangar with 3,000 SF of offices and shop space, and installing 9,000 SF of new landscaping and pavement in front of the new hangar.



## MARISELA HERNANDEZ

### Permitting

#### EDUCATION

MBA - University of Phoenix  
B.S. Civil Engineering - California State  
Polytechnical University, Pomona

#### YEARS EXPERIENCE

Total: 5  
MDG: 2 (Worked with Mohsen for 2  
years while with another firm)

#### QUALIFICATIONS SUMMARY

Marisela's experience includes a variety of engineering disciplines. She has performed various engineering tasks, including stormwater management design, drainage reports, and model preparation. Marisela's specific expertise is in her knowledge of permitting requirements at airports throughout Florida, the US Virgin Islands, and many states across the US. She has prepared documentation and technical reports for project design and construction, including Due Diligence reports, Construction Safety and Phasing Plans (CSPP), and Stormwater Pollution Prevention Plans (SWPPP). She has been a significant designer during project design and construction phases. Most importantly, Marisela is known for her responsiveness and the exceptional service she provides to clients.

#### EXPERIENCE

##### Hawthorne Global Aviation Services Dolphin Hangars and Apron Pavement Rehabilitation

##### Sarasota Bradenton International Airport (SRQ) - Sarasota, FL

Marisela provided permitting services for this project, which included the construction of six box hangars and the reconstruction of the paved apron at SRQ. Each hangar spans approximately 8,975 square feet. The project also included rehabilitating 80,200 square feet of deteriorated asphalt pavement in the apron and taxiway areas. Additional scope elements included the installation of drainage pipes, airfield storm inlets, grading improvements for surface drainage, and implementation of an Oil/Water Separator (OWS). Marisela's responsibilities included assisting with the drainage design, collecting permitting information, and coordinating permitting activities.

##### Fuel Farm Improvements

##### Sarasota Bradenton International Airport (SRQ) - Sarasota, FL

Marisela served as the stormwater design engineer and coordinated permitting with SWFWMD and Manatee County to improve the fuel farm at SRQ. Elements of this project include preparing roadway construction plans, grading plans, and permitting documents for drainage and stormwater. Marisela coordinated with the Airport's stormwater consultant and ensured that the drainage plans aligned with the Airport's overall Master Plan.

##### Remote Parking Lot

##### Sarasota Bradenton International Airport (SRQ) - Sarasota, FL

Marisela assisted with the stormwater design for new parking facilities at SRQ. This project included developing stormwater retention and quality and floodplain compensation calculations. Unlike other parcels at the airport, the parcel for this new remote parking facility was not initially included in the Stormwater Masterplan. It, therefore, could not be constructed using SWFWMD's ledger system. Marisela researched and proposed creative stormwater treatment methods to fully permit, treat, and compensate on the existing site. This included using a combination of drainage swales, wet retention, and dry retention facilities to meet all City of Sarasota and SWFWMD requirements on the site while maximizing parking and paving areas.



## MARISELA HERNANDEZ

### Permitting

#### **FBO and Hangar Development**

##### **Palm Beach International Airport (PBI) - West Palm Beach, FL**

Marisela was the design engineer, providing permitting services for developing Signature Aviation's new FBO and Hangars at PBI. Marisela wrote the Construction Safety and Phasing Plan (CSPP) for the new 12-acre project to provide guidelines for safe aircraft operations on PBI during construction. She also customized and prepared the technical specifications to outline the project's requirements and details and meet FAA and local regulations. Marisela developed a Stormwater Pollution Prevention Plan (SWPPP) to prevent stormwater pollution during construction, provide erosion and sediment controls, and assisted in designing the FBO to meet LEED building requirements.

#### **Ramp, Blast Deflectors, and Taxilane Improvements**

##### **Miami International Airport (MIA) - Miami, FL**

Marisela provided civil engineering design and permitting services for constructing a new ramp, blast deflectors, and a new taxilane for Signature Aviation at MIA. Her responsibilities included preparing documentation for the building permit, tree permit, stormwater permit, and other local permits. She also designed the stormwater system to provide the required water quality and quantity for a 10-acre ramp and a 3,400-SF taxilane. She developed a Stormwater Pollution Prevention Plan (SWPPP) and provided the project's best management practices (BMP) while meeting local and FAA requirements.

#### **Stormwater Master Plan**

##### **St. Pete-Clearwater International (PIE) - Clearwater, FL**

Marisela assisted the Stormwater Engineer in preparing and modeling a new Stormwater Master Plan for PIE to anticipate upcoming projects over 20 years. Her Main responsibilities included the calculations and analysis of the components of the stormwater model and the production of record drawings and diagrams. She also assisted in building the report and permitting with SWFWMD.



## JACQUELINE (JACKIE) CURRY

Construction Inspector

### YEARS EXPERIENCE

Total: 27

MDG: 1.5 (Worked with Mohsen for 4 years while with another firm)

### PROFESSIONAL CREDENTIALS

Licensed Standard Inspector FL:  
Florida - No. BN6405

CTQP Earthwork Construction  
Inspection Levels 1 & 2

CTQP Asphalt Paving Technician  
Levels 1 & 2

Qualified Stormwater Management  
Inspector-FL DEP: 37699

FDOT Concrete Field Inspector

### QUALIFICATIONS SUMMARY

Jackie has over 27 years of experience in construction materials testing, building inspection, and Resident Project Representative (RPR). She has served on several airport projects in an RPR capacity in Florida, the US Virgin Islands, and the Southeastern United States. Her duties on these projects included serving as a special inspector delegate, reviewing project plans and specifications, shop drawings, tracking non-compliant items, and following up with clients, contractors, and the Engineer of Record (EOR). Jackie has been RPR on many runways, taxiways, and apron rehabilitation and reconstruction projects. Her duties have included monitoring field activities of contractors and subcontractors, tracking project progress, attending pre-construction and weekly progress meetings, identifying discrepancies, instructing the contractor(s) to correct non-conforming work, assisting with data recording, reviewing and approving Pay Applications, and providing periodic status reports. Jackie is well versed in FAA Advisory Circulars, the use of airfield communication radios, AASHTO, ASTM, and DOTs design standards and testing guidelines.

### EXPERIENCE

#### Aircraft Overflow Apron and Mitigation

##### Key West International Airport (EYW) - Key West, FL

Jackie served as the Resident Project Representative for this project which primarily comprises the construction of a new 49,000 SF concrete apron and stub taxiway at EYW. It also includes installing new overhead lights, taxiway edge lights, and taxiway signs. Mitigation of wetland areas and improvements to drainage features were required to accommodate the additional impervious areas. Jackie is responsible for monitoring and documenting the progress and activities of the contractor, tracking RFIs and submittals, reviewing PayApps, and attending construction meetings.

#### Runway 9-27 Rehabilitation

##### Brooksville-Tampa Bay Regional Airport (BKV) - Brooksville, FL

This project included rehabilitating Runway 9-27, regrading Runway shoulders, removing obstructions from RSA and ROFA, relocating the localizer and wind cone, and constructing a service road to the glideslope and localizer shelters. Jackie served as the RPR for these improvement elements. Her duties included monitoring the field activities of assigned subcontractors, reporting on subcontractors' progress, identifying and verifying required mediation activities for non-conforming work, assisting with data recording, reviewing and approving PayApps, and providing periodic status reports.

## JACQUELINE (JACKIE) CURRY

### Construction Inspector

#### Runway 1-19 Extension

##### Zephyrhills Municipal Airport (ZPH) - Zephyrhills, FL

Jackie served as the Resident Project Representative for improvements at ZPH. This project involved extending Runway 1-19 (150-foot wide with paved shoulders) and Taxiway B 1,500 feet to the south and constructing stormwater water management facilities/retention. Jackie's duties included monitoring the field activities of assigned subcontractors, reporting on subcontractors' progress, identifying and verifying required mediation activities for non-conforming work, assisting with data recording, reviewing and approving PayApps, and providing periodic status reports.

#### Terminal Apron Rehabilitation, Phase 3

##### Henry E. Rohlsen International Airport (STX) - St Croix, VI

Jackie served as the Resident Project Representative (RPR) for reconstructing the concrete air carrier Terminal Apron and developing a new parking plan for all terminal aircraft parking positions, including construction-phasing plans. As RPR, Jackie's duties included monitoring and documenting daily construction activities, attending weekly meetings, reviewing Pay Apps, and communicating with owners and project team members.

#### Runway 4-22 and Other Pavements Rehabilitation

##### Peter O. Knight Airport (TPF) - Tampa, FL

Jackie served as the Resident Project Representative for the rehabilitation of Runway 4-22 and Taxiway A, aprons, and T-hangar taxilanes. The work included 12,600 tons of asphalt mix pavement, cold in-place recycling of the asphalt and base course, and minor grading and drainage improvements. Jackie Monitored and documented daily construction activities and communicated with the Owner and project team members.

#### Runway 9-27 Safety Improvements

##### Crystal River Airport (CGC) - Crystal River, FL

Jackie was the on-site Resident Project Representative (RPR) for the Runway 9-27 Safety Improvements CGC. The project consisted of milling, paving, and striping areas associated with the displaced threshold. It also involved the installation of new threshold lighting, the replacement of existing 2-unit PAPIs with 4-unit PAPIs, and 2 new wind cones. Jackie's duties as RPR included monitoring and documenting daily construction activities, reviewing PayApp, and communicating with the owner and project team members.

#### Taxiway A Rehabilitation

##### Brooksville-Tampa Bay Regional Airport (BKV) - Brooksville, FL

Jackie served as the Resident Project Representative for the Rehabilitation of Taxiway A and all taxiway connectors and the construction of new Taxiway A5. Her duties included monitoring the field activities of assigned subcontractors, reporting on subcontractors' progress, identifying and verifying any required mediation activities for non-conforming work, assisting with data recording, and providing status reports.



## ALICIA VANDERPOOL

### Grant Compliance

#### EDUCATION

B.S. Marketing Management,  
International Academy of Design and  
Technology

#### YEARS EXPERIENCE

Total: 8

MDG: 2 (Worked with Mohsen for 3  
years while with another firm)

#### QUALIFICATIONS SUMMARY

Alicia has worked with airports on various projects and tasks. Clients have come to rely on her to navigate them through the different grant processes. Alicia's knowledge and experience with airport operations allow her to effectively assist project managers in delivering compliant projects and act as a liaison between clients, contractors, and engineers. Her diverse experience includes assisting in document control, preparation of subconsultant and prime agreements, assisting with local, federal, and state grant compliances, preparing front-end bid documents, technical specifications, cost estimates, bid forms, FAA Contract Provisions, FDOT Contract Provisions and the Construction Safety and Phasing Plan (CSPP). Alicia is proficient in the Davis Bacon Act, Service Contract Act, and Buy American Requirements.

#### EXPERIENCE

##### Runway 18-36 Rehabilitation

##### Albert Whitted Airport (SPG) - St. Petersburg, FL

The main element of this FAA-funded project was the rehabilitation of Runway 18-36. The width of the Runway was reduced from 150 feet to 75 feet with 12.5-foot paved shoulders. New taxiway connectors were also constructed, the PAPIs were relocated, and runway and taxiway edge lighting was replaced. Alicia assisted the Project Manager with FAA grant compliance and assembling supporting documentation. She reviewed certified payrolls and pay applications and attended construction meetings. Alicia also assisted with assembling the bid form, technical specifications, and front-end specifications.

##### Runway 1-19 Extension

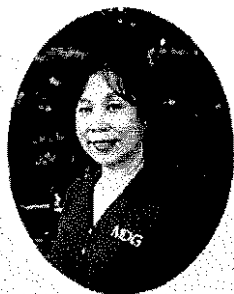
##### Zephyrhills Municipal Airport (ZPH) - Zephyrhills, FL

Alicia was responsible for document control for this project, which included constructing a new  $\pm 1,510$  foot extension to the south end of Runway 1, a new 35-foot-wide parallel taxiway extending from the south end of the existing Taxiway B, two new taxiway connectors, and associated stormwater management facility. Alicia assisted the Project Manager with preparing the bid form and assembling technical specifications, cost estimates, and the project manual.

##### Terminal Improvements, Phase 1

##### Henry E. Rohlsen Airport (STX) - St. Croix, U.S.V.I.

Alicia provided grant compliance services and document control for this project, which included renovating the hold room, concessions, and public restrooms and expanding the existing departure hold room. Alicia assisted the Project Manager with FAA grant compliance and assembling supporting documentation. She reviewed certified payrolls and pay applications and attended construction meetings.



## YAN YANG

### Senior Designer

#### EDUCATION

B.S. Engineering, Erwin Technical College

#### YEARS EXPERIENCE

Total: 25

MDG: 2 (Worked with Mohsen for 8 years while with another firm)

#### QUALIFICATIONS SUMMARY

Yan, a Senior Designer with MDG, has over 25 years of experience designing runways, taxiways, aprons, roadways, and other airport facilities. She provides Civil-3D design and plans production and has experience in many civil engineering projects ranging from large reconstruction projects to smaller rehabilitations.

What sets Yan apart is her dedication to providing technical excellence in all her work. Her focus on quality control ensures that her designs meet the highest standards and specifications. She is committed to working closely with clients, understanding their unique needs, and delivering solutions that exceed their expectations. Yan's technical expertise and experience will ensure that the Airport receives top-quality CAD designs and plans.

#### EXPERIENCE AT SRQ

- ♦ **New Fueling Facility**  
Senior Designer
- ♦ **Hawthorne Global Aviation Services Dolphin Hangars and Apron Pavement Rehabilitation**  
Senior Designer
- ♦ **Roper Technologies Hangar Development**  
Senior Designer
- ♦ **Remote Parking Expansion**  
Senior Designer
- ♦ **Park N' Ride Parking Expansion**  
Senior Designer
- ♦ **Long-Term Parking Lot Improvements**  
Senior Designer
- ♦ **Taxiways C, D, G, H, and a Portion of F**  
Designer

#### OTHER RECENT EXPERIENCE

- ♦ **New FBO and Hangar Development - Senior Designer**  
Palm Beach International Airport - West Palm Beach, FL
- ♦ **New Terminal and Site Development - Senior Designer**  
Venice Municipal Airport - Venice, FL
- ♦ **New Taxiway F and Box Hangar Development - Senior Designer**  
Zephyrhills Municipal Airport - Zephyrhills, FL
- ♦ **Taxilane and Apron Rehabilitation, Phase 1 - Senior Designer**  
Asheville Regional Airport - Fletcher, NC
- ♦ **New Hangar Development - Senior Designer**  
Atlantic City International Airport - Egg Harbor Township, NJ
- ♦ **FBO Terminal and Hangar Development - Senior Designer**  
Stewart International Airport - New Windsor, NY



## AHMAD FARAHBAKHS

Senior Designer

### EDUCATION

Master of Urban and Regional  
Planning - Tehran University-Iran

Bachelor of Architectural Engineers -  
National University-Iran

### YEARS EXPERIENCE

Total: 25

MDG: 2 (Worked with Mohsen for over  
**12 years** while with other firms)

### QUALIFICATIONS SUMMARY

Ahmad, a Senior Designer with MDG, has extensive knowledge and experience in civil design, architectural design, and planning. He is knowledgeable in FAA and Department of Transportation (DOT) design criteria and regulations relating to construction in and around airports. Ahmad has been designing various projects during his career, including runways, taxiways, aprons, roadways, hangar developments, university/college facilities and campus plans, public facilities, and other commercial and residential developments. He is skilled on several CAD platforms, including AutoCAD, AutoCAD Architectural, AutoCAD Civil 3D, AutoTurn, AeroTurn, and Terramodeler. As part of his duties, Ahmad regularly coordinates work with the project engineering team and other consultants on complex and highly technical projects.

### EXPERIENCE AT SRQ

- ♦ Hawthorne Global Aviation Services Dolphin Hangars and Apron Pavement Rehabilitation - *Senior Designer*
- ♦ Roper Technologies Hangar Development - *Senior Designer*
- ♦ Remote Parking Expansion - *Senior Designer*
- ♦ Park N' Ride Parking Expansion - *Senior Designer*
- ♦ Long-Term Parking Lot Improvements - *Senior Designer*
- ♦ Curbside Improvements - *Designer*
- ♦ Taxiway J Connector - *Designer*
- ♦ Taxiway G - *Designer*
- ♦ Taxiway F - *Designer*
- ♦ Airfield Perimeter Service Road Expansion - *Designer*
- ♦ T-Hangars, Phase 3 - *Designer*

### OTHER RECENT EXPERIENCE

- ♦ North Road Terminal Apron Improvements - *Senior Designer*  
*Naples Airport - Naples, FL*
- ♦ New FBO and Hangar Development - *Senior Designer*  
*Palm Beach International Airport - West Palm Beach, FL*
- ♦ New Hangar and Asphalt Apron - *Senior Designer*  
*Tampa International Airport - Tampa, FL*
- ♦ Taxiway D Rehabilitation and A1 Reconstruction - *Senior Designer*  
*Brooksville-Tampa Bay Regional Airport - Brooksville, FL*
- ♦ New Hangar Development - *Senior Designer*  
*Atlantic City International Airport - Egg Harbor Township, NJ*
- ♦ FBO Terminal and Hangar Development - *Senior Designer*  
*Stewart International Airport - New Windsor, NY*



## THOMAS E. RODA, PE

### Independent Quality Reviews

#### EDUCATION

B.C.E., Civil Engineering, Georgia  
Institute of Technology

#### YEARS EXPERIENCE

Total: 26  
AtkinsRealis: 19

#### PROFESSIONAL CREDENTIALS

Professional Engineer Florida 60235

#### PROFESSIONAL ORGANIZATIONS

Airport Consultants Council  
American Association of Airport  
Executives  
Florida Airports Council  
Airports Council International, North  
America

#### QUALIFICATIONS SUMMARY

Thomas Roda is the manager of AtkinsRéalis' Florida Aviation market sector. He has 26 years of experience working on aviation-related planning, engineering, and construction programs. During this time, he has had direct involvement in nearly \$11 billion worth of capital improvement projects at nearly 40 different airports throughout the United States, the Caribbean, and the Middle East. Mr. Roda's expertise includes the design and construction of runways, taxiways, roadways, buildings, and various supporting infrastructure. Mr. Roda is a proven leader who has managed large multidisciplinary teams on many diverse projects.

#### EXPERIENCE

##### New Rental Car Facility

##### Sarasota Bradenton International Airport (SRQ) - Sarasota, FL

Principal in charge of the design of a new quick turnaround facility and rental car overflow storage lot. To make room for the new facilities, the existing cell phone waiting lot and an RV and boat storage lot needed to be relocated. AtkinsRéalis prepared civil design and bid packages for the proposed relocated cell phone waiting and RV and boat storage lots, as well as a semi-truck parking lot. In total, there were three different design and bid packages for this project.

##### Taxiway A7 Rehabilitation

##### Pensacola International Airport (PNS) - Pensacola, FL

Principal-in-charge for the repackage and partial redesign of the continuation of the Taxiway A North Rehabilitation project in the vicinity of the air carrier apron. This project serves two primary purposes for the airport: eliminating the Taxiway A7 direct connection from the air carrier apron to both runways and continuing the rehabilitation of Taxiway A south of the newly re-designated Taxiway F1 to Runway 8-26 safety area and along Taxiway B from Runway 17-35 safety area. The project is also the first at the airport to implement a junction can plaza system for the airfield electrical circuits, which is designed to separate the circuits for easier access, safer maintenance, and prevent any catastrophic loss of electrical systems in the event of an electrical fault. The system designed will streamline the electrical network in the most congested portion of the airport and carry through to past the Taxiway A and B intersection, where the circuits begin to diverge.

##### Taxiway A Rehabilitation

##### Pensacola International Airport (PNS) - Pensacola, FL

Project manager for the reconstruction of taxiway connectors due to failing pavement, relocation of three connectors to mitigate non-compliant direct access issues, rehabilitation of approximately 3,800 feet of taxiway, new shoulders, and upgrading lighting and signage throughout the project limits. Project scope included a pavement assessment, alternatives analysis, construction plans, multiple bid alternatives, bid support, and Construction Safety and Phasing Plan development.

**THOMAS E. RODA, PE****Independent Quality Reviews****Taxiway A Shoulder and Runup Apron****Lakeland Linder International Airport (LAL) - Lakeland, FL**

Principal-in-charge for the current critical aircraft for Runway 10/28 is the Boeing 767-300F. Taxiway A is the primary parallel taxiway to Runway 10/28 providing access to various tenants and the commercial service apron. According to FAA AC 150/5300-13B, Taxiway A requires 30-foot shoulders. Taxiway shoulders will be installed along Taxiway A from connector Taxiway A1 to the intersection of Runway 05/23. Shoulders will tie into existing shoulders on connectors A1, M, A2, and A3. Shoulders will be installed up to the taxiway safety area limits at the intersections of Taxiways G, J, and B. Shoulders will be 30-feet in width on each side of the taxiway. The project also includes the construction of a new hold bay along Taxiway A designed in accordance with FAA AC 150/5300-13B. The hold bay area will allow aircraft to exit Taxiway A to perform critical safety checks prior to takeoff while ensuring a steady stream of departing aircraft are not blocked from takeoff. The hold bay will provide a place for air traffic control to hold aircraft, allowing the free flow of aircraft and ensuring the capacity of the runway is not impacted. The hold bay area is designed to accommodate up to two simultaneous run-up operations by the critical aircraft and for bypass of aircraft on Taxiway A.

**Runway 09/27 Rehabilitation and Strengthening****Lakeland Linder International Airport (LAL) - Lakeland, FL**

Mr. Roda was the project manager for the LAL Runway 09/27 (Current 10/28) rehabilitation and strengthening project was a complex project which included the relocation, removal, and addition of several taxiway exits to optimize the runway occupancy time, improve taxiway exit locations based on the shifting airport fleet mix, and tie into existing grades of the parallel taxiways. The project was completed within a very short schedule to meet the requirements of a major airport tenant, the Sun 'n Fun fly-in, hurricane season, and minimize airport operational impacts. Further, the project included the upgrade of the instrument landing system (ILS) to CAT II SA minimums in preparation of the eventual upgrade to CAT III. Significant planning was required to ensure that taxiway exits were located at the most effective points along the runway, FAA design standards were met, and all safety surfaces were clear, including the restricted areas for navigational aids. Significant 3D modeling of airport surfaces was completed, and a thorough analysis of the runway exit locations was performed utilizing the FAA's Runway Exit Design Interactive Model (REDIM). Realignment of the south parallel taxiway (Taxiway P) was also required to accommodate the relocation of the Glide Slope (GS) antenna.

**Expansion of Runway 9R-27L****Ft. Lauderdale-Hollywood International Airport (FLL) - Ft. Lauderdale, FL**

Quality control manager for this estimated \$1.2 billion program to construct a new runway at this large hub commercial service airport. The project included demolition of the existing 5,200-foot-long runway and construction of a new 8,000-foot-long runway and associated taxiway system. The runway and parallel taxiway each include a bridge structure that spans a train line and all six lanes of highway US-1. Reconfiguration of the airport midfield complex, including the construction of dual parallel taxiways and multiple remote overnight aprons, was also included. The airfield work was bid in two separate bid packages whereas the bridges and roadway modifications were constructed via a separate design criteria package. Responsible for the development, administration, and coordination of the design consultant quality control program, including training, review checks, progress reviews, design workshops, and quality audits for all components of the work. This required coordination and review of all work produced internally and by more than a dozen subconsultant partners.

**Airside Perimeter Road****Page Field (FMY) - Fort Myers, FL**

Civil engineer of record for this \$1.3 million project to create a roadway system for vehicular traffic around the airfield perimeter. This safety enhancement project reduced the amount of time vehicles spent on airfield pavement thereby reducing possible airfield incursions. Responsible for coordinating project goals and objectives with various stakeholders and developing the detailed design plans and specifications for construction.





## PATRICK BATES, GTA

### Environmental Site Assessment

#### EDUCATION

B.S., Wildlife Ecology and Conservation, University of Florida  
A.A., General Studies, Valencia Community College

#### YEARS EXPERIENCE

Total: 23  
AtkinsRealis: 22

#### PROFESSIONAL CREDENTIALS

Florida Fish and Wildlife Conservation Commission (FWCC)- Authorized Gopher Tortoise Agent, GTA-09-00012

Florida Fish and Wildlife Conservation Commission (FWCC)- Registered Agent (Burrowing Owl)

National Pollutant Discharge Elimination System (NPDES)- Certified Inspector

#### PROFESSIONAL ORGANIZATIONS

International Society of Arboriculture, Florida Chapter

National Association of Environmental Professionals, Florida Chapter

#### QUALIFICATIONS SUMMARY

Patrick Bates has 23 years of diverse ecological sciences experience involving assessment and monitoring of ecological conditions including wildlife habitat assessment, threatened and endangered (T&E) species assessments, coordination with Florida Fish and Wildlife Conservation Commission (FWC) and US Fish and Wildlife Service (USFWS), environmental construction oversight, permit preparation and evaluation, wetland mitigation site monitoring, biological data collection and analysis, water quality monitoring, watershed assessment, environmental permitting compliance, environmental impact studies, and vegetation sampling.

#### EXPERIENCE

##### Sarasota County Parks and Recreation Department

##### Red Bug Slough Restoration, FL

As project scientist, provided NPDES monitoring, ecological site assessment, and mitigation site planting oversight and review. He was also responsible for overseeing the contractor's vegetation planting, grading, and other permit requirements.

##### Sarasota County Public Works Division, Fox Creek Regional Off-site Mitigation Area (ROMA) Project Phase 1 and 2, FL

As project scientist for a regional mitigation area offsetting impacts for multiple planned infrastructure projects, Mr. Bates conducted ecological site assessment (UMAM), wetland delineations, Florida scrub-jay surveys, bald eagle nest location monitoring, and mitigation site planting oversight and review.

##### Sarasota County, North County Athletic Facilities Master Plan, FL

As project scientist, Mr. Bates provided desktop and field-based environmental assessments to determine the potential for wetland and other surface water (OSW) impacts and the potential presence of protected species within the fast-track master plan of the North County Athletic Facilities, including 17th Street-related parks, the Youth Athletic Complex, Twin Lakes Park sports complex, and Fruitville Park. With limited time and resources, AtkinsRéalis performed a comprehensive analysis of current and future opportunities to complete a master plan that identifies areas to improve existing, relocate existing, and/or build new athletic facilities to better meet local, regional, and national athletic opportunities. Parks ranged from a proposed 159-acre regional park to a 21-acre community park with a wide variety of active and passive recreational facilities. The plan involved evaluation of park sites, the county's recreational needs and aspirations, user group requirement feedback, and maintenance operations input to create conceptual plans for each of the park sites. The master plan also included proposals for park development construction needs, costs, and construction sequencing to successfully redevelop these parks.

## **PATRICK BATES, GTA**

### **Environmental Site Assessment**

#### **Sarasota County, Lorraine Road Extension Widening Design Services, FL**

As project scientist, Mr. Bates provided wetland delineation, environmental site assessment, listed species surveys, and permitting support.

#### **Sarasota County, Sheriff's Support Services Facility, FL**

Project biologist to provide jurisdictional wetland delineations, gopher tortoise burrow surveying, Florida sandhill crane suitable habitat assessment, and Florida scrub-jay surveys. AtkinsRéalis delivered services for the new 13-acre facility to replace the undersized, outdated current facility. The project included a 43,700-SF main facility, a 13,300-SF ancillary vehicle storage structure, and an 11,600-SF property storage building. Design services included full architectural, mechanical/electrical/plumbing (MEP), and site civil engineering design with construction services. Site elements included wetland permitting, 2,600-feet off-site water and wastewater utility extensions (directional drilling), lift station design and permitting, flood-plain compensation, stormwater design with littoral zone and permitting through Sarasota County Planning and Utilities and Southwest Florida Water Management District (SWFWMD).

#### **Northern Arterials Corridor Program (NACP), Florida Department of Transportation District Two**

##### **Levy County, FL**

As lead project biologist, Mr. Bates provided site assessments, reviewing ecological conditions at multiple existing bridges and bridge culverts to determine the appropriateness and feasibility of reconstruction to accommodate wildlife crossings.

#### **Polk County Public Works Department, Transportation Engineering Division, Polk County, Florida.**

As project biologist, Mr. Bates has provided NPDES monitoring and environmental inspection for six road construction projects, including routine inspections, identification of deficiencies and corrections, contractor coordination, reports, and recommendations.

#### **Kathleen Road and Bartow Northern Connector CEI Services, Polk County Public Works Department, Transportation Engineering Division, Polk County, FL**

As lead project scientist, Mr. Bates provided gopher tortoise permitting and relocation services for the Kathleen Road improvement project and Bartow Northern Connector roadway extension project. In addition, Mr. Bates provided environmental and erosion control (NPDES) inspection and review.

#### **City of Lakeland, Intermodal Center Site Preparation and Utility Installation Design Phase Services**

##### **Polk County, FL**

Lead field scientist responsible for the survey of all suitable gopher tortoise habitats as well as relocation permitting, mechanical excavation of burrows, and bucket trapping for tortoise relocation.

#### **FDOT District 1, I-75 Widening (SR 64 to North of University Parkway), Manatee and Sarasota Counties, FL**

As project scientist, conducted wetland delineations, listed species surveying, and agency coordination for the environmental resource permit (ERP). This project involved widening I-75 from north of SR 64 to north of University Parkway. The complex project also included improvements to the I-75/SR 70 interchange and widening the bridges over Braden River and Foley Creek.

#### **Schroeder-Manatee Ranch, Manatee County, and Sarasota County, Lorraine Road Extension and Fruitville Road Widening Design Services, FL**

As project scientist, Mr. Bates provided wetland delineation, listed species surveys, and permitting support.



## DANIEL RUEL, PE

### Geotechnical Engineer

#### EDUCATION

B.S., Civil Engineering, University of South Florida

#### YEARS EXPERIENCE

Total: 11

#### PROFESSIONAL CREDENTIALS

Florida Professional Engineer, 82404

#### QUALIFICATIONS SUMMARY

Mr. Ruel has 11 years of experience in the field of Geotechnical and Structural Engineering and has worked on a variety of infrastructure projects including roadways and bridges, aviation facilities, water, wastewater and private developments.

He has worked on projects for numerous municipalities as well as state agencies. Through these projects Mr. Ruel has analyzed slope stability, settlement, deep foundation design (drilled shafts and driven piles), shallow foundation design, laboratory testing and research, and forensic geotechnical investigations.

#### EXPERIENCE

##### North Quad Access Roadway

##### Sarasota Bradenton International Airport (SRQ) - Sarasota, FL

The project consisted of the construction of a new North Quad Roadway to connect with the existing Clyde Jones Road. Portions of the project included milling and resurfacing as well as reconstruction in the area of the proposed tie-in. Tierra's services included nine (9) SPT borings and eight (8) hand auger borings in the area of the proposed north quad roadway and one (1) SPT boring in a potential drainage improvement area. Additionally, four (4) CBR tests were performed on selected samples within the project area. Laboratory testing was conducted, and geotechnical engineering recommendations were provided to support the design team.

##### Jet Blast Deflector

##### Sarasota Bradenton International Airport (SRQ) - Sarasota, FL

The project consisted of designing approximately 600 feet of a new jet blast deflector to the east of the employee parking lots (west of Gates B-2 and B-4). Tierra's services included five (5) SPT borings, three (3) pavement cores, laboratory testing and associated geotechnical recommendations to support the design.

##### Fuel Farm Upgrades

##### Sarasota Bradenton International Airport (SRQ) - Sarasota, FL

The project consisted of improvements to an existing fuel farm located near the intersection of Airport Circle and Air Cargo Avenue. The improvements included three (3) new above-ground  $\pm 102,000$  gallon storage tanks, a new concrete containment wall, relocation of a control room building, a new generator, and paved parking. Tierra's services included SPT borings, laboratory testing, and geotechnical recommendations to support the design.

##### Taxiway Bravo Rehabilitation

##### Sarasota Bradenton International Airport (SRQ) - Sarasota, FL

The project involved rehabilitating Taxiway Bravo. Tierra's services included twenty-eight (28) pavement cores, three (3) SPT borings, and the collection of two (2) bulk samples for California Bearing Ratio (CBR) testing to support the design.



## **DANIEL RUEL, PE**

### **Geotechnical Engineer**

#### **Park N' Ride Parking Expansion**

##### **Sarasota Bradenton International Airport (SRQ) - Sarasota, FL**

This project included SPT borings, pavement coring, laboratory testing, and associated geotechnical recommendations to support the parking lot expansion design.

#### **Ground Transportation Center Project**

##### **Sarasota Bradenton International Airport (SRQ) - Sarasota, FL**

This project included SPT borings, asbestos and lead-based paint surveys, laboratory testing, and associated geotechnical recommendations to support the design of roadway improvements as well as new lounge and canopy structures.

#### **Terminal Concourse B Expansion and New Concourse A Project**

##### **Sarasota Bradenton International Airport (SRQ) - Sarasota, FL**

This project included SPT borings, laboratory testing, and associated geotechnical recommendations to support the design of the new Concourse A. The new Terminal expansion will be approximately 73,500 square feet and include 5 gates.

#### **Proposed Rental Car Maintenance, Parking/Cell Phone Lot, and RV/Boat Storage Facilities**

##### **Sarasota Bradenton International Airport (SRQ) - Sarasota, FL**

This project included SPT borings, hand augers, field permeability, laboratory testing, and associated geotechnical recommendations to support the design of the components of this project.

#### **ARFF Building and Improvements**

##### **Naples Airport (APF) - Naples, FL**

The project consisted of providing geotechnical services for the proposed single-story Aircraft Rescue and Firefighting (ARFF) building at Naples Municipal Airport in Collier County. Additionally, the project included potential stormwater management areas as well as the parking and access drives.

#### **Taxiway A Rehabilitation Phase I**

##### **St. Pete-Clearwater International Airport (PIE) - Clearwater, FL**

The project consisted of providing geotechnical services to support improvements for the Taxiway A rehabilitation/reconstruction project. Taxiways L and M were to be reconstructed, and Taxiway A was to be rehabilitated. Additionally, an apron area was being evaluated along with the project. The geotechnical services consisted primarily of asphalt pavement cores, borings and laboratory testing to support the design.

#### **Taxiway Rehabilitation Phase II**

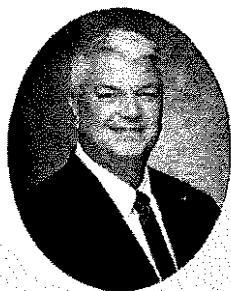
##### **St. Pete-Clearwater International Airport (PIE) - Clearwater, FL**

The project consisted of providing geotechnical services to support improvements associated with Phase II of the Taxiway Rehabilitation project, which included the rehabilitation of Taxiways B, C, F, and K. Additionally, the existing pond on the northeast portion of the project was proposed to be expanded to accommodate the stormwater as a result of the improvements. Tierra executed a program of subsurface exploration consisting of pavement cores, borings, subsurface sampling and laboratory testing.

#### **Runway 4-22, Taxiway and Apron Pavement Rehabilitation**

##### **Peter O. Knight Airport (TPF) - Tampa, FL**

The project consisted of performing geotechnical services to support the reconstruction of Runway 4-22 as well as the rehabilitation of Taxiways A, C & E, T-Hangar Taxilanes, and apron areas. The improvements consisted of Full Depth Reclamation throughout the project limits. Tierra executed a program of subsurface exploration consisting of asphalt pavement cores, auger borings, and subsurface sampling. Three (3) Limerock Bearing Ratio (LBR) tests were conducted on collected samples. Laboratory testing was performed to identify the soil conditions at each boring location, and geotechnical engineering recommendations were provided to assist the design.



## RUSSELL HYATT, PSM

Surveying

### EDUCATION

B.S. Survey and Mapping  
University of Florida, 1990

### YEARS EXPERIENCE

Total: 35  
Hyatt: 12

### PROFESSIONAL CREDENTIALS

Professional Surveyor and Mapper  
FL. LS#5303

### PROFESSIONAL AFFILIATIONS

Florida Surveying and Mapping  
Society (Past President)  
Manasota Chapter of the Florida  
Surveying and Mapping Society  
Tampa Bay Chapter of the Florida  
Surveying and Mapping Society (Past  
President)  
University of Florida Surveying and  
Mapping Advisory Committee  
The Hydrographic Society of America  
National Society of Professional  
Surveyors  
American Society of Civil Engineers

### QUALIFICATIONS SUMMARY

Mr. Hyatt has 35 years of professional surveying and mapping experience in transportation planning, construction, and engineering. He has also testified as an expert witness in depositions regarding surveys and property titles.

Mr. Hyatt has 26 years of continuing education in Florida Law, standards of practice, land title, environmental, GIS, GPS, and business and professional development.

### EXPERIENCE AT SRQ

#### SMAA Property, Tree Removal Verification & Tallevast Road Rezone:

Description: Provided FPL legal descriptions & sketches, tree removal verification survey & boundary survey of Tallevast Rd.

#### SRQ Ready Return Lot

Description: Provided topographic survey of the pad and light poles.

#### SRQ Suncoast Golf Course Easement

Description: Provided topographic survey of the golf course easement and Lockheed Martin Tallevast site.

#### SRQ Monitoring Well Locations

Description: Determined the locations of 175 monitoring wells within the SRQ properties.

#### SRQ FEMA Elevation Certifications

Description: Provided FEMA Elevation certifications for several buildings located on airport property.

#### SRQ Runway 14 Rehab

Description: Topographic Survey of a portion of Runway 14 for future rehab.

#### SRQ Airport Terminal Entrance

Description: Provided a topographic survey for new sidewalks.

#### SRQ Taxiways "G" and "J"

Description: Provided construction Stakeout and as-built surveys.

#### SRQ Aircraft Pavement Marking

Description: Provided layout and as-built surveys of aircraft striping at airline gates.

#### SRQ Airport Mode S

Description: Radar calibration survey.

#### SRQ Airport Fiber Optic Tower

Description: Provided construction layout and as-builts.

#### SRQ Airport Ready Return Lot Improvements

Description: Provided a topographic survey for ready return lot mods for the shade structures.



[www.jcj-insurance.com](http://www.jcj-insurance.com)

February 13, 2025

Mohsen Design Group, Inc.  
2202 N. Westshore Blvd., Suite 200  
Tampa, FL 33607

RE: Sarasota Manatee Airport Authority, Runway 14-32 ROFA Improvement Project

To whom it may concern,

Mohsen Design Group, Inc currently has limits for the Professional Liability insurance of \$2,000,000 per claim and \$4,000,000 aggregate. The insurance company for this policy is Berkley Insurance Company.

Berkley Insurance Company has agreed to provide a \$5,000,000 per claim and \$5,000,000 aggregate limit for the Runway 14-32 ROFA Improvement project. This coverage will be effective when you sign the contract for the project.

Please let us know if you have any questions or need any additional information. I can be reached at (321) 280-9929.

Sincerely,

A handwritten signature in cursive script that reads 'Mark E. Jackson'.

Mark Jackson



MOHSDES-01

LHAMPTON

# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

8/28/2024

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).

<b>PRODUCER</b> JCJ Insurance Agency, LLC 208 Hillcrest Street Orlando, FL 32803		<b>CONTACT NAME:</b> PHONE (A/C, No, Ext): (321) 445-1117 E-MAIL: certs@jcj-insurance.com ADDRESS:		<b>FAX (A/C, No):</b> (321) 445-1076
		<b>INSURER(S) AFFORDING COVERAGE</b>		<b>NAIC #</b>
		<b>INSURER A:</b> Phoenix Insurance Co. (Travelers)		<b>25623</b>
		<b>INSURER B:</b> Fidelity & Guaranty Insurance Company		<b>35386</b>
		<b>INSURER C:</b> Travelers Property & Casualty of America		<b>25674</b>
		<b>INSURER D:</b> Travelers Casualty & Surety Co		<b>19038</b>
		<b>INSURER E:</b> Berkley Insurance Company		<b>32603</b>
		<b>INSURER F:</b>		

**INSURED**  
 Mohsen Design Group, Inc.  
 2202 N Westshore Blvd, Ste 200  
 Tampa, FL 33607

## COVERAGES

**CERTIFICATE NUMBER:**
**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 SUBR INSD YR	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC <input type="checkbox"/> OTHER		6608T692100	9/6/2024	9/6/2025	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000 MED EXP (Any one person) \$ 5,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000
E3	<input checked="" type="checkbox"/> AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY		BA5Y084099	9/6/2024	9/6/2025	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$ \$
C	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> EXCESS LIAB <input checked="" type="checkbox"/> RETENTIONS \$ 10,000		CUP8T794245	9/6/2024	9/6/2025	EACH OCCURRENCE \$ 5,000,000 AGGREGATE \$ 5,000,000 \$
D	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N N/A	UB9W517452	9/6/2024	9/6/2025	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTHER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
E	Professional Liab		AEC-9080122-01	9/6/2024	9/6/2025	Per Claim 2,000,000
E			AEC-9080122-01	9/6/2024	9/6/2025	Aggregate 4,000,000

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

## CERTIFICATE HOLDER

For Proposal Purposes

## 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

## AGENDA ITEM NO. 5.4

**SARASOTA MANATEE AIRPORT AUTHORITY  
MARCH 31, 2025 MEETING  
STAFF NARRATIVE**

**REQUEST FOR APPROVAL: RFQ-03-2025-EOC, PROFESSIONAL ENGINEERING SERVICES FOR  
EMERGENCY OPERATIONS/PUBLIC SAFETY COMPLEX**

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**EXECUTIVE SUMMARY:** Staff publicly noticed a Request for Qualifications ("RFQ") for Professional Services of a qualified firm capable of providing architectural, engineering, permitting, bidding, and construction phase services for a new Emergency Operations and Public Safety Complex. The facility will be located at the existing Aircraft Rescue and Fire Fighting (ARFF) Building and will accommodate ARFF operations, Emergency/Airport operations, Police and Records. Three (3) firms were deemed by staff to be the most qualified firms and will present to the Authority's Board.

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**NARRATIVE:** The Sarasota Manatee Airport Authority (SMAA), henceforth referred to as "Authority", is seeking professional consulting services to provide design, permitting, bidding, and construction phase services for Emergency Operations and Public Safety Complex. The facility will be located at the existing Aircraft Rescue and Fire Fighting (ARFF) Building and will accommodate ARFF operations, Emergency/Airport operations, Police and Records. The complex may be phased as financing may not be available to fully build out the complex in a single phase. The Complex will be designed and constructed in accordance with the International Code Council's ICC/NSSA Standard for the Design and Construction of Storm Shelters (ICC 500-2014) or where hurricane provisions are more stringent, the 2020 Florida Building Code, 7<sup>th</sup> Edition (Risk Category IV Buildings).

The selection of the professional firm shall be based upon qualifications, specifically the firm's experience with similar type projects, team experience and organization, clear articulation of the project scope, and other factors unique to each firm. The top three (3) proposing firms were short-listed by staff and are required to make a public presentation to the Authority's Board on March 31, 2025, at which time the Board will rank the firms. Authority staff will then be responsible to negotiate a contract for said services within the project budget.

The Authority shall have the right to review, comment upon and approve respective project components, decisions and documentation with respect to the contract including, without limitation, all schematic designs, plans and specifications and any other material amendments to the project.

Staff has received an initial grant from the State for design and site work. Additional project grants are anticipated.

In response to the publicly noticed Request for Qualifications RFQ-03-2025-EOC issued in December 2024, six (6) firms submitted responses. The following three (3) firms have been shortlisted for presentation:

C&S Engineers, Inc.  
2203 N. Lois Avenue, Suite 400  
Tampa, FL 33607

Goodwin Mills Cawood  
1819 Main Street, Suite 608  
Sarasota, FL 34236

Mead & Hunt  
4010 W. Boy Scout Boulevard, Suite 1000  
Tampa, FL 33607



Each firm has 10 minutes to complete their presentation.

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**RECOMMENDATION:** It is hereby recommended that the Sarasota Manatee Airport Authority rank the three qualified vendors. Staff also requests authorization to prepare all documents necessary to implement this action. Staff will negotiate scope and fees and will present to the Board for approval at the next Board Meeting.

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**Attachments:** Short-list Firm Submittals



February 26, 2025

Mr. Kent D. Bontrager, A.A.E., P.E.  
Senior Vice President, Engineer, Planning & Facilities  
Sarasota Manatee Airport Authority  
6000 Airport Circle  
Sarasota, FL 34243

**C&S acknowledges receipt  
of Addendum 1**

**Re: RFQ-03-2025-EOC: Professional Architectural and Engineering Services To Construct An Emergency Operations and Public Safety Complex**

Dear Mr. Bontrager,

With more than 100 experts, airports are our main business and we have spent more than 50 years refining our approach to delivering excellent aviation consulting. The team we've proposed on this project offers local, multi-disciplined staff that are committed to being your responsive partners. Benefits of the C&S team you will notice in our submission include:

<b>Recent and Relevant ARFF Station / EOC Facility Design Experience</b>	C&S provided design services of public safety facilities at St. Petersburg-Clearwater; Sarasota Bradenton, Plattsburgh Airport, Syracuse Airport, Yates County, and ARFF Facilities at Ithaca Tompkins, Hudson Valley, and Sacramento Airports. David Acomb, our Subject Matter Expert (SME) Subconsultant, led the ARFF design at Cincinnati / Northern Kentucky Airport and Wright Patterson Air Force Base. With safety critical facilities that warrant specific design needs, having a consultant team with this level of ARFF/EOC design experience is important to the success of the project.
<b>Proven Project Management &amp; Responsiveness</b>	Greg Cavanaugh, the project manager on this assignment, has over 30 years managing public facility projects and was recently involved in the design of the Federal Inspection Services (FIS) Facility at SRQ. Greg has vast experience working on multidisciplinary projects with various stakeholders. Greg will be supported by Dave Thorsen located in our Tampa office, who contributes a practical approach from his more than 30 years of experience in facility architectural design and construction projects. C&S's Tampa office is where core members of our proposed design team are located, and will allow us to be on site the same day we are called.
<b>Outstanding Teammates</b>	C&S's multi-disciplined team is supplemented by locally and nationally known strategic teammates — ESA (environmental clearance), EG Solutions (env. permitting), Hyatt Surveying Svcs., Tierra, Inc., Connico (cost estimating), and Orlando Project Controls (pre-construction scheduling). Having specialty partners committed to this assignment, including a dedicated SME, is key to delivering a high quality project in the most cost-efficient manner.
<b>SWFWMD Permitting Experience</b>	We've partnered with EG Solutions, Inc. to provide environmental permitting services for this project. EG has extensive project experience at SRQ and is familiar with involved agencies and navigating the permitting process to meet project schedule.

We appreciate the opportunity to submit on this project and will work hard to make this a signature project for SRQ and C&S.

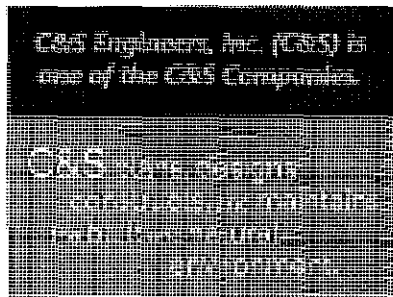
Sincerely,

C&S Engineers, Inc.

Greg Cavanaugh - Project Manager  
gcavanaugh@cscos.com

## Firm Overview

Airport services has been the cornerstone of our professional practice since our founding in 1968. For more than 57 years, C&S has served diverse airport clients across Florida and the country, including many airports similar to yours. Our client list includes over 200 airports nationwide, ranging from general aviation to commercial service, hub, and military installations. **C&S's in-house expertise is extremely broad, allowing us to deliver almost any type of airport project from start to finish.** With staff dedicated to planning, environmental, airside and landside engineering, architecture, grants administration, construction services, and other specialized disciplines, we have the necessary resources to help clients realize the vision they have for their facilities.

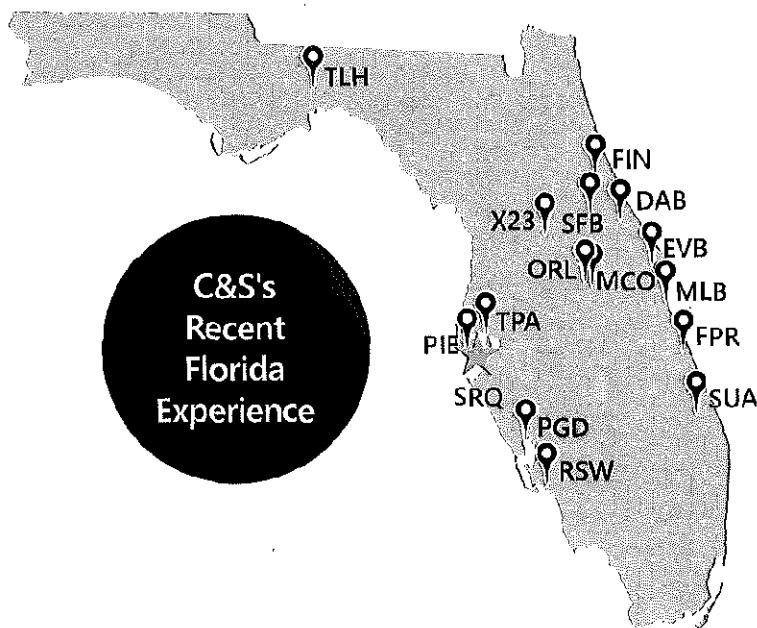


On January 1, 1968, professional engineers Mike Calocerinos and Frank Spina opened for business in Syracuse, New York. Their goal was to provide engineering services in a more personalized, high-quality manner. The six-person firm, named Calocerinos and Spina Consulting Engineers, concentrated on civil engineering (sewage and drainage) for local municipalities.

## Firm Experience and Qualifications

At C&S, we pride ourselves on our extensive experience and qualifications in the Aviation Practice. Our team is composed of industry-leading experts who are dedicated to providing innovative and sustainable solutions for airports across the nation. We understand the complexities of airport systems and are committed to helping our partners achieve their vision for their facilities. Our Aviation Practice's specialized services include:

- ◆ Airfield Pavements
- ◆ Environmental/NEPA Compliance
- ◆ Drainage
- ◆ Paint Marking & Signage
- ◆ NAVAID/Electrical
- ◆ Facility Architecture and Engineering
- ◆ Fuel Facilities
- ◆ Sustainability and Electrification
- ◆ Construction Services
- ◆ M/W/DBE Program Administration
- ◆ Obstruction Studies
- ◆ Safety Area Improvements
- ◆ Fencing & Security
- ◆ FAA/FDOT Grant Administration
- ◆ Equipment Procurement
- ◆ Public/Community Outreach
- ◆ Planning
- ◆ Land Use+ Economics
- ◆ PFAS Investigation



Sarasota Bradenton International Airport | Professional Architectural and Engineering Services to Construct an Emergency Operations and Public Safety Complex

# Section A Experience with Similar Airport Projects

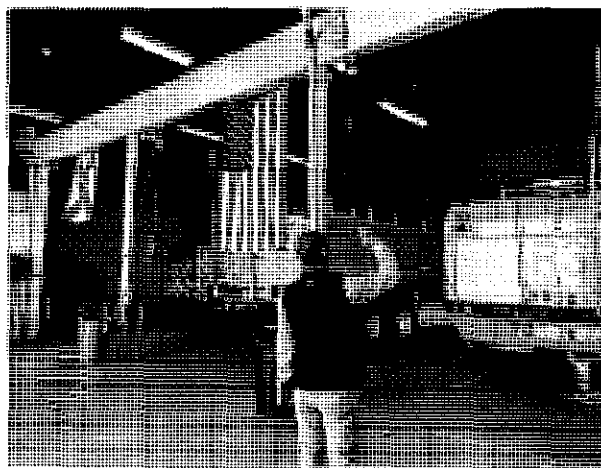
## C&S Companies

Over the past five decades, C&S has steadily grown into one of the country's largest and most trusted aviation consulting and advisory practices. Our nationally known and respected aviation practice is trusted by airports across Florida to deliver critical infrastructure design and construction projects to airports similar to Sarasota Bradenton International Airport. C&S's in-house expertise is extremely broad, allowing us to deliver almost any type of airport project from start to finish. With over 500 staff dedicated to facilities, airfield and landside engineering, environmental, grants administration, construction services, and other specialized disciplines, we have the necessary resources to help clients realize the vision they have for their airports. C&S's aviation group features 100+ national aviation experts completely dedicated to airport projects.

Our experienced aviation-focused architects and engineers have completed numerous additions, renovations, and new construction of a wide variety of aviation facilities. Our projects include ARFF Facilities, Public Safety/EOC Buildings, passenger terminal buildings, Federal Inspection Stations (FIS), corporate and private hangars, storage buildings, and administration facilities. Our wide range of aviation facility design disciplines include:

- ✦ Architecture
- ✦ Mechanical/electrical/plumbing
- ✦ Structural
- ✦ Site/civil/utilities
- ✦ Sustainability
- ✦ Fire protection/detection
- ✦ Life safety/security
- ✦ Energy efficiency
- ✦ Communications/data systems
- ✦ Visualization

Under this project, C&S will provide professional architectural and engineering services for the Emergency



Operations and Public Safety Complex at SRQ. The project is anticipated to include:

- ✦ Architectural design of an approximately 32,000 sq.ft. ARFF/EOC complex, or renovation/expansion to the existing facility
- ✦ Mechanical, electrical, plumbing, structural, fire protection, and communication design
- ✦ Civil design for expanded vehicle parking area

One of the strengths of our team at C&S is that we are able to provide a full range of design services in house in a seamless manner. This includes architectural, mechanical, electrical, structural, plumbing, fire alarm, fire protection, security, site/civil, and environmental design, as well as construction management. We believe that this organization allows for more efficient communication within the design team, less administrative burden for everyone involved, and more of a focus on understanding and meeting the goals of Sarasota Bradenton International Airport to provide a successful building project. Together, we will be able to work closely across all disciplines to facilitate progress and achieve the project goals as stated by the stakeholders.

C&S has completed multiple projects of a similar nature. The following pages showcase a selection of our experience and similar projects.



Sarasota Bradenton International Airport | Professional Architectural and Engineering Services to Construct an Emergency Operations and Public Safety Complex

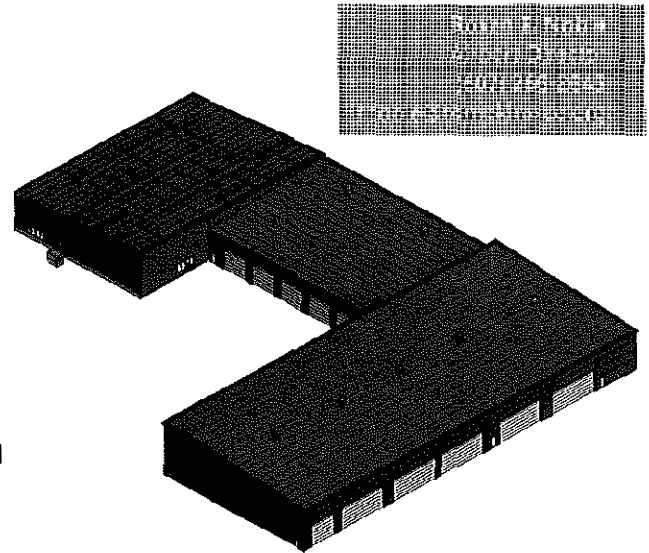
A-1

## Ithaca Tompkins International Airport New ARFF/SRE Building

C&S is providing full-service architecture and engineering services for design and construction administration of a new shared-use 45,800 sq.ft. Airport Rescue and Fire Fighting/Snow Removal Equipment (ARFF/SRE) facility at Ithaca Tompkins International Airport. This new building will replace the current joint-use Snow Removal Equipment & Crash/Fire/Rescue (CFR) and will be constructed in a new location. The facility will consist of three buildings that will be interconnected; a six (6) bay 23,400 sq.ft. pre-engineered metal building [PEMB] SRE, a six (6) bay 10,300 sq.ft. PEMB ARFF facility, and a 12,100 sq.ft. PEMB for office and administrative space. The office building will include dorm rooms, training rooms, restrooms and 3,000 sq.ft. of dedicated space for a new Emergency Operations Center (EOC). The new facility has a total estimated project cost of \$21 M. Unique to this project is the use of a geothermal heating & cooling system, requiring 63 vertical wells, each 500ft deep. Due to funding limitations, the building will be constructed in multiple phases, requiring up to four (4) bid packages to maximize federal and state grant funding.

### Key Project Team

**Thomas Horth, PE** - Program Manager/FAA Coordination  
**Michael LaMontagne, AIA** - Architect of Record

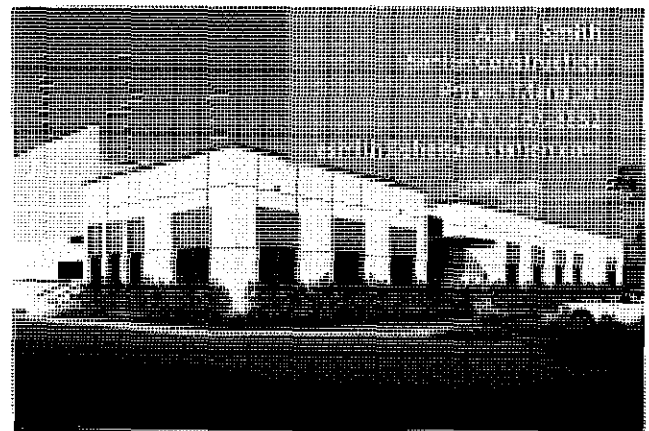


## Sheltair Aviation Sheltair/Pinellas County Sheriff's Office Maintenance Hangar and Operations Center

Sheltair's new maintenance hangar and Fixed Base Operator (FBO) facility for the Pinellas County Sheriff's Office (PCSO) at St. Petersburg-Clearwater International Airport represents a significant milestone in enhancing the capabilities and operational efficiency of PCSO's Air Crew. This cutting-edge facility seamlessly integrates storage, maintenance, and administrative functions, creating a robust and well-equipped hub for the Sheriff's Office. The heart of the project is the maintenance hangar, specifically designed to house and maintain PCSO's aircraft fleet of fixed wing aircraft and helicopters. The state-of-the-art hangar features advanced equipment and technology, ensuring the safety and reliability of these essential law enforcement assets. Adjoining the hangar are offices, workshops, and support spaces that accommodate the Air Crew team, facilitating mission planning and coordination. The FBO component provides a welcoming and efficient space for PCSO and visiting law enforcement agencies, promoting effective collaboration and support. It offers comfortable facilities for pilots and staff and streamlined services to enhance the overall operational readiness of PCSO's aviation division. The Sheltair maintenance hangar and FBO project not only enhances PCSO's ability to safeguard the community, but also underscores Sheltair's commitment to excellence in aviation infrastructure development. This facility stands as a testament to the crucial role of aviation in modern law enforcement and supports PCSO's mission to serve and protect Pinellas County. Year Completed: 2025. Project Cost: \$18 million.

### Key Project Team

**Greg Cavanaugh** - Project Manager  
**Kerrick Stegmeier, PE** - Project Manager/Structural Design Lead  
**Bryn Currie, PE** - HVAC Design



## Cincinnati/Northern Kentucky International Airport Aircraft Rescue Fire Fighting Station

Acomb Ostendorf & Associates, LLC has experience with two A.R.F.F. Stations for the Cincinnati / Northern Kentucky International Airport - Aircraft Rescue Fire Fighting Station. David Acomb was the principal architect in charge of design and full architect of record services from programming through construction. At the time of David's tenured role for the Cincinnati/Northern Kentucky International Airport A.R.F.F. Station, he was the Department Head of the company's Government Design Department. He was responsible for the station programming, design, consultant coordination and project budget. The design and project facilitation involved numerous meetings with the Airport Planning & Development, Facilities Management, Security and Fire Departments. In addition to the FAA Standards there were CVG Planning and Development Standards and requirements that needed continuous reviews and checks. All building systems were analyzed and approved by Airport Departments and assessed in context with the project budget and quality control. During construction David reviewed shop drawings and attended periodic site visits with the Company's Construction Administration Team.

### Key Project Team

David Acomb, AIA  
Principal in Charge



## Yates County New Highway/Office of Emergency Management/Public Health Facility

C&S was selected by Yates County for full-service architecture and engineering services for a complete renovation to their existing 7.6-acre highway department campus. The proposed project consists of the construction of a new shared-use facility, salt storage building, and fuel farm along with the rehabilitation and/or demolition of various existing structures. The new building will be an approximately 50,000-square-foot, pre-engineered metal building and will house spaces for two additional County departments in addition to Highway. The Office of Emergency Management will re-locate its office space to this site and will also have space for interior vehicular storage and a large training/emergency operations center for use by 50+ individuals when required. The Public Health Department will also have a remote clinic in the building. The Highway Department space includes a large central parking area as well as five maintenance bays equipped with lifts and jib cranes. Additionally, a welding bay, drive through wash bay, and parts room are provided in the maintenance area. The overall site is laid out for increased efficiency while also planning for the future. The new 10,000-gallon unleaded and 10,000-gallon diesel fuel facility will be relocated to a more convenient location that does not impede normal traffic patterns. An area of one acre is also designated for future OEM training space for exterior training activities.

### Key Project Team

Michael LaMontagne, AIA - Architect of Record



### Douglas Rapalee

Highway Superintendent

(315) 581-3200

[drapalee@yatescounty.org](mailto:drapalee@yatescounty.org)



Sarasota Bradenton International Airport | Professional Architectural and Engineering Services to Construct an Emergency Operations and Public Safety Complex

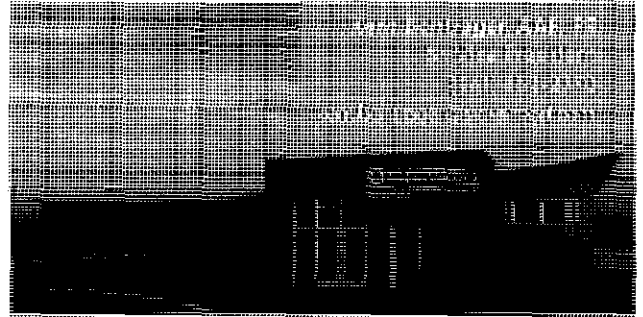
A-3

## Sarasota Bradenton International Airport Federal Inspection Services (FIS) Facility

C&S is providing full service architecture and engineering services for a new General Aviation Customs Facility at Sarasota Bradenton International Airport. The new building, located in the new north quadrant of the airport, will serve as a gateway for other development here as well as the intended users of the facility and international travelers. The new Federal Inspection Services (FIS) facility simplifies operations of the Customs and Border Patrol and the stand alone building frees up a gate within the existing terminal affording increased airline usability. The approximately 5,200-square-foot building will house a central passenger processing area surrounded by support spaces. Windows are not desired in the perimeter spaces, so ceilings will be constructed as a light shelf, to allow natural daylight to enter the central space through clerestory windows. The building will be designed in accordance with the CBP GA Facilities Design Guide which outlines specifying requirements for each space in the facility. Those requirements, coupled with a striking architectural style, create a dynamic and functional space. The new building will create an aesthetically appealing public face to the airport for international travelers. The main guiding design principal will be in line with the historical "Sarasota Modern" style which was a postwar modern movement that was widely known and celebrated in the region. It is characterized by an open plan for the processing and waiting areas, and a large area of glass to facilitate natural illumination and ventilation as a means to address the unique indigenous requirements of the regional climate. Materials will be modern and in alignment with the existing terminal architecture. Year Completed: 2025 (est.). Project Cost: \$9.1 million.

### Key Project Team

**Kerrick Stegmeier, PE** - Project Manager/Structural Design Lead  
**Michael LaMontagne, AIA** - Architect of Record  
**Greg Cavanaugh** - Architectural Design Lead  
**Matthew LaRue, PE** - Electrical Design Lead  
**Bryn Currie, PE** - HVAC Design Lead  
**Lori Steiner, PE** - Civil Design Lead  
**Doug Saunders, PE** - Civil QA/QC



## Plattsburgh International Airport New Federal Inspection Services (FIS) Facility

The New York State Upstate Airport Initiative was developed to promote, revitalize, and accelerate investments in Upstate commercial passenger and cargo service airports for the 21st century. C&S was the architect, engineer, and construction manager for the \$3 million, 5,000-square-foot Inspection Facility at Plattsburgh International Airport.

With a fast-track timeline for owner occupancy, C&S's full-service team completed design in under four months. C&S used building information modeling (BIM) in the design process to minimize conflicts between the different systems and enhance coordination between trades in an effort to avoid conflicts in the field and help meet a compressed construction schedule. All aspects of the construction management operations, from documentation control, communications, budgeting, logistics, planning, and administration were managed from our Plattsburgh office.

### Key Project Team

**Michael LaMontagne, AIA** - Architect  
**Thomas Horth, PE** - Program Manager/Funding Coordinator



The new Federal Inspection Services (FIS) facility simplifies operations for the airport's Customs and Border Protection, who previously had to send an agent from Burlington, VT to inspect passengers. Now, an agent will be stationed at Plattsburgh full time. The 5,000-square-foot building houses a central passenger processing area surrounded by support spaces. Year Completed: 2018. Project Cost: \$3 million.



Sarasota Bradenton International Airport | Professional Architectural and Engineering Services to Construct an Emergency Operations and Public Safety Complex

A-4



# Section B Team Organization

## Organization Chart

The organization chart below shows the team of architects and engineers that will be involved in this project. We have assembled an experienced team that is competent with detailed design documents as well as in the field. Our streamlined team of experts has worked on new construction and rehabilitation of public facilities across the State of Florida. Resumes are included in the Appendix section.

- C&S Engineers, Inc.
- Hyatt Survey Services, Inc. (M/WBE)
- Tierra, Inc.
- EG Solutions, Inc. (DBE)
- Environmental Science Associates (ESA)
- Connico (DBE)
- Orlando Project Controls
- Acomb Ostendorf & Associates, LLC
- \* Located in Tampa





### Hyatt Survey Services, Inc. (WBE/MBE)

Hyatt Survey is a full-service woman-owned surveying and mapping company with a professional staff possessing extensive multi-faceted surveying experience. Hyatt Survey has experience performing survey and mapping services for Sarasota Bradenton International Airport (SRQ) along with multiple airports located in Southwestern Florida including Tampa International Airport, Punta Gorda Airport, and St. Pete-Clearwater International to name a few.

### EG Solutions, Inc. (DBE)

EG Solutions, Inc. (EGS) is an aviation engineering firm located in Lakewood Ranch, FL less than 8 miles from the Sarasota Bradenton International Airport (SRQ). Each member of senior management has over 40 years of engineering and aviation experience. The majority of this experience has been on Florida aviation projects. EGS is recognized as being an industry leader for stormwater management consulting, design, permitting, and construction for Florida airports. EGS senior management has worked at SRQ for the past 39 years on various assignments.

### Tierra, Inc.

Tierra, Inc. (Tierra) is a full-service consulting geotechnical, environmental and construction materials testing engineering firm. Tierra was formed as a geotechnical engineering, contamination assessment and materials engineering firm with the intent of building upon the many years of combined experience of our founding principals. Tierra's aviation-related project experience is broad having worked on many projects at Sarasota Bradenton International Airport. A few of these projects include: Sarasota-Bradenton International Airport Drainage Pipe Scour; Multiple Locations, Sarasota-Bradenton International Airport General Consulting Services, and many more.

### Connico (DBE)

Since 1990, Connico has offered consulting services to owners, engineers, architects, and planners. As consultants you can count on, we specialize in cost estimating, program management, scheduling/phasing, project management and constructability planning, delivering a client's vision for projects. Connico has worked at more than 350 airports from Massachusetts to the American Samoa Islands. Connico has been providing cost estimating services on aviation projects stretching all the way through the different phases of a project.

### Orlando Project Controls

Orlando Project Controls was established by Mr. Scott Collins in 2007. OPC provides professional consulting services for various Project Controls functions for all members of the Project Team. With over 35 years of project controls / scheduling experience, Scott, his Senior Level staff and subconsultants support projects in the healthcare, aviation, K-12 and higher education, municipalities, corrections, utilities, sport facility, high-rise office and residential, entertainment industries and others. OPC delivers quality and planning/scheduling excellence to our clients, both internally and externally with a commitment and dedication to client satisfaction and safety.

### Environmental Science Associates (ESA)

Founded in 1969, Environmental Science Associates (ESA) is an employee-owned, full-service environmental consulting and planning firm experienced in all aspects of project planning, environmental assessment, natural resource management, and regulatory compliance. ESA are currently on-call or working at 49 Florida airports, including the five busiest airports (MIA, MCO, RSW, TPA, and FLL). More than 92% of enplaned passengers in Florida pass through an airport that ESA serves.

### Acomb Ostendorf & Associates, LLC

Founded in 2009, AOA is an award winning, global provider of design, production, technology and project management services in location-based entertainment (LBE), hospitality, themed retail, themed restaurants, family entertainment centers (FECs), museums, aquariums, and the space and medical industry, themed lands and attractions. With a staff of over 100 employees, AOA brings a list of services that can guide a project from concept through construction completion. AOA has a portfolio of high-profile, public facing projects each valuing between \$2 million to \$400 million.

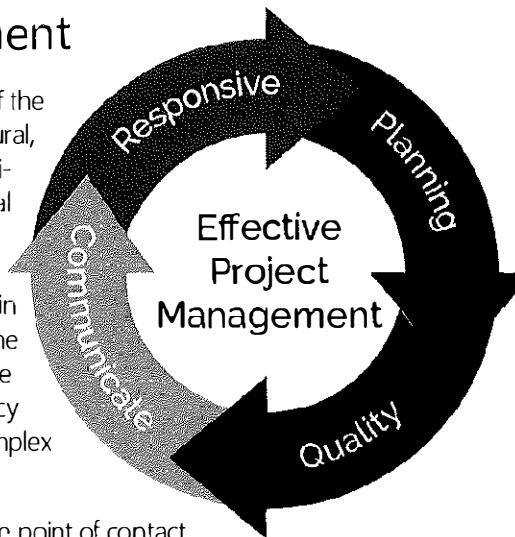


Sarasota Bradenton International Airport | Professional Architectural and Engineering Services to Construct an Emergency Operations and Public Safety Complex

B-2

## Project Management

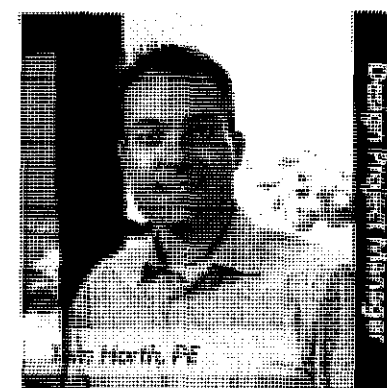
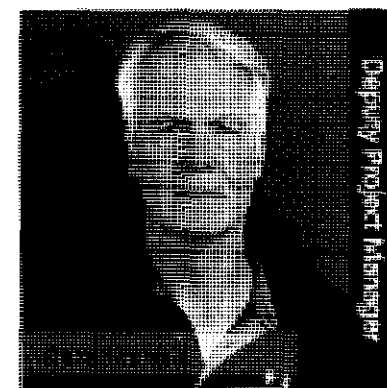
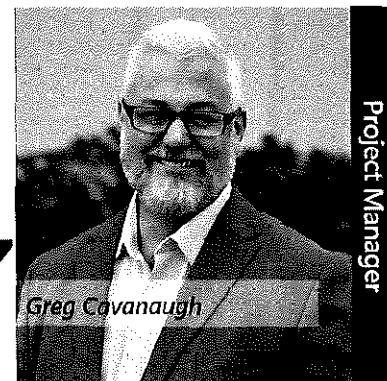
The C&S team comprises some of the most respected aviation architectural, engineering, surveying, geotechnical and environmental professional firms across the Northeast. We understand the importance of hiring and retaining the best staff in the business. Our clients rely on the expertise our professionals provide to projects just like your Emergency Operations and Public Safety Complex project.



For this project, C&S offers a single point of contact and responsibility. Our proposed Project Manager for this assignment, Greg Cavanaugh, has spent his 30-year serving as a design consultant, planner, construction project manager, and facilities operations director. Greg will be Sarasota Bradenton International Airport's "go-to" person who will work with staff to define the project scope and objectives, assemble the C&S team resources necessary to deliver, and monitor progress throughout the life of the project. Greg will serve side by side with David Thorsen, our Deputy Project Manager, and Tom Horth, our Design Project Manager/Program Coordinator for this assignment. Together they will coordinate all of our team's efforts internally and with Sarasota Bradenton International Airport personnel. Tom and David represent the entirety of the C&S team's extensive, progressive history of success at managing a diverse cross-section of architecture, engineering design, environmental, and construction projects.

David brings more than 30 years of experience, where he has served as a project manager, leading project teams to design and deliver innovative design solutions for large, complex projects. He has managed numerous projects at 25+ airport facilities in the northeast region of the United States. He has experience working in commercial, corporate, education, and mixed-use market segments.

Our project management staff is supported by a team of highly qualified designers, all experts in their field. This project will be designed to meet or exceed all required building and energy codes. The balance of our interdisciplinary team will result in a **highly functional, welcoming, and safe environment that is well suited to adapt and grow with your facility.** C&S is extremely proud of our reputation for service. Each client receives our full attention and capability. Many of our airport clients have relied on C&S for decades, turning to us time and time again for their critical development and maintenance needs.



## Section C Project Approach

### Project Understanding

We understand that SMAA desires to construct a new Emergency Operations and Public Safety Complex to replace the existing building which is over 30 years old and no longer meets the Airport's needs. The existing facility has sustained significant water damage and is undergoing temporary renovations in an effort to extend its useful life.

The new facility will be located at the existing Aircraft Rescue and Fire Fighting (ARFF) Building and will accommodate ARFF Vehicles and operations, emergency operations and communications infrastructure (EOC), Airport Police substation, equipment storage, and records storage. A conceptual layout of the new facility was provided in the RFQ (Sweet Sparkman) and indicates an approximate 31,750 sq.ft. footprint. The ARFF portion of the facility would be equipped with five (5) drive-thru bays and have adjacent storage/support space.

The C&S team would evaluate and confirm this layout with all stakeholders and FAA AC 150/5210-15A Aircraft Rescue and Firefighting Station Building Design prior to advancing any design. It is understood sitework components under this project would include additional staff parking to accommodate 12-15 vehicles, potential ARFF access road improvements, and a new emergency generator sized to back up the entire facility.

The primary focus for the new building is to provide an operationally efficient facility that is hardened from hurricanes and maximizes occupant comfort by providing ample space that is usable for multiple emergency service personnel.

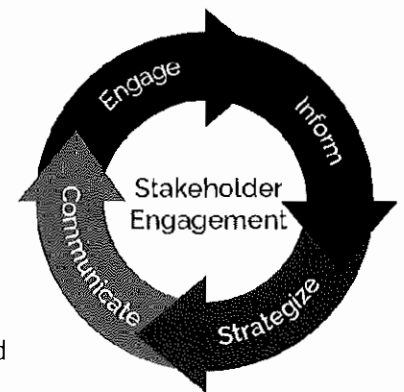
**Having C&S's team provide architectural, structural, civil, MEP, life safety design, and FAA programming experience will benefit the Airport not only with delivering a new ARFF/Emergency Operations and Public Safety Complex that meets the Airport's needs, but using a consolidated design team allows construction packages to be programmed efficiently based on funding availability.**



### Design Approach

Our approach to this project is comprehensive, beginning before the design work and seeing the project through every step of the way, through construction and commissioning your new building.

**Design Program & Project Initiation:** Immediately following award of this project, the C&S team would schedule a pre-design programming and project kickoff meeting with SRQ Airport Operations and Maintenance staff, in addition to SRQ ARFF and Police personnel to finalize your needs, goals and vision for the new building, type of structure, and additional details for site design. We will listen to and learn about any additional priorities for this project from Airport representatives and develop a detailed scope of work.



The below process details how we have been successful in our previous ARFF/EOC Public Safety Facility projects, and how we would specifically address your needs on your unique project.

**Pre-Design:** C&S's approach will include mobilization of the subconsultant team as soon as possible after award of this project to conduct field assignments and pre-design efforts required to get the project underway.

Topographic survey and mapping will take place concurrent with the geotechnical and environmental effort, or immediately following. The survey and mapping will gather all of the critical data such as site features, existing structures and utilities, stormwater and drainage features, and all existing utilities. Prior to the survey work, C&S will engage the services of a third – party utility mark out firm, so that the survey and mapping work will provide a complete picture of the existing conditions prior to the start of the design. C&S will field verify the base mapping provided by our survey subconsultant. Our surveying and geotechnical teammates have performed work at SRQ and are familiar with the Airport's badging process. We will ensure the appropriate design staff are also badged so SRQ staff are not tied up escorting our team.

Before detailed design efforts commence, we propose to initiate an interactive pre-design meeting to understand any prior project parameters that have been established, and not duplicate previous efforts completed. This will involve all-hands meeting with Airport, ARFF, and Police personnel to validate the conceptual floor plans presented in the RFQ and focus on space arrangement and required adjacencies and flow.

This meeting will also provide the opportunity to establish an overall vision for a successful project and define other project criteria that will serve as the basis for detailed design, including:

- ◆ Site layout, access, and circulation
- ◆ Mechanical, electrical, plumbing, and fire protection systems
- ◆ Building materials and finishes (i.e., PFMB, CMU, etc.)
- ◆ Energy performance metrics and potential sustainability requirements
- ◆ Project phasing and funding considerations

**Getting early buy-in from all stakeholders on the preferred building floorplan and project phasing is key to minimizing consultant fees. We recommend reviewing the existing conceptual floorplan and if necessary develop 2-3 alternatives for consideration. An evaluation of pros/cons of each alternative would be useful to guide the decision-making process.**

**Environmental:** Once project details have materialized, C&S will work with our teammate EAS in preparing the NEPA CatEx documentation requesting a Finding of No Significant Impact (F-ONSI) with all relevant project details and will submit to SRQ for review and processing. We will work together to ensure that all primary elements of the proposed project have been addressed up front to avoid having to resubmit the environmental review package.

**Airport Planning and Airspace/Part 77:** Our expert team of airport planners and aviation engineers will ensure that all of the required airport planning and airspace requirements and documents are fulfilled, in order and on time. C&S will assist in completing the pen and ink change to the ALP for this project, and file all required airspace cases for the new building, including temporary construction objects, the permanent building, and the Construction Safety and Phasing Plan on behalf of the Airport. Our civil aviation team has been personally engaged in leading the SRQ GA FIS Facility project. Lori Steiner, PE, will be the civil design lead for the new ARFF/Emergency Operations and Public Safety Complex and brings over 26 years of extensive experience on airfield capital improvement projects.

## Facility Design Considerations

Though it is understood the intent of this program is to demolish the existing ARFF/EOC facility and construct a



Design of the new or rehabilitated Emergency Operations and Public Safety Complex will consider the following:

- 
- Figure 1 is an aerial photograph showing a proposed parking lot at the intersection of Highway 101 and Highway 102. The proposed parking lot is a large, rectangular area located to the left of the intersection. It is bordered by Highway 101 to the north and Highway 102 to the east. The existing parking lot is a smaller area located to the right of the proposed parking lot. Highway 103 is visible in the bottom right corner of the image. The map includes labels for the proposed parking lot, existing parking lot, Highway 101, Highway 102, and Highway 103.

✦ **Drainage and Stormwater Permitting**—Permitting projects with Southwest Florida Water Management District (SWFWMD) and Manatee County can be challenging for on-airport developments. To ensure our

team's success we've partnered with a local civil firm, EG Solutions, Inc., who has extensive experience at SRQ and with Manatee County in order to obtain permits. Together, we have worked with the SWFWMD and local municipalities including Manatee County and HDOT to implement new statewide stormwater rules on several airport projects. We will ensure the project limits have appropriate erosion and sediment control measures in place to minimize stormwater pollutants in the system and prevent erosion of the infields. In doing so, our team will prepare all documentation necessary to apply for a NPDES permit through FDEP, including a Stormwater Pollution Prevention Plan.

## Overall Program Schedule

Following a site investigation, review of existing record documents and pre-design meetings, project details will be refined and a cohesive plans developed to make the project a reality.

Because construction funding is a key element to advancing this project, we've partnered with Orlando Project Controls to assist with preparing detailed schedules during the design phase. Their expertise in project schedule development will be instrumental in developing contract schedules for each project bid package. By identifying major construction tasks as well as long-lead items, a comprehensive program schedule can be built and referenced from start to finish. A detailed pre-construction schedule will serve as a useful tool for establishing project funding programs, and, having an experienced partner in Connico to provide detailed cost estimates, will be informative in funding request meetings with stakeholders and useful in federal/state grant application packages. As project details are developed, construction schedules and cost estimates for each anticipated bid package will be assessed and revised accordingly.

A conceptual schedule for delivering the ARFF/Emergency Operations and Public Safety Complex facility project is as follows:

Phase	Milestone	Date
Scoping	Design Award/Notice to Proceed	4/2025
	Kickoff / Project Scoping Meeting	4/2025
Design	Topo Survey, Geotechnical Investigation, Existing Building/Site Assessment	5/2025
	Prepare Environmental Clearance (NEPA)	6/2025-7/2025
	Design Documentation/Preliminary Design	5/2025 – 7/2025
	Schematic Design	7/2025 – 9/2025
	Design Development (60%) (a)	9/2025 – 12/2026
	Draft Final Design Documents (90%)	2/2026
	Final Design/Construction Documents (b)	3/2026
Advertise / Bid / Award	Advertise & Bidding Period	3/2026 – 4/2026
	AIP Grant Funding Application(s) (c)	4/2026
	Construction Award	6/2026
Pre-Construction	Pre-Construction Conference	6/2026
	Construction Notice to Proceed	7/2026
Construction	Construction (d)	7/2026 – 3/2027
	Closeout & Commissioning	3/2027



(a) Anticipates design of entire Emergency Operations and Public Safety Complex will be advanced as one project prior to determining the need to develop multiple bid packages.

(b) Assumes initial bid package; schedule of future additional bid packages (if needed) to be determined.

(c) Schedule of funding program to be determined during design development stage.

(d) Schedule reflects duration to reflect entire Emergency Operations and Public Safety Complex; schedule of future/multiple bid packages to be determined.

***\*All milestones and dates are subject to the receipt of FAA AIP grant funds, review times, and availability of construction materials.***

Supply chain challenges may continue to be present during the bidding phase, impacting availability of various building materials and costs. When the project enters the detailed design phase, C&S will engage with our team-mate Orlando Project Controls to investigate the availability and lead time for the building materials selected to build your project. C&S will report to SRQ our findings and will complete your building's design and bidding to provide a cost-effective, energy efficient facility to meet your needs.

Other items of note include with respect to improving overall schedule:

- ◆ Consider separate notice to proceeds to allow the contractor to order materials to accommodate long lead times for materials and equipment (mechanical and electrical)

## Bidding Phase

Once the project has been advertised, C&S will reach out to area contractors to make them aware of the project to increase interest and promote more competitive bid pricing. We will coordinate with SRQ staff to conduct a formal pre-bid meeting and walkthrough of the site with interested contractors, addressing any questions that may arise. All questions received will be compiled into formal addenda for distribution to all plan holders.

Upon receipt of bids, C&S will perform a thorough review of the proposals, verify all supporting documentation, prepare a tabulation of bids, and provide a recommendation of award to SRQ for the lowest responsive bid. If warranted, C&S will review the project scope with the apparent low bidder(s) to ensure they properly understand the scope of work and are capable of executing it. Finally, upon award C&S will coordinate with SRQ to prepare conformed copies of executed contract, coordinate contractor's execution of the construction contracts, review contractor's submissions with SRQ, and assist in distributing copies of the executed contract to the contractor.

## Project Cost Considerations

Funding large-scale capital projects can be challenging, and that begins with establishing soft costs and particularly consultant fees. C&S acknowledges that each project is unique and warrants a comprehensive review of actual man-hours needed for each task, not just a percentage of construction cost. With every professional services agreement, we prepare thorough workplans with anticipated staffing titles and hours, and welcome open-book negotiations with clients to establish fees that are accurate and fair. Some of the ideologies C&S would integrate into this assignment to minimize consultant fees:

- ◆ Understanding tasks that may already have been completed and not redoing them. For example, C&S recognizes SRQ was heavily involved in the development of the conceptual floorplans that were issued. If the stakeholders are in agreement, there is no need to revisit these unless program requirements have changed. Utilizing the conceptual floorplans would save costs by not starting from scratch.



- ◆ As there are several subconsultants on the team, developing clear scopes of work for both C&S as well as our subconsultants will be important to define specific tasks, roles and responsibilities, and avoid overlapping efforts.
- ◆ Establishing project cost controls and monitoring effort expended versus budget on a frequent basis. This will be the responsibility of the Project Manager, who will oversee all project financials and keep the Owner apprised of the budget status.
- ◆ Consideration for multiple professional service agreements during design. With new building projects that don't have a definitive layout, a stand-alone contract for schematic design services may be warranted in order to evaluate project alternatives. Once a preferred alternative is established, a subsequent agreement for detailed design and bidding services would be submitted. Scoping a detailed design agreement would be an easier effort as the specific building trade needs will be known and the man-hours to develop construction documents are able to be accurately determined in a more transparent effort.
- ◆ Being sensitive to the number of attendees participating in design meetings. C&S will limit the number of individuals participating in meetings and instead have the Project Manager facilitate and specific questions from the design trades and subconsultants.



## Section D Phone Interview

Project Manager Greg Cavanaugh and Tom Horth, project coordinator, are eager to delve into C&S's strategic approach for this project and demonstrate why our team is the ideal choice. Both Greg and Tom bring a wealth of experience in similar projects, ensuring the successful delivery of architecture and engineering services for the construction of an emergency operations and public safety complex.



### Greg Cavanaugh Project Manager/Primary POC

- Over the past 50 years, he has served as a design consultant, planner, construction project manager, and facilities operations director.
- Will draw upon hands-on experience managing projects of similar scope.

**Phone Number**  
(321) 361-5750

**Education**  
B.Arch. (Cum Laude)  
Barton Architectural Center  
B.S. Industrial Leadership  
University of Southern Maine



### Thomas Horth, PE Design Project Manager / Program Coordinator

- Over 25+ years of experience in managing multi-facility projects at a variety of commercial and government facilities.
- Extensive experience in developing capital project funding programs and project phasing packages.

**Phone Number**  
(315) 703-4244

**Education**  
B.S. Civil Engineering,  
Clarkson University, 1988  
A.S. Civil Engineering  
Technology, Mohawk Valley  
C.C., 1986  
**Registrations**  
Professional Engineer  
NY, PA  
ASCE Grade VI



# Section E Demonstrated Ability to Meet the D/M/WBE Goal

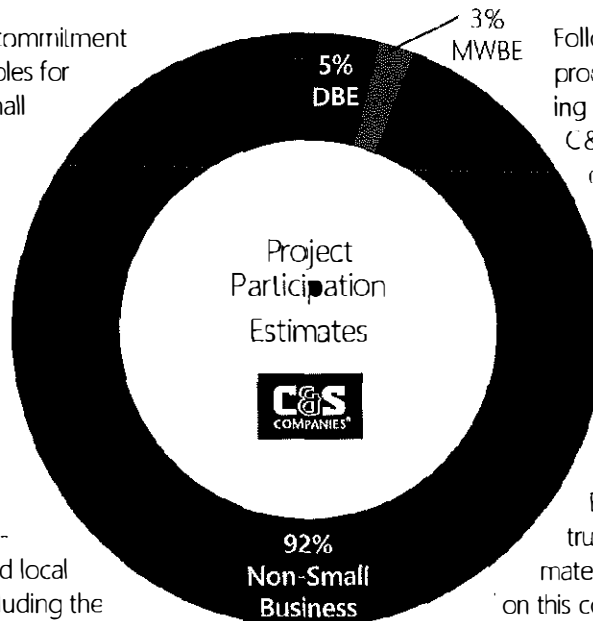
C&S has demonstrated commitment to creating meaningful roles for qualified and capable small businesses. We regularly engage the services of diverse and specialized teammates. In fact, we make a concerted effort to team with disadvantaged, minority, women-owned, and local firms whenever possible, whether a project has set goals or not.

C&S complies with all applicable federal, state, and local regulations and laws, including the small business development goals established for our projects. Here in Florida, we team with small businesses on many projects and have many productive relationships in multiple trades and disciplines. We also make an effort to learn about what firms can offer the types of services that SMAA would be interested in and which firms are interested in working at SRQ.

C&S plans on meeting or exceeding the 3% DBE goals established for this assignment and plans to also include meaningful roles for local M/WBE firms.

## Outreach & Mentoring

C&S has collaborated with many small business firms in the past and has many successful relationships that have been both beneficial to those that we have mentored, and to C&S.



Following this same thought process of inclusion and helping small businesses grow, C&S intends to continue this collaboration goal with more small businesses to determine how we can incorporate them on design efforts that help them grow. This is important to the firms and is equally important to C&S.

Below is a list of our trusted small business teammates who we are proposing on this contract.

We have collaborated with each of these partners on several projects and have demonstrated a solid working relationship, a key element to efficiently delivering a successful project.

Company	Status		Role	Estimated % of Work
	MBE	DBE		
EG Solutions, Inc.		X	Stormwater/Soil Erosion/ Local Permitting	3%
Hyatt Survey Services, Inc.	X	X	Survey and Mapping Support	3%
Connico		X	Cost Estimating	2%



## Section F Other Factors

### Construction Sequencing

Phasing of the construction will be a key consideration in this project due to potential funding restrictions. With ARFF personnel currently operating out of temporary trailers, it is imperative that new facilities are put in place as efficiently as possible for occupancy by SRQ's ARFF and Emergency Services personnel and equipment. Therefore, the sequencing of the building construction and associated support systems will be discussed with the Airport and stakeholders early in the design process and a prioritized plan will be developed on how best to accomplish the project.

A possible construction sequencing plan for SRQ's consideration might be:

- ◆ **Construction Phase 1:** Site package, including building demolition, utility modifications, site grading/stabilization, stormwater management and mitigation, new parking areas, new building foundation system, new or additional temporary facilities for ARFF Vehicles and staff.
- ◆ **Construction Phase 2:** New ARFF Building, including utility rooms, office and support space for ARFF personnel, core/shell of new EOC portion of facility, temporary office space for police.
- ◆ **Construction Phase 3:** New EOC facility, including interior buildout, finished offices, FF&E.

These conceptual construction phases are considered separate bid packages and could be combined depending on the available funding and financing plan. C&S utilized a similar sequencing process in the ARFF/SRE Building project at Ithaca Tompkins Int'l Airport and has proved to be helpful in developing a financial plan and justifying federal and state grant funds.

### Program Funding

It is understood the construction phase of this project will seek federal funding. C&S has vast experience in preparing justification and eligibility documentation for soliciting FAA-AIP grant funds. C&S will employ our extensive experience during the pre-design phases to perform a detailed vehicle and equipment layout to determine the optimal building configuration footprint. All the while, we will begin preparing a matrix of new building program spaces to establish supporting justification for AIP eligibility with the intent of maximizing AIP funding toward construction.

FAA guidance and regulations regarding eligible space and features in ARFF and EOC facilities is provided in both ACs and FAA Order 5100.38D, also known as the AIP Handbook. More specifically, FAA AC 150/5210-15A Aircraft Rescue and Firefighting Station Building Design provides guidance for everything from site selection, building configuration and space requirements, to clearance spaces around the eligible ARFF vehicles (Section 3-2.4). The AIP Handbook provides guidance to the Sponsor and Designer/Consultant regarding which of the spaces defined are eligible for FAA-AIP funding.

During the detailed design phase, the proposed building layout and overall footprint will be refined to blend necessity and functionality with cost-effective solutions. This refined layout will be used to prepare an AIP eligibility analysis that

**Our team has successfully maximized AIP Eligibility of ARFF/EOC Facilities at Grand Rapids International Airport, Syracuse Hancock International Airport, and Ithaca Tompkins International Airport.**



will be submitted as funding justification for future AIP construction funds. The AIP eligibility analysis will adhere to guidance provided in the AIP Handbook (Order 5100.38D) for determining minimum spatial requirements, along with applicable references from AC 5210-15A (ARFF Station Building Design). A review of the current and prospective fleet of ARFF vehicles will be conducted to evaluate whether the facility will house both AIP-eligible and ineligible ARFF equipment, as well as ARFF personnel training and support space. Additional buffer space between and around the ARFF vehicles will be taken into consideration to develop a rational footprint for determining AIP eligible areas.

It can be challenging to achieve full (100%) AIP eligibility for new ARFF/EOC facilities; however C&S will work to maximize eligible space to support SRQ's initiatives. C&S has a proven level of experience in managing split – funded projects, where portions of the project are FAA AIP funded, with the remainder funded by alternative sources such as local capital or DOT. Some recent examples of our experience with administering projects funded through multiple sources include the new 60,000 sq.ft. SRE Building at Gerald R. Ford International Airport in Grand Rapids, Michigan, ARFF/SRE Building at Hudson Valley Regional Airport in Wappinger Falls, New York, and the ARFF/SRE Building at Ithaca Tompkins International Airport in Ithaca, New York.

## Experienced and Dedicated Staff for Your Project

C&S is proud to offer a team of highly respected professionals with extensive experience in aviation architecture, engineering, surveying, geotechnical, and environmental services in Florida. We understand the importance of assembling and retaining top-tier talent, ensuring our clients receive expert guidance for critical projects like your Emergency Operations and Public Safety Complex.

Michael LaMontagne will serve as the Architect of Record, bringing decades of experience supporting aviation clients across the Eastern U.S. Leading the day-to-day management of this assignment will be Greg Cavanaugh, who will serve as Project Manager and primary point of contact. Greg will be supported by a team of specialists, including David Acomb, a subject matter expert in fire facility design, as well as Tom Horth and David Thorsen, each bringing valuable expertise to the project.

Our team's extensive history of successfully managing complex architecture, engineering, environmental, and construction projects reflects C&S's commitment to excellence. We take great pride in our reputation for outstanding service, and many of our airport clients have trusted us for decades, relying on our expertise for critical development and maintenance needs. We look forward to bringing the same dedication and capability to your project.

## Familiarity with Procedures for Federal Aid Projects

C&S has been successfully navigating the FAA's procedures for administering, designing, and constructing AIP projects for fifty-four years. We are industry experts in the many facets of AIP projects including:

- ◆ Grant application procedures
- ◆ Sponsor reimbursements
- ◆ FAA environmental reviews
- ◆ Required language of contract documents
- ◆ Adherence to FAA design standards and ACs
- ◆ Bidding requirements
- ◆ Project award requirements
- ◆ Construction administration
- ◆ Construction reporting and record keeping
- ◆ Construction project closeout procedures
- ◆ Grant closeout procedures

Our experience with FAA procedures enables us to take the lead on administrative tasks at your request, with the goal of further simplifying the FAA AIP project experience.



# Appendix

Please refer to the following pages for:

- ◆ Resumes (double sided)
- ◆ Insurance Forms



## Gregory S. Cavanaugh

### Project Manager, Senior Project Designer

Greg Cavanaugh is a seasoned architectural designer and project manager with extensive experience in aviation facilities, commercial, retail, manufacturing/industrial, and healthcare projects. Over the past 30+ years, he has led planning, design, and construction efforts across a diverse range of building types in major U.S. markets. Greg has served as a design consultant, planner, construction project manager, and facilities operations director, bringing a comprehensive understanding of project lifecycles from concept through execution. His expertise includes facility planning and project coordination, ensuring functional, efficient, and well-integrated built environments.

#### Total Experience

31 years

#### With C&S Since

2022

#### Education

B.Arch. (Cum Laude)

Boston Architectural Center

B.S. Industrial Leadership,

University of Southern Maine

#### Organizations

American Society of  
Healthcare Engineers (ASHE)

New England Healthcare  
Engineers Society (NEHES)

Florida Healthcare Engineers  
Assn. (FHEA)

New England Society for  
Healthcare Strategy (NESHs)

SME (Past Board Member)

### Relevant Experience

**Sheriff's Maintenance Hangar and Operations Center, Clearwater, FL 2023**—Led the design effort for a new maintenance facility and operations center for Pinellas County Sheriff's Office at PIE airport.

**GOAA Executive Office Water Infiltration Study, Orlando, FL 2024**—Performed water intrusion studies for GOAA Executive Offices in collaboration with Collage Construction.

**Aviation Facilities Inspection Program, 2025**—Performed numerous aviation facilities inspections for GOAA at Orlando International Airport and Orlando Executive Airport, including Orange County Sheriff's Office, Silver Airways, Hangar Blvd, and Cargo Road.

**GOAA Executive Office Fit-Out, Orlando, FL, 2023**—Planned, designed and supervised construction for a new 8,000 SF executive office buildout in a former ticketing area of MCO's North Terminal.

**Maintenance Hangar and FBO, Andover, MA 2000**—Planned, designed and supervised construction for a new 10,000 SF maintenance hangar and FBO for Goulian Aerosports.

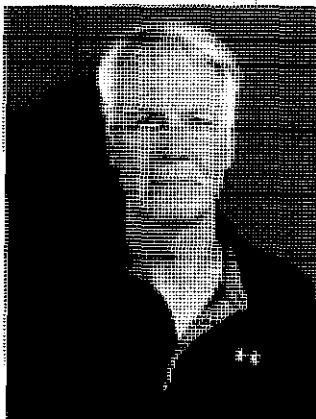
**Angie's Subs JAX, Jacksonville, FL 2023**—Designed and managed creation of working drawings for airport concessions location at Jacksonville International Airport for Avolta/HMS Host.

**Starbucks Palm Ct North Terminal L2, Orlando, FL 2022**—Designed and managed creation of working drawings for airport concessions location at Orlando International Airport for Avolta/HMS Host.

**Orange County Brewers, Palm Ct North Terminal L2, Orlando, FL 2022**—Designed and planned an airport concessions restaurant conversion at Orlando International Airport for Avolta/HMS Host.

**JAX Commissary, Post-Security L1, Jacksonville, FL 2022**—Designed and planned a shared commissary, food prep, palette breakdown and cold storage area for multiple restaurants managed by Avolta/HMS Host at Jacksonville International Airport.





## David Thorsen

### Deputy Project Manager

Dave has over 30 years of experience as a project manager, leading project teams to design and deliver innovative design solutions for large, complex projects. He has managed numerous projects at 25+ airport facilities in the northeast region of the United States. He has experience working in commercial, corporate, education, and mixed-use market segments.

#### Total Experience

30 years

#### With C&S Since

1 year

#### Education

Bachelor of Architecture  
University of Minnesota

### Experience

*The following was work completed with a previous employer.*

**Dubai Terminal 3 – Concourses A and B—** Project Manager and Aviation Planner, lead a diverse team of architects and engineers for programming, schematic design and design development for the \$4.5B Dubai Concourses A&B at the Emirate Airlines Terminal 3, Dubai International Airport, Dubai, United Arab Emirates. Project was instrumental in increasing the annual enplanements to 50+ million passengers. Concourses were the first in the world designed to service the Airbus A380 double-decker aircraft. Construction was completed in 2013.

**Midfield Terminal – Detroit Metropolitan Wayne County Airport—**Project manager for the programming, conceptual design and schematic design phases for the \$1.4B DTW Midfield Terminal and Concourse. Project consisted of a full-service hubbing operation for Delta Airlines, with 74 contact gates servicing a wide variety of aircraft types. Project also serves as the international arrivals facility for DTW. Construction was completed in 2002.

**Northwest Airlines, Facilities Design and Construction—**Project Manager – Facilities Design and Construction, provided design and construction for a wide variety of projects at over 25 airport facilities in the northeast region of the US. Projects consisted of concourse extensions, ramp control towers, and maintenance hangars.

**Johnson Controls, Inc, Plymouth, MN—**Project Manager

- ◆ Coordinated project design and approval process for the largest budgeted school improvement program undertaken in the State of Minnesota, a \$500M K-12 public education building campaign in Duluth Public School District to construct four new school buildings and expand/renovate nine existing facilities.
- ◆ Secured approvals on the first submittal and garnered support of community, watershed district, planning commission, and city council for \$45M building campaign to construct one new school building and renovate four existing schools in Mahtomedi Public School District.
- ◆ Expedited project management process to ensure timely permission for occupancy before start of school year by moving design process forward, bidding projects early to secure the most aggressive contractor bids, championing timely agency approvals, and partnering with contractors, design architects, and engineers to drive project completion.







## Thomas J. Horth, PE

### Design Project Manager/ Program Coordinator

Tom serves as a project and overall program manager on a variety of commercial and general aviation airport facilities within the Northeast. With more than 25 years of experience at C&S, Tom has been involved with all project phases from planning and programming through conceptual and final design, including procurement of various state and federal grants, environmental permitting and coordinating public outreach events. Tom coordinates with all internal teammates as well as outside partners to ensure commitments and quality are being met, while serving as the client's single point of contact throughout the process. Tom also has previous bridge and highway design and project management experience for various municipal agencies as well as the New York State Department of Transportation and New York State Thruway Authority.

#### Total Experience

25 years

#### With C&S Since

1998

#### Education

B.S., Civil Engineering,  
Clarkson University, 1998

A.A.S., Civil Engineering  
Technology, Mohawk Valley  
C.C., 1996

#### Registrations

Professional Engineer:

NY, PA

ASCE, Grade VI

AEC NY Leadership  
Institute, Class of 2014

#### Organizations

Chair, CNY Engineering  
Expo, 2012-2017

National Society of  
Professional Engineers  
(NSPE)

American Society of Civil  
Engineers (ASCE)

Young Technologist of the  
Year, Technology Alliance of  
Central New York, 2003.

NY Aviation Management  
Association (NYAMA)

Leadership Greater Syracuse,  
Class of 2018



### Experience

**Program Manager, Various Airports**—Tom serves as the client manager at select Commercial and General Aviation facilities that C&S serves. As client manager, Tom is the primary point of contact for all building and site/civil design and construction disciplines within C&S, to include both publicly funded programs as well as private initiatives. This includes managing AIPs, coordinating grant solicitation efforts, participating in various planning meetings, representing Owners during capital planning meetings (i.e., FAA, NYSDOT), and facilitating meetings with various stakeholders.

**Terminal HVAC Improvements, Wilkes-Barre/Scranton International Airport, Avoca, PA 2023**—Project Manager for various HVAC system upgrades and improvements within the Joseph M. McDade Passenger Terminal Building. Project included building-wide replacement of the building's packaged rooftop units, packaged air handler units, replacement of the existing boiler system; new VAVs, building controls system; installation of new UV-C indoor air purification systems; replacement of PCA units for six (6) existing passenger boarding bridges. Responsibilities included monitoring and communicating program schedule and budget throughout design and construction phases, preparation of AIP eligibility justification, and program funding allocation using various federal COVID-relief funding sources. Estimated Construction Cost: \$7 million.

**New SRE Facility, Livingston County/Spencer J. Hardy Airport, Howell, MI, 2022/23**—Provided program management assistance and assisted with preliminary design on a new 6,000 SF SRE Facility. Prepared multiple evaluations for determining AIP Funding Eligibility based on upon alternative building configurations. Responsibilities included reviewing schematic building layouts, developing a matrix of building spaces to define function and purpose, and preparing a justification memo validating the findings. Estimated Construction Cost: \$2.2 million.

**New Combined ARFF/SRE Facility, Ithaca Tompkins International Airport, Ithaca, NY, 2022**—Overall program manager for an estimated 40,000 SF joint-use facility to serve as the airport's ARFF and SRE Facilities, replacing the existing 25,000 SF facility that is unable to house the Airport's equipment. Responsibilities included preparing schematic building layouts and performing AIP funding eligibility analysis, coordinating with FAA



and communicating program schedule and budget throughout. Project is being constructed in multiple phases to maximize federal funding; a site/civil package, followed by the building package. Project is being funded through combination of FAA AIP and local funds. Estimated Construction Cost: \$15 million.

**New ARFF Facility, Gerald R. Ford International Airport, Grand Rapids, MI, 2022**—Performed an Eligibility Analysis for AIP funding for an estimated 20,000 SF ARFF Facility. Responsibilities included reviewing schematic building layouts (by others), developing a matrix of building spaces to define function and purpose, and preparing a technical memo summarizing the results.

**SRE Facility Expansion, Gerald R. Ford International Airport, Grand Rapids, MI, 2023**—Conducted an AIP Funding Eligibility Analysis for an estimated 60,000 SF Expansion to the Airport's existing SRE equipment storage facility. Tasks included evaluating the fleet of Airport's SRE vehicles, reviewing and adjusting the preferred building plans (by C&S) to accommodate the desired fleet, and preparing exhibits to visually represent eligible space. An evaluation package was prepared that consisted of a technical memo summarizing the results and supporting exhibits.

**Hanger Renovation, East Hill Flight Academy, Ithaca, NY, 2021**—Overall program manager for the renovation of an existing 6,000 sq.ft. general aviation hangar for a FAA Certified Part 141 Flight Training Facility. Renovations will include revitalizing existing office space into dedicated classroom spaces, instructional areas, and flight simulation rooms. Building components will include new LED lighting, energy efficient HVAC and daylighting, as well as considerations for incorporating ground source heating and cooling. Project received funding through NYSDOT Aviation Program. Est. Cost: \$1.0 million.

**Grant Preparation Services, Tompkins Consolidated Area Transit (TCAT), Ithaca, NY, 2020**—Tom was the program manager and client contact for the C&S team that assisted in the preparation of a \$25 million DOT-BUILD Grant application toward the development of a new \$65 million modernized regional transit bus operations center located adjacent to Ithaca Tompkins International Airport. The proposed project will consist of a new bus storage and maintenance building, indoor/outdoor storage, and central administration building. The facility will be equipped to accommodate electric buses, and will incorporate solar thermal energy systems, geothermal heating & cooling, and photovoltaic panels to generate and use renewal energy. Services provided by C&S included preliminary environmental assessment, conceptual engineering, preliminary cost estimating and development of a benefit cost analysis, collaboration with FAA on siting criteria and environmental reviews, and grant writing services.

**Terminal Exit Lane Improvements, Syracuse Hancock International Airport, Syracuse, NY, 2019**—Program/project manager for the replacement of north and south concourse exit portals with new state of the art automated security exit lane breach control units. Project included retrofitting new units with glass storefronts, new LED lighting, integration with airport security and fire alarm systems. Responsibilities included overall project management and budget control from design through construction, project scoping, coordination of bid packages and award. Project was completed in approximately 3 months at a cost of \$1.25 million.

**New ITH Shared-Services Fuel Facility, Ithaca Tompkins International Airport, Ithaca, NY, 2019**—Overall program manager for the design and construction phase for the construction of a new bulk fuel storage and fueling facility to operate as an area fuel station serving ITH and surrounding municipal entities, including NYSDOT, Tompkins County Emergency Services, and County Sheriff. This project involved decommissioning the existing fuel farms to a centralized facility for offloading and refueling of JetA, AvGas, and diesel fuel for over-the-road vehicles. The project included relocation and testing of existing bulk storage tanks, installation of a new fuel management and dispensing system, new fuel monitoring system, and associated area lighting and alarm system. Project was funded through NYSDOT. Cost: \$3.4 million.



## Lori A. Steiner, PE, ENV SP

### Client Liaison

Lori Steiner has 26 years of experience in the planning, design and construction of aviation and transportation projects. She has been responsible for leading design teams on complex projects in an airport environment as well as managing on-call contracts. Her project experience includes project management and design of runways, taxiways, aprons, roadways, parking lots and rail. She is thoroughly familiar with FAA advisory circulars and regulations and has experience working on airport projects across the country. She also has both construction administration and construction management experience at airport facilities.

#### Total Experience

26 years

#### With C&S Since

2020

#### Education

MBA, University of Florida,  
2008

BS, Civil Engineering,  
Georgia Institute of  
Technology, 1998

#### Registrations

Professional Engineer —  
FL, GA, CA

ISI Envision Sustainability  
Professional (ENV SP)

#### Training

SHA — 10 hours,  
Construction Safety and  
Health

#### Organizations

Women's Transportation  
Seminar (WTS)

### Experience

**Wildlife Hazard Remediation, Tampa International Airport, Tampa, FL, Ongoing—**  
Project manager as a subconsultant for the removal of approximately 155 acres of forested area inside the air operations area (AOA) to reduce habitat, shelter, and food sources for high-risk species and their prey in the AOA. C&S is responsible for demolition plans including clearing and grubbing, as well as grading plans and perimeter security fencing plans. Construction Value: \$16 million

**North Employee Parking Lot Expansion, Tampa International Airport, Tampa, FL, Ongoing—**  
Project manager as a subconsultant for the expansion of the existing parking lot to accommodate additional parking spaces. C&S is responsible for the design of the relocated perimeter security fencing and parking lot lighting for the expanded parking lot. Construction Value: \$6.5 million

**New Parking Lot, Treasure Coast International Airport (FPR), Ft. Pierce, FL, Ongoing—**  
Project manager for the design of a new parking lot to provide additional parking for the airport terminal. The new parking lot will be approximately 28,300 square feet, adding a total of 63 parking spaces including 3 handicapped parking spaces. The work includes paving, grading, drainage, marking, lighting, security, landscaping, and irrigation. Construction Value: \$1.5 million

**Replace Airfield Perimeter Fence, Tampa International Airport, Tampa, FL, Ongoing—**  
Project manager for the design and construction administration services of the replacement of approximately 15 miles of air operations area (AOA) perimeter security fence and gates at the airport. The new fence will be an 8-foot chain link fence with an additional 1 foot of three-strand barbed wire. The Wildlife Hazard Assessment and Management Plan has also identified the need for a subterranean wildlife deterrent barrier along the perimeter to prevent wildlife intrusion. Additionally, razor ribbon wire will be installed on top of the fence in locations identified with a need for higher security. The project also included the replacement of the access control system at all gates along the perimeter. Construction Value: \$9.5 million

**Rehabilitation of Taxiway A, Orlando Sanford International Airport (SFB), Sanford, FL, Ongoing—**  
Project manager for the design of the rehabilitation of Taxiways A, A3, and L. This project also includes the relocation of two taxiway connectors from Taxiway A to aprons in order to eliminate direct access to the runway. The work includes paving, drainage, marking, lighting, and signage. Cost: \$10 million



**Aerowest Taxiway, Treasure Coast International Airport (FPR), Ft. Pierce, FL, Ongoing**—Project manager for the design of a taxiway and apron that will serve future aircraft operations and hangar development. It is the first phase of a development project that will eventually result in the construction of 12-17 new TDG 2B and 1B aircraft hangars, hangar parking lots, and entrance driveways. The work includes paving, drainage, marking, lighting, and signage. Construction Value: \$7 million

**General Aviation Federal Inspection Station, Sarasota-Bradenton International Airport (SRQ), Ongoing**—Lead civil engineer the design of an approximately 6,000sf GA Customs Facility in alignment with the current version of the General Aviation Facilities Design Guide. The customs facility included office space, administration space, commons area, toilet/restroom facilities, screening and waiting areas, and required CBP equipment. Project also includes the design of an HVAC heating and cooling system, electrical power and lighting systems with emergency backup, low voltage security and communications systems with interconnectivity to the main Terminal CBP FIS, and life safety systems as required for the new FIS Customs Facility. The civil work for the project includes constructing a new taxiway connector, site work for the building and a parking lot, and surrounding grade tie-ins including the extension of existing utilities such as electricity, gas, water, sewer, cable, and data/telephone. Construction Value: \$9 million.

**Charlotte Technical College Aviation Tech Facility, Punta Gorda Airport (PGD), Ongoing**—Lead airfield engineer for this approximately 21,300 sf facility consisting of a large hangar area and attached academic area for instruction. In the academic area, the general program consists of multiple classrooms, electrical training lab, work/conference room, breakroom, and administrative offices to accommodate 150 adult students and instructors. The hangar will feature a hands-on mechanical training area with new ramp access to an existing apron. An 85-space parking lot will be developed to connect with an existing FBO parking lot. The airfield portion of the project included connector the hangar to the existing apron as well as relocating the perimeter security fence. Construction Value: \$5.3 million.

**BP-049 Taxiways A, B, and E4 Rehabilitation, Orlando Executive Airport (ORL), Orlando, FL, 2024**—Quality control reviewer for the design of the rehabilitation of Taxiways A, B, and E4. The project consists of the removal of existing Taxiways E4 and E5 and construction of a new Taxiway E4 to comply with the current FAA geometric standards required for runway incursion mitigation as specified in the FAA approved airport layout plan. The project also includes the rehabilitation of the existing Taxiway A and Taxiway B, and Taxiway B1 which includes paving, lighting, marking and signage. The construction work will also include ancillary items such as drainage, airfield electrical and markings. Construction Value: \$4.8 million

**Sheltair Parking Lot and Ramp Expansion – Northwest Florida Beaches International Airport, Panama City, FL, 2024**—Project manager for the ramp and parking lot expansion. Airside Improvements included the construction of 75,000 SF of new ramp with considerations for a future hangar, including modification to the existing AOA fence. The landside included construction of an additional 40,000 SF of parking. Specific tasks included geometry, pavement design, grading and drainage, all utility design, support for permitting, civil contract drawings, and construction administration.

**Concourse B Apron, Taxilanes G and R Pavement Rehabilitation, Cincinnati/Northern Kentucky International Airport, Boone County, KY, 2023**—Deputy project manager and lead engineer for this project to rehabilitate approximately 2.25 million SF of pavement on the Concourse B Apron and Ramp 2S Taxilane and approximately 350,000 SF of pavement on Taxilanes G and R. Work also includes the demolition of "doghouse" baggage conveyance systems, airfield signage and lighting demolition and installation, storm drainage cleaning and repairs, and pavement markings. Construction Value: \$22.8 million



## Michael LaMontagne, AIA, NCARB, LEED AP, GGP, CCS, CCCA, CBO

### Architect of Record / QA/QC

Michael LaMontagne leads the architecture + interior design practice and provides project management, design, and construction administration throughout C&S. He has over 20 years of professional experience and has worked on a variety of project types, including airport facilities, laboratories, municipal buildings, and higher education and K-12 schools as well as vehicle maintenance, religious, and industrial projects. As a project manager, Mike's focus is helping clients realize their goals and balancing them with aesthetics,

sustainability, functionality, and cost effectiveness. He is committed to establishing a collaborative relationship and being detail-oriented. His goal is to not only make a difference in the physical built environment, but also in the community through engagement and serving others.

#### Total Experience

22 years

#### With C&S Since

2006

#### Education

Bachelor of Architecture,  
Syracuse University, 2002

#### Registrations

Registered Architect —  
NY, FL, NJ, PA, AZ, CA, IX, ID,  
VT, NH, NM, UT, MI, DE, GA,  
MN, WA, VA, KY, DC

National Council of Architectural  
Registration Boards

LEED Accredited Professional  
BD&C

#### Construction Specifications

##### Institute:

Certified Construction Specifier

Certified Construction Contract  
Administrator

New York State Division of Code  
Enforcement and  
Administration, Code  
Enforcement Official

#### International Code Council:

Accessibility Inspector/ Plans  
Examiner

Commercial Building  
Plans Examiner

Commercial Energy  
Plans Examiner

Certified Building Official

Green Globes Professional



### Experience

Charlotte Technical College Aviation Tech Facility, Punta Gorda Airport (PGD),  
Ongoing—Project Architect a new facility that generally involves the construction of an  
approximately 21,300 sf facility consisting of a large hangar area and attached  
academic area for instruction.

Snow Equipment Removal (SRE) Facility, Grand Rapids (GRR), Grand Rapids, Michigan,  
2023—Project Manager for a 56,000 square foot expansion to the existing facility to  
house winter fleet. Building expands the existing facility and allows full internal  
circulation and storage of the Airport's fleet. Cost: \$15 Million

Hangar Development, Atlantic Aviation, Orlando, FL, 2022—Project Architect for the  
design of two 25,000 square foot corporate hangars and associated office space and  
site development. Cost \$13,000,000

Hangar Building 41 Office Renovation, Griffiss International Airport, Rome, NY, 2021—  
Project Architect on a design-build team to develop office, conference room, and  
restroom space within an existing hangar, as well as provide cosmetic and maintenance  
updates to the remainder of the hangar.

SRAA Office Expansion, Syracuse Hancock International Airport, Syracuse, NY, 2021—  
Project Manager for the 4,500 square foot expansion of Authority office space to house  
HR and Accounting Department growth. Project also included the renovation of  
existing office space. Cost \$500,000

Baggage System Rehabilitation, Wilkes-Barre Scranton International Airport, Avoca, PA,  
2021—Project Manager for the refurbishment of both in-bound and outbound  
baggage belt systems. Project included operations and maintenance related  
improvements as well as new control systems. Cost \$600,000

SKYDOME, Griffiss International Airport, Rome, NY, 2020—Project architect for an  
approximately 36,000-square-foot indoor/outdoor sUAS (small unmanned aerial  
system) experimentation & test facility. The project included the renovation of an

existing hangar into a large radio-frequency shielded indoor envelope, along with control room & observation areas. Cost: \$9,000,000.

**Customs/Cargo Facility, Plattsburgh International Airport, Plattsburgh, NY, 2018**—Quality assurance and quality control reviews for a 15,000-square-foot building to support cargo operations at the Plattsburgh International Airport. Cost: \$7 million

**ARFF/SRE Building, Hudson Valley Regional Airport, Wappingers Falls, NY, 2017**—Building project manager for a new 13,000-square-foot combined aircraft rescue and firefighting (ARFF) and snow removal equipment (SRE) building. Spaces included storage, maintenance, training, and decontamination areas. Facility also includes new administration space for airport staff. Cost: \$4.5 million.

**New Highway Garage Feasibility Study, Town of Hamilton, NY, 2024**—Project Manager for a feasibility study that includes building and site planning for a new highway garage to support the Town's growing need, including administrative offices. New building will replace existing structure. A New cold storage building, including brine system room, will also be provided as well as a new fuel facility. Cost: TBD

**New Public Works Building, Niagara County, NY, 2023**—Principal-in-Charge for a highway facility master plan to reimagine the existing highway facility campus. County departments impacted include DPW Administration, Engineering, Solid Waste and Refuse, Buildings and Grounds Management, Weights and Measures, and Highway Administration and Records. Project includes demolition of buildings that have exceeded their useful life, renovations of others, and new buildings to house administration and vehicle storage. Construction Cost Estimate: \$15 million.

**Highway Department Feasibility Study, Chautauqua County, NY, 2024**—Principal-in-Charge for a feasibility study that includes building condition assessments and space planning analysis for the County DPW at three facilities. Project is assumed to develop new facilities for each site to sufficient house personnel, vehicles, and equipment.

**Highway Facility Master Plan and Development, Orchard Park, NY, 2023**—Project manager for a highway facility master plan to reimagine the existing highway facility campus. Project includes a new maintenance and storage building, administration space, renovation of existing facilities, and other site development. Overall project has begun detailed design including a new Fuel Facility. Construction Cost Estimate: \$25 million.

**New Highway / Office of Emergency Management / Public Health Facility, Yates County, Penn Yan, NY, Ongoing**—Project manager and architect for the design of a shared facility for multiple County departments. The project consists of the construction of a new 45,000 square foot facility, a salt storage building, and fueling station along with the rehabilitation and/or demolition of various existing structures on the current 7.6 acre site. Cost: \$12 million.

**Lewis County 2022 Facilities Improvement Project, Lowville, NY, 2021**—Principal in Charge of a capital improvement project including the adaptive re-use of the existing highway garage, new highway garage, cold storage & vehicle wash building, renovation to the department of social services building (exterior building envelope, roof, walls, flooring, ceiling, HVAC, plumbing and electrical / lighting systems replacement and potential addition), and new building and grounds work shop / board of elections storage building. Cost: \$19 million.

**New Highway Facility, County of Madison, Eaton, NY, 2021**—Project manager and architect for the design of a 52,000-square-foot regional highway maintenance facility to replace a building that has reached its useful life. Local sheriff operations are also collocated in the new building. Project includes the design of a fuel farm, cold storage building, and 22,500-square-foot salt storage building. Cost: \$19.5 million.



## Price Taggart

### Design Architect

Price Taggart began his C&S architectural career in August, 2023. He has over 15 years of experience designing and managing a wide variety of projects from Schematic Design through Construction Administration. His project experience includes the following building types: laboratories, aviation (air and land side), office interiors, hospitality, and theaters. Price was drawn to C&S being a full-service architectural and engineering company that allows for consistent design and meaningful collaboration that allows for greater success for contractors and clients.

#### Total Experience

15 years

#### With C&S Since

2023

#### Education

B.Arch, Boston  
Architectural College, 2010

A.A.S. Orundaga  
Community College, 2003

### Experience

**In-Line Baggage Handling System, Melbourne Orlando International Airport, Melbourne, FL, Ongoing**—Project designer for the replacement of existing outbound baggage system with a consolidated in-line baggage system (CBIS). Project includes extensive internal renovations to existing airline ticketing offices and domestic and international baggage spaces. Additionally, a new canopy covers a new mark-up carousel. Also included is a new utility building for new generator and chiller to serve the expanded operations.

**Charlotte Technical College Aviation Tech Facility, Punta Gorda Airport (PGD), Ongoing**—Project designer for a new facility that generally involves the construction of an approximately 21,300 sf facility consisting of a large hangar area and attached academic area for instruction. In the academic area, the general program consists of multiple classrooms, electrical training lab, work/conference room, breakroom, and administrative offices to accommodate 150 adult students and instructors. The hangar will feature a hands-on mechanical training area with new ramp access to an existing apron. An 85-space parking lot will be developed to connect with an existing FBO parking lot.

**Tampa Electric Company Lab Facility, Ongoing**—Project designer for a new 25,000 sf lab and office facility. Project includes extensive laboratory design from an existing building to new facility. In order to reduce down-time, the entire facility must be operational on day one.

**Clearwater Housing Authority, Barbee Towers, Ongoing**—Project designer for the renovation of various aspects of a residential tower lobby in downtown Clearwater. The project will be built in phases to minimize the disruption of tenants.

**Delaware River and Bar Authority, Airport Hold room Renovation, November 2023**—Project designer for the renovation of an existing basement storage area into a hold room for overflow passengers. The project is required due to sporadic passenger flow prior to a terminal expansion that is due to be completed within the next few years.

**Delaware River and Bar Authority, Hotel Demolition, November 2023**—Project designer for the demo of a seven-building hotel complex in order to provide overflow parking for an expanding airport.





*The following was work completed with a previous employer.*

**Coca Cola Lab Breakroom, Apopka, FL, 2023**—Project lead for a new breakroom within an existing facility for Coca Cola in Apopka, FL. The facility needed a flexible catch-all space that would allow gathering, storage, and connecting the existing building and a new building. The design had to closely match that of corporate headquarters in Atlanta.

**Moffitt Cancer Center, Faculty Office Building, Tampa, FL, 2022**—Project designer for a 45,000 sf office space for hospital staff. Each level was independent and connected to a common lobby area and equipment with a

**Center for Global Health Innovation, Atlanta, GA, 2022**—Project lead for a 90,000 sf lab space with multiple tenants to be used for research and collaboration of scientist. The flexible design would allow for multiple uses and functions with the ability to house students and researchers from around the world.

**Tampa International Airport, Airport Operations Center, Skycenter Office, Tampa, FL, 2020**—Project designer and construction administration lead for a 100,000 sf office space over three levels. With many uses including a boardroom open to the public as well as private airport operation center, the office required careful consideration for placement and need. The project was designed and completed during the COVID pandemic and completed LEED Gold standards.

**Swan Reserve Hotel, Orlando, FL, 2019**—Project designer for 349 key hotel. Designing the matrix of rooms required special BIM skills to complete design changes from one room type to the next and care for ADA required rooms.

**Theater for Confidential Client, Clearwater, FL, 2018**—Technical lead for a 3,600-seat theater for a large religious organization. The theater required flexibility to become a banquet hall within minutes by way of retractable seating. Other aspects of the design are a full functioning kitchen, outdoor lounge area and many office spaces for the various faculty.

**Gainesville Airport Expansion, Gainesville, FL, 2016**—Lead designer of a three-gate terminal expansion and TSA checkpoint. The design incorporated the existing terminal by removing the existing wall, creating a seamless feel. New restroom facilities and concession areas were necessary for the increased traffic flow.

**Regional Transportation Management Center District 5, Sanford, FL, 2015**—Lead designer for a hurricane resistant building necessary for the monitoring and management of turnpike traffic that operates 24/7. The building serves as the nerve center across nine counties of Florida DOT.

**Theater for Universal Studios Beijing, China, 2015**—Project designer and technical lead for an 80,000 sf theater for Universal Studios. The theater project was the largest structure of Universal Studios and stood as the focal point in the park.

**Logan Airport Terminal E expansion, 2014**—Exterior technical lead on terminal expansion for three additional gate to the international terminal at Logan Airport. The focus of the project was to allow greater passenger flow and parking for A380 planes while allowing a cohesive design from new to existing terminal spaces. The expansion achieved LEED Gold.

**Logan Airport Terminal C CBIS Expansion, 2013**—Technical lead for CBIS and CBRA areas within an existing Back of House space. Allowing for more bag belts and screening machines would allow more passengers into and out of the airport.

**Massachusetts Bay Transportation Authority, Green Line Expansion, 2013**—Technical lead for multiple stations across a seven station projects that would allow public transit into overly populated and isolated areas of the Boston Metro Area allowing connection to the rest of the city.



## Kat Hummel, NCIDQ, IIDA

### Interior Designer

Kat Hummel has 15 years of experience working on various commercial projects in the airport facilities, theme park, hospitality and retail markets. Throughout her career she has built a strong network of industry professionals. It is through these relationships along with her professional work ethic and drive for success that Kat has been able to thrive as an interior designer in the Central Florida area. She has expertise in coordinating through all phases of design especially in making FF&E selections. Kat has proven success in team collaborations to achieve project goals with a high-degree of client satisfaction.

#### Total Experience

15 years

#### With C&S Since

2021

#### Education

Bachelor of Fine Arts,  
Interior Design, International  
Academy of Design and  
Technology, 2010

Associate in Arts, Saint  
Petersburg College, 2006

#### Registrations

NCIDQ Certified  
Interior Designer

Florida Registered  
Interior Designer

#### Organizations

International Interior  
Design Association

### Experience

Atlantic Aviation Hangars, Orlando Executive Airport Orlando, FL—Interior Design service for all interior finishes in the administrative offices and lobby. Field liaison to GOAA for the project design presentation, conceptual design and signage coordination. Estimated project completion date

General Aviation Federal Inspection Station Facility, Sarasota, FL—Interior Design services for a new construction project in Sarasota, FL which included FF&E and materials, finishes and overall color palette. Estimated project completion date:

Emergency Operations Center, City of Orlando, Orlando, FL—Interior Design service for all interior interior finishes in a new construction building that was an addition to the City of Orlando's existing Emergency Operations Center. The interior spaces included a large storage room, combined restrooms and showers, wellness room and a multi-purpose room for training. Completed Spring 2024.

Chili's Restaurant, Jacksonville International Airport, Jacksonville, FL—Interior Design services for a restaurant in the terminal at the Jacksonville Airport, post-security. This project included a design concept completed with 3D renderings of the interior of the restaurant. Wall décor and other art elements were installed as part of the new design for Chili's. A full list of finishes and design elements were part of the scope of work including floor finish and design, bar design, booth and banquet designs and brand signage. Completed Summer 2024.

Mel's Diner, Universal Studios Resort, Orlando, FL—Interior Design service for a renovation of the ever-popular Mel's Diner inside the Universal Studios theme park in Orlando, FL.

SeaWorld Retail Store, McIntee Construction Services, Orlando International Airport—

Interior Design support, owner's representative and field liaison to GOAA for a new retail store in the new world class South Terminal Complex. This project is within the Palm Court area on the Airside terminal and directly adjacent to the Mornier Vault media. Estimated project completion date: February 2022. Project Cost: \$1.1 million.

Ovation Bistro and Bar—Interior Design Services for a new construction project at Hamingo Crossings in Orlando, FL which included conceptual design, materials and finishes and all FF&E as it relates to interior design.





Disney Springs, Vivoli il Gelato—Full interior design renovation which included new layout, flooring and wall finishes. This project was an interior refresh project of an existing Gelateria at Disney Springs. The owner is Silvana Vivoli who brought her brand to the US to expand her business that has been in the family for generations. We worked with an architect in Italy to capture the essence and character of a gelato shop.

*The projects below were performed for a previous employer.*

Food Court, Orlando International Airport, Orlando, FL, 2019—Interior designer and owner's representative and field liaison to GOAA overseeing a refresh design program to meet new company branding. Tasks included DRC presentations including material boards and 3D renderings, graphics and signage, design development, FF&E selections, construction administration and close-out documents for a 4,500 square foot space within the AS1 terminal HUBB. Scope of work included façade up-grades to 4 fast-service venues. Cost: \$550,000.

Nathan's Hot Dog Renovations, Orlando International Airport, Orlando, FL, 2019—Interior designer and owner's representative and field liaison to GOAA for a design up-grade to meet new company branding. Tasks included interior design, DRC presentation including material boards and 3D renderings, overseeing design concept, graphics and signage, design development, FF&E selections, construction drawings, MEP & FP retro-fit, construction administration and close-out documents for a quick services 2,000 square foot venue within the AS4 terminal. Scope of work included the redesign of the front and back service areas, kitchen equipment up-grades and dining seating area. Cost: \$285,000.

Chili's Restaurant, Orlando International Airport, Orlando, FL, 2018—Interior design support and owner's representative and field liaison to GOAA overseeing the brand designed concept, graphics and signage, design development, FF&E selections, construction administration and close-out documents for a 4,500 square foot restaurant and sit-down bar within the landside terminal. Scope of work included implementation of a refresh program for the existing 125 seat restaurant and 25 seat bar, upgraded interiors, new furnishings, new themed back bar and dining areas. Cost: \$650,000.

Executive Lounge, Airport Lounge Development "ALD", Orlando International Airport Airside 1, Orlando, FL, 2017—Interior design support and owner's representative and field liaison to GOAA for the project design, graphics and signage coordination, construction drawings, interior 3D renderings, construction administration and close out documents for a 3,200 square foot lounge within the AS1 terminal. Scope of work included new façade and marquee, reception and dining areas, buffet and bar, kids zone, office-work zone, general lounge seating area, public restrooms - showers, BOH prep-kitchen with secured liquor and storage. Cost: \$550,000.

Executive Lounge, Airport Lounge Development "ALD", Orlando International Airport Airside 4, Orlando, FL, 2016—Interior design support and owner's representative and field liaison to GOAA for the project design, graphics and signage coordination, construction drawings, interior 3D renderings, construction administration and close-out documents for a 7,800 square foot mezzanine lounge within the AS4 terminal. Scope of work included new façade and marquee, reception, bar-dining areas, buffet and mini coffee bar, kids zone, office-work zone, general lounge seating area, private work area, private public restrooms - showers, BOH prep-kitchen with secured liquor and storage. Cost: \$2 million.

Illy Espressamente, Tampa International Airport, Tampa, FL, 2016—Interior design support and owner's representative and field liaison to TPA overseeing the tenant build out, implementation of brand designed concept, graphics and signage, design development, construction drawings, construction administration and close-out documents for a 1,000 square foot space within Terminal B. Scope of work included converting existing tenant shell space into a new branded coffee establishment. Cost \$350,000.



## Douglas R. Saunders, PE

### CSPP/Civil Design

Doug Saunders' entire career has been spent at C&S and has been dedicated to all aspects of aviation projects from planning and environmental studies to conceptual phasing through the bidding process and the construction phase. His more than 20 years of experience includes program management consulting, planning, design and construction of all aspects of airport improvement projects across the country. He is thoroughly familiar with FAA advisory circulars, FDOT and regulations and has significant experience working all aspects of projects. He performs design quality reviews of plans, specifications and engineering reports for aviation projects across the country.

#### Total Experience

22 years

With C&S Since  
2002

#### Education

Bachelor of Science, Civil  
Engineering, Construction  
Concentration, The Ohio  
State University, 2002

#### Registrations

Professional Engineer—  
FL, OH

#### Organizations

Florida Airports Council  
American Society of Civil  
Engineers

#### Training

PSMJ Project Manager's  
Bootcamp

Airport Consultants  
Council (ACC), Airfield  
Pavement Design  
Construction Course

FAA Eastern Regions Lab  
Procedures Manual  
Training for P-401 Asphalt  
Pavements

OSHA - 10 hour Course,  
Construction Safety and  
Health



### Experience

BP-S00199 – Train Station Passenger Drop-Off Parking Lot (D/B), Orlando International Airport (MCO), Orlando, FL, Ongoing—Project manager for the new parking lots, Lot A, Lot B, Lot C and electric vehicle charging stations. New parking lots are located at the Orlando International Airport for the new Train Station and passenger drop-off Lobby (PDL).

BP-049 Taxiways A, B, and E4 Rehabilitation, Orlando Executive Airport (ORL), Orlando, FL, Ongoing—Project manager for the design of the rehabilitation of Taxiways A and B, and E4. The project consists of the removal of existing Taxiways E4 and E5 and construction of a new Taxiway E4 to comply with the current FAA geometric standards required for runway incursion mitigation as specified in the FAA approved airport layout plan. The project also includes the rehabilitation of the existing Taxiway A and Taxiway B, and Taxiway B1 which includes paving, lighting, marking and signage. The construction work will also include ancillary items such as drainage, airfield electrical and markings. Cost: \$4.8 million.

Replace Airfield Perimeter Fence, Tampa International Airport (TPA), Tampa, FL, Ongoing —Project principal for the replacement of approximately 15 miles of air operations area (AOA) perimeter security fence and gates at the airport. The new fence will be an 8-foot chain link fence with an additional 1 foot of three-strand barbed wire. The Wildlife Hazard Assessment and Management Plan has also identified the need for a subterranean wildlife deterrent barrier along the perimeter to prevent wildlife intrusion. Additionally, razor ribbon wire will be installed on top of the fence in locations identified with a need for higher security. The project also included the replacement of the access control system at all gates along the perimeter. Construction Value: \$9.5 million.

ORL Hangars – Phase 1, Atlantic Aviation – Orlando Executive Airport, Orlando, FL, Ongoing—Project manager for the new ramp, parking lot and two hangars with office space. Airside Improvements included the construction of a new ramp, including wash rack and new utilities to accommodate the new hangars and modification to the existing AOA fence. The landside included construction of a new parking lot. Specific tasks included grading (parking lot and apron), all utility design, support for permitting, and civil contract drawings.

**Heliport Establishment for Manatee County Mosquito Control, Manatee County Mosquito Control, Palmetto, FL, Ongoing**—Project manager for the coordination with Zoller Autrey Architects for new heliport establishment for Manatee County Mosquito Control. Work included determining requirements for approval of new heliport establishment through FAA and FDOT and ensuring all items were met per the Advisory Circular 150/5390-2D.

**BP-045 Taxiways F & G Rehabilitation, Orlando Executive Airport, Orlando, FL, 2022**—Project manager for the design of the rehabilitation of Taxiways F & G. The project involves the removal of existing Taxiway F from Runway 13/31 to Taxiway K, rehabilitation of Taxiways F and G, and construction of new stub taxiway connector K1. The project additionally included construction of new airfield edge lighting and signage, and markings along the constructed areas. Cost: \$3.75 million.

**BP-043 Runway Incursion Mitigation and Related Improvements, Orlando Executive Airport, Orlando, FL, 2020**—Project manager and engineer of record for the design of runway incursion mitigation of hot spots and related improvements along ILS Runway 7/25, at ORL. Tasks include collection and review of as-builts and record drawings, preliminary 3D design of alternatives for construction, scheduling and project team coordination, preliminary site inspections, and development of preliminary design report. The project involves removal of existing Taxiway E4 from Runway 13/31 to the hold pad, removal of hold pad, and construction of new Taxiway Connector A7 with additional potential connector A8 and holding bay. The project additionally includes construction of new airfield edge lighting and signage, and markings along the constructed areas. All tasks are conducted in accordance with FAA, FDOT, and owner guidelines. Project Cost: Approximately \$6 million.

**Taxiway Y North Reconstruction, Detroit Metro Airport, Detroit, MI, Ongoing**—Quality assurance and control manager and lead engineer responsible for pavement jointing and details for Taxiway Y North, which includes a 6,300' x 75' parallel taxiway and connectors, and portions of Taxiway K. The project involves replacement of existing concrete pavement, utilities, drainage, signage, taxiway lighting, electrical systems, and pavement marking. Taxiway Y and connector taxiways are being brought up to FAA standards, and it is located between the North Terminal and Runway 4R-22L. Phasing includes coordination with the airport authority, airlines, operations, ATCT, FAA ADO, and other stakeholders. The project will be constructed in the spring of 2022. Project estimated cost: \$35 million.

**Central Deicing Facility and Hold Bay, Detroit Metro Airport, Detroit, MI, Ongoing**—Deputy project manager and engineer of record for the design of the reconstruction of 190,000-square yard Portland cement concrete deicing apron and remain-over-night (RON) parking apron and construction of a new 1200-foot long x 75-foot wide hold bay taxiway. The apron will include 7 deicing positions and 11 RON parking positions. The hold bay will improve operations for Runway 21R departures. C&S is responsible for sustainability, contractor access, existing conditions, utilities, demolition, drainage and security fencing. C&S will also be assisting with construction administration and observation. The project is planned to be constructed in 2020. Cost: \$60 million (construction not complete).

**Airside Airport Development Plan (ADP), San Diego International Airport (SAN), San Diego, CA, Ongoing**—Design engineer and quality control reviewer for the airside redevelopment portion of new Terminal 1 at SAN. Airside improvements include airfield pavement for aircraft parking and circulation at the new terminal building, a new group III Taxiway A, relocation of group V Taxiway B, remain overnight aircraft parking apron, and associated airfield marking, lighting, signage, security/jet blast fencing and other facilities. Work also includes industry loading storm-water capture cistern, infiltration, and reuse facilities to achieve the Authority's sustainability and water stewardship goals. Construction Value: \$300 million.



## Matthew W. LaRue, PE

### Electrical Engineer

Matthew LaRue is an electrical engineer in the C&S Industrial/Airports/Private Facilities Group. As a graduate of the University of Central Florida, Matthew has a combined eight years of electrical design experience as a full-time engineer and previous intern with C&S. His primary responsibilities include project management, production of construction documents, conducting investigative field work and client correspondence during design and through construction. Matthew's project experience includes hospitality, airports, sea ports, municipal, and education work.

#### Total Experience

8 years

#### With C&S Since

2015

#### Education

BS, Electrical Engineering,  
University of Central  
Florida, 2016

M., Real Estate Development,  
Auburn University  
(in progress)

#### Registrations

Professional Engineer—  
Florida No. 91654

#### Software

Parametric Modeling  
CAD & BIM

Autodesk AutoCAD, Revit

AG32 and Elumtools  
Photometry Simulation

eTAP

Construction Admin.  
Procore

#### Safety Training

10-hour Safety Course  
(OSHA)

Fall Protection &  
Prevention



### Experience

**Charlotte Technical College Aviation Tech Facility, Punta Gorda Airport (PGD), Ongoing**—Project Manager in charge of overall design and delivery of the project and trade-lead electrical engineer. The Facility generally involves the construction of an approximately 21,300 sf facility consisting of a large hangar area and attached academic area for instruction. The hangar will feature a hands-on mechanical training area with new ramp access to an existing apron. An 85-space parking lot will be developed to connect with an existing FBO parking lot. Responsibilities include oversight of the entire team from commencement to construction completion, Tracking and management of financials, Client relationship management and communication, Leading Design review, QA/QC, Sub-contractor and Sub-consultant management, Bidding, On-site observation and construction team management, Phasing, Maintenance of Traffic, Cost Estimating, Review of RFIs, Shop drawings, and Submittals, and Generally tracking construction site operations.

**Replace Airfield Perimeter Fence, Tampa International Airport (TPA), Ongoing**—Electrical engineer for the replacement of approximately 17 miles of air operations area (AOA) perimeter security fence and gates at the airport. The new fence will be an 8-foot chain link fence with an additional 1 foot of three-strand barbed wire to increase security to the AOA. Responsibilities included assessment of existing equipment at each gate along the perimeter fence, recommendations for useful life, and power design for new automatic gate locations required to enhance access to the AOA.

**General Aviation Federal Inspection Station, Sarasota-Bradenton International Airport (SRQ), Ongoing**—Assistant project manager and electrical engineer trade lead for the design and construction administration phases of the project. The Facility generally involves the construction of an approximately 6,000sf GA Customs Facility. The customs facility included office space, administration space, commons area, toilet/restroom facilities, screening and waiting areas, and required CBP equipment. Project also includes the design of an HVAC heating and cooling system, electrical power and lighting systems with emergency backup, low voltage security and communications systems with interconnectivity to the main Terminal CBP FIS, and life safety systems as required for the new FIS Customs Facility. Responsibilities included assisting the project manager with front end document and deliverable coordination tasks as well as the creation of construction documents for all lighting and power systems. Project Cost: \$9 million.

**Monorail Decommissioning & Moving Walkway Install, Tampa International Airport (TPA), Ongoing**—Electrical engineer for power design related to the installation of new moving walkways at Tampa International Airport long term parking garage, and decommissioning of the existing monorail transportation system. Scope of work includes the design of new systems to support the new moving walkways power requirements, modification of existing systems and facility elements to accommodate installation, and all raceway routing coordinated with new and existing structure. Support roles also included survey and modeling for the architectural design team. Cost: \$35 million.

**Starbucks Refresh Projects, HMS Host, Tampa International Airport (TPA), 2023**—Project manager and electrical engineer for refresh design of five Starbucks locations at Tampa International Airport. C&S provided architectural and MEP design services for the stores which included Starbucks directed updates, new equipment, and general store improvements.

**Retail Store, SeaWorld, Orlando International Airport, 2022**—Electrical engineer for power, lighting, low voltage, fire alarm, and emergency communications systems design of a new SeaWorld retail store inside Orlando International Airport's new South Terminal Complex (STC). C&S provided architectural, interior, and MEP design services for the new store within an existing shell space. Beyond a typical retail store, this project featured a large aquarium installation as well as unique audio/visual systems. Special coordination was required to fulfill all tenant and GOAA design requirements and incorporate each kiosk with the overall ongoing construction of the STC.

**Cruise Terminal 3, Port Canaveral, FL, 2020**—Electrical engineer for the design of a new terminal building including passenger boarding bridge, baggage and crew building, and warehouse provision building. The terminal's design and planned technology include fully functional, modernized systems to facilitate U.S. Customs and Border Protection screenings of arriving passengers and integrated mobile passenger check-in to expedite the passenger ship boarding process to service the largest and most advanced cruise ships in the world. Once completed, the new terminal, berth, and adjacent parking facilities will accommodate up to 6,500 cruise guests. Primary responsibilities included power infrastructure for ancillary buildings and site. Estimated Cost: \$155 million.

**Emergency Operation Center, Orange County Sheriff's Office, Orlando, FL, 2018**—Electrical design engineer for the relocation/expansion of the Orange County Sheriff's Office Emergency Operation Center. The new, 4,726-square-foot location accommodates an elevated executive command area, an open concept design with separate executive policy area, two breakout rooms, clearing house for information readily at hand, and short-term sustainability (power/storage/food). C&S provided HVAC, plumbing, fire protection, and electrical power/lighting design. Cost: \$1 million.

**Environmental Services Center, Tampa Electric Company (TECO), Tampa, FL, Ongoing**—Lead electrical engineer for the design of a new 25,000 square-foot laboratory facility for Tampa Electric Company. The design includes the repurposing of an existing site and replacement of an existing facility on the same site which must remain operational. The many laboratories are designed to support current and future operations with state-of-the-art layouts incorporating modern design standards and provisions for many required gases, cooling and exhaust requirements, and power. Primary responsibilities included design of the new power system, lighting design and specification, and technical specifications development. Estimated Cost: \$17 million.

**Switchgear Relay Upgrades, Tampa Electric Company (TECO), Ongoing**—Project manager and electrical engineer for the design of replacing and upgrading overcurrent protective relays within 5 units located at the Bayside Power Station for TECO. Design included modifying all one-line, three-line, and controls drawings as well as providing coordination studies for each relay to match existing operations. Scope of work also included programming settings files for each relay to operate to TECO's specifications.



## Bryn R. Currie, PE

### Mechanical Engineer/Fire Protection

Bryn Currie, throughout his experience, has worked on a broad range of projects within the engineering and construction companies. His primary responsibilities include project management, plumbing/fire protection system design, parametric and building information modeling, project estimation and construction administration. Additionally he manages a department of 10+ mechanical engineers in Florida and New York. Bryn's versatility and resourcefulness have proven valuable and allow him to provide solutions in a multitude of complex scenarios.

#### Total Experience

15 years

#### With C&S Since

2009

#### Education

ME, Mechanical Engineering,  
Clarkson University, 2009

BS, Mechanical Engineering,  
Clarkson University, 2008

#### Registrations

Professional Engineer —  
New York State No. 095281

Professional Engineer —  
Florida No. 82715

Professional Engineer —  
Arizona No. 68140

Professional Engineer —  
Texas No. 139004

Professional Engineer —  
Pennsylvania No. 094435

#### Software

Autodesk Inventor  
Autodesk AutoCAD  
Autodesk Revit MEP  
Autodesk Navisworks  
BIM 360 Clients

Construction Administration  
Procore  
Prolog Converge



### Experience

**Charlotte Technical College Aviation Tech Facility, Punta Gorda Airport (PGD), 2024—**Plumbing Engineer. The Facility generally involves the construction of an approximately 21,300 sf facility consisting of a large hangar area and attached academic area for instruction. In the academic area, the general program consists of multiple classrooms, electrical training lab, work/conference room, breakroom, and administrative offices to accommodate 150 adult students and instructors. The hangar will feature a hands-on mechanical training area with new ramp access to an existing apron. Provided plumbing design for sanitary, domestic water, storm water, and compressed air systems throughout the facility.

**Smart Restrooms, Orlando International Airport, Orlando, FL 2024—**Plumbing Engineer and Project Manager for adding smart devices to existing terminal restrooms. Project is an ongoing pilot program to improve traveler's experience within the terminal.

**Airside 4 Waste System Infrastructure Study, Orlando International Airport, Orlando, FL, 2024—**Project manager and plumbing engineer for the investigation of all waste plumbing systems at Orlando International Airport. C&S retained a specialty contractor to scope all lines and coordinated documentation of data gathered. This information was combined with the efforts of other consultants as well as previous efforts put forth by C&S at the main terminal.

**Emergency Plumbing Repairs, Various Locations, Orlando International Airport, Orlando, FL 2020-2024—**Plumbing engineer for several emergency plumbing repairs throughout the north terminals and airside facilities. Projects included grease waste and restroom sanitary waste.

**New Hangars, Various Locations, Atlantic Aviation, 2023—**Plumbing engineer for a total of (4) 22,000 square feet of hangar space at (2) separate Florida airports.

**Central Receiving & Distribution Centers, Various Airports, 2022—**Lead plumbing engineer for the design of multiple CRDC facilities at US airports (MCO, KCI, CVG, etc). Facilities are renovated spaces within existing facilities that are comprised of warehouse space and cooler/freezer. Estimated Cost: \$1-2 million

**Payson Helibase, USDA Forest Service, Payson, AZ, 2021—**Lead plumbing engineer for the design of 7,000-square-foot office/operations building and 5,000-square-foot



helicopter maintenance hangar for a greenfield Helibase construction project with 4 helipads. C&S provided architectural, civil, structural, and MEP services for the project, including helicopter approach and departure pathway analysis. The office/operations building included shower facilities, fitness area, vehicle maintenance, and domestic cooking space. Cost \$4.9 million.

**Administration & Maintenance Facility, New Smyrna Municipal Airport, New Smyrna Beach, FL, 2020**—Lead plumbing engineer for the design of 6,000-square-foot office operations and maintenance facility intended to house equipment and workshop space for airport facilities team. Estimated Cost \$5 million.

**Landside Waste System Infrastructure Study, Orlando International Airport, Orlando, FL, 2020**—Project manager and plumbing engineer for the investigation of all waste systems (sanitary, grease, and storm) throughout Terminal A & B at Orlando International Airport. C&S retained a specialty contractor to scope all lines and coordinated documentation of data gathered. This information was combined into a study and database to assist the owner with planned maintenance budgeting over the next several years. Cost: \$500,000.

**Central Receiving and Distribution Center, Charlotte Douglas International Airport, Charlotte, NC, 2019**—Lead plumbing engineer for the design of the renovation of an existing 30,000-square-foot receiving center for temporary use and a new permanent 55,000-square-foot CRDC facility. Also included in the design, were dry storage and cooler "hubs" at strategic locations for each terminal wing. These facilities were designed to support all of the food and merchandise receipts. Responsible for designing all sanitary, domestic, storm, and gas piping systems. Cost: \$20 million.

**Landside Sanitary & Grease Line Replacement, Orlando International Airport, Orlando, FL, 2019**—Project manager and plumbing engineer for the design of sanitary and grease line replacements at Orlando International Airport. The replacement of a 4" underground sanitary line at Terminal B was designed to correct a reverse sloping issue. Additionally, a single 6" underground grease waste line adjacent to the main loading dock was also replaced with two new lines. The project involved a review of existing conditions and determining and detailing routing paths. Cost: \$175,000.

**Office/Hangar Building, Flagler County Mosquito Control, Flagler, FL, 2017**—Plumbing and fire protection engineer for the design of a 9,800-square-foot office and hangar to support pesticide equipment and laboratory space. Cost: \$2 million.

**Kitchen Renovations, Hyatt Hotel, Orlando International Airport, Orlando, FL, 2016**—Lead plumbing engineer for the renovation of a 9th floor kitchen at the Hyatt Hotel. Project includes removal of existing plumbing and raised flooring system. C&S engineered the new plumbing system to fit within a 9-in plumbing space and expanded polystyrene infill to eliminate corrosion and lessen weight on supporting structure. Cost: \$3 million.

**Latrine Renovations/Additions, Flagler County Airport, Flagler, FL, 2015**—Project manager for the design of new locker room facilities, in an existing office/hangar space. These facilities were designed to support Air National Guard personnel during normal operations, as well as drill weekends. C&S was prime, performing MEP/S services with the architectural scope taken care of by a sub consultant. Cost: \$120,000.

**Orange County Sheriff's Office Emergency Operation Center, Orlando, FL, 2018**—Lead plumbing engineer for the relocation/expansion of the Orange County Sheriff's Office Emergency Operation Center. The new, 4,726-square-foot location accommodates an elevated executive command area, an open concept design with separate executive policy area, two breakout rooms, clearing house for information readily at hand and short term sustainability (power/storage/food). C&S provided HVAC, plumbing, fire protection, and electrical power/lighting design. Cost: \$1 million.



## Kerrick Stegmeier II, PE

### Structural Engineer

Kerrick Stegmeier is a structural engineer out of C&S's Tampa office, working within the Southeast Facilities Department. Kerrick brings 14 years of professional experience in design and project management, as well as construction management and administration. He has produced projects in the aviation, municipal, commercial, education, healthcare, industrial, and theme park markets. He is a committed team member who's goal focuses on assisting clients in realizing solutions to their needs. His responsibilities include project management, structural assessment, design, and analysis, CAD/Revit drawing production, field inspection, client management, and construction administration.

#### Total Experience

14 years

#### With C&S Since

2009

#### Education

B.S.C.E., University of Central  
Florida

#### Registrations

Professional Engineer —FL

#### Organizations

Design-Build Institute of  
America (DBIA)

American Institute of Architects

#### Safety Training

OSHA 10-Hour Safety Course

Fall Protection & Prevention

#### Software

AutoCAD Civil 3D & MEP

Autodesk Revit/BIM and  
Navisworks

IES Visual Analysis and Visual  
Foundation

Enercalc

RAM Elements and Structural  
Systems

MicroStation V8 XM

MathCAD 14

STAAD

Tekla Tedds

Procore



### Experience

Charlotte Technical College Aviation Tech Facility, Punta Gorda Airport (PGD), Ongoing—Project Design Principal in charge of overall design and delivery of the project. The project entails the construction of an approximately 21,300 sf facility consisting of a large hangar area and attached academic area for instruction. The hangar will feature a hands-on mechanical training area with new ramp access to an existing apron. An 85-space parking lot will be developed to connect with an existing FBO parking lot. Responsibilities include oversight of the entire team from commencement to construction completion, Tracking and management of financials, Client relationship management and communication, assisting with bi-weekly meetings with client, design review, QA/QC, sub-contractor and sub-consultant management, bidding, on-site observation and construction team management, phasing, maintenance of traffic, cost estimating, review of RFIs, shop drawings, and submittals, and tracking construction site operations. Approximate Project Cost: \$6 million.

General Aviation Federal Inspection Station, Sarasota-Bradenton International Airport (SRQ), Ongoing—Project design manager in charge of overall design and delivery of the project. The Facility generally involves the construction of an approximately 6,000sf GA Customs Facility in alignment with the current version of the General Aviation Facilities Design Guide. The customs facility included office space, administration space, commons area, toilet/restroom facilities, screening and waiting areas, and required CBP equipment. Project also includes the design of an HVAC heating and cooling system, electrical power and lighting systems with emergency backup, low voltage security and communications systems with interconnectivity to the main Terminal CBP FIS, and life safety systems as required for the new FIS Customs Facility. Responsibilities include oversight of the entire team from commencement to construction completion, tracking and management of financials, client relationship management and communication, Leading bi-weekly meetings with client, design review, QA/QC, sub-contractor and sub-consultant management, bidding, on-site observation and construction team management, phasing, maintenance of traffic, cost estimating, review of RFIs, shop drawings, and submittals, and tracking construction site operations. Project Cost: \$9 million.

Atlantic Aviation FBO Hangars, Orlando Executive Airport (OEA), Ongoing—Managing structural engineer and structural engineer of record as part of team responsible for the design of two 25,000 square feet hangars with office space. Hangars included



hangar space, office space, administration space, commons area, and toilet/restroom facilities. Project also includes the design of an HVAC heating and cooling system, electrical power and lighting systems, low voltage security and communications systems with interconnectivity to an adjacent hangar, and life safety systems. In addition, project involves constructing a new ramp/apron, site work for a parking lot, and surrounding grade tie-ins including the extension of existing utilities such as electricity, gas, water, sewer, cable, and data/telephone. Primary responsibilities included analysis and design of structural elements, plan set preparation, quality control and quality assurance, construction administration, and coordination with sub-consultants with various project participants. Project cost: \$13 million.

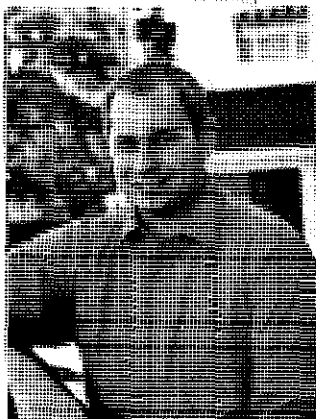
**Monorail Decommissioning & Moving Walkway Install, Tampa International Airport (TPA), Ongoing**—Project design manager in charge of overall design and delivery of the project. The project consists of removal of an existing monorail system that housed and transported passengers between the long-term and short-term parking garages, removal of all associated infrastructure, including major structure of the parking garages supporting the system. New structure and infrastructure shall be installed to allow for expanded parking and vehicle traffic. Along with the monorail, a total of 6 new automated moving walkways will be installed totaling approximately 920 feet of travel on Level 4 of Long Term Parking Garage. Responsibilities include oversight of the entire team from commencement to construction completion, Tracking and management of financials, Client relationship management and communication, Leading bi-weekly meetings with client, design review, QA/QC, sub-contractor and sub-consultant management, bidding, on-site observation and construction team management, phasing, maintenance of traffic, cost estimating, review of RFIs, shop drawings, and submittals, and tracking construction site operations. Cost: \$35 million.

**South Terminal C Complex, Phase 1&1X, Orlando International Airport, 2023**—Project engineer on team responsible for the structural design of a new complex at the Orlando International Airport. Responsibilities included design and analysis of various elements of project and construction administration. The project includes a new airside terminal, landside terminal, ground transportation facility, parking garage, ground service equipment building, and central receiving building. The overall project includes public roads and drives, which will require C&S to design pedestrian bridges to connect the different areas of the ground transportation and parking garage to the landside terminal. Estimated project cost: \$2.8 billion.

**Terminal Condition Assessment, St. Pete-Clearwater International Airport, 2019**—Project manager of team responsible for complete condition assessment of the St. Pete Airport Terminal Building related to the overall Master Plan development. The assessment included review of site utilities, architectural elements, structural elements, and mechanical, electrical, and plumbing (MEP) systems. The report discussed terminal conditions and deficiencies, as well as overall life cycle analysis and budgetary options based on repairs and schedule. Responsibilities included project management, client management, report development, coordination of program implementation, scheduling, and estimating.

**Kitchen Renovations, Hyatt Hotel at Orlando International Airport, Orlando, FL, 2016**—Lead structural engineer for the renovation of a 9<sup>th</sup> floor kitchen at the Hyatt Hotel. Project includes removal of existing plumbing and raised flooring system. C&S engineered the new raised floor structural system using Expanded Polystyrene infill to eliminate corrosion and reduce weight impact on supporting structure. Cost \$3 million.

**Office/Hangar Building, East Flagler Mosquito Control District, Bunnell, FL, 2016**—Project manager for new 9,800-square-foot office and MRO hangar to support pesticide equipment and laboratory space. Site includes administration and MRO hangar, 1,500-square-foot chemical storage building, 4,800-square-foot covered parking structure, and a 6,700-square-foot heliport. Supported bidding, part time on-site observation and construction team management, leading weekly team meetings, reviewing contractor payment applications, RFIs, shop drawings, and submittals, and generally tracking construction site operations. Cost: \$2 million.



## William O'Connor, PE

### Low Voltage

William O'Connor is an Engineer in C&S's Southeast Facilities Group. Bill has more than 14 years experience with design and construction projects. His responsibilities include electrical, power, low-voltage/controls, and network design. His project experience includes the following building types: aviation, private/commercial, healthcare, higher education, government, and nuclear power plants.

#### Total Experience

14 years

#### With C&S Since

2018

#### Education

B.S., Electrical Engineering and Physics, Clarkson University, 2009

#### Registrations

Professional Engineer—FL

#### Software

Parametric Modeling:

CAD & BIM

AGI32 Photometry Simulation

Autodesk AutoCAD

Autodesk Revit MEP

#### Safety Training

Fall Protection

Scaffold User

Confined Space Entry

### Experience

**Pinellas County Sheriff's Office Hangar Design, St. Pete-Clearwater International Airport, St. Petersburg, FL, 2023**—Telecommunication and fire alarm design lead for the design of a new 40,000 s.f. hangar for the Pinellas County sheriffs. Design work included whole building networking, fiber routing, access control, camera locations, whole building fire alarm design, fire alarm notification/initiating devices locations, and coordination with hangar high expansion foam system.

**ARFF Generator and Building 37 Generator Design, Orlando Sanford International Airport, Sanford, FL, 2022**—Electrical design lead for the design of a standby generator system for the airport's Aircraft Rescue and Fire Fighting (ARFF) facility as well as a new IT communication room at building 37. Cost: \$352,000.

**Fiber Optic Network Design, Orlando Sanford International Airport, Sanford, FL, 2022**—Lead telecommunication engineer for the design of a redundant fire optic network between main communication rooms throughout the airport.

**Fuel Farm Operations Building Expansion, Orlando International Airport (MCO), Orlando, FL, 2022**—Project manager, lead electrical, telecommunication, and fire alarm engineer for an approximate 2,700ft<sup>2</sup> building expansion to the existing fuel farm facility. The expansion included additional offices, conference rooms, restrooms, and break area.

**E-00281, Airside 4 PA System Upgrade, Orlando International Airport (MCO), Orlando, FL, 2023**—Project Manager, electrical, fire alarm, and telecommunication engineer for the airside 4 PA replacement. The existing PA speakers/system are deteriorating and are to be replaced with new speakers and the system is to be upgraded to the new AED Dante system.

**BP-S00199, Train Station Passenger Drop-Off Parking Lot (D/B), Orlando International Airport (MCO), Orlando, FL, Ongoing**—Lead telecommunication engineer for the new toiling system for parking lots, Lot A, Lot B, Lot C. New parking lots are located at the Orlando International Airport for the new Train Station and passenger Drop-off Lobby (PDL).

**44 Sturtevant, Genetic Clinic, Medical Office Building, Orlando Health, Orlando, FL, 2021**—Lead electrical, telecommunication, and fire alarm engineer for the renovation of a 2,200 sq ft office building into a medical office building to support the Genetic Clinic.



group. There was no existing electrical documentation, so C&S performed circuit tracing for the entire facility. The HVAC system was replaced and restroom fixtures updated. Plumbing was routed to new exam room sinks. Project cost: \$320k.

**419 Columbia, Engineering Services Building, Orlando Health, Orlando, FL, 2021**—Lead electrical, telecommunication, and fire alarm engineer for the renovation of an existing 4,300 sqft building to provide offices and maintenance space for the OH engineering services and maintenance team. The original facility had two electrical services, which C&S redesigned and consolidated into one service. C&S repurposed existing HVAC equipment and provided new air conditioning for a previously unconditioned space. Project cost: \$800k.

**55 Gore, Team Member Center Training Rooms, Orlando Health, Orlando, FL, 2022**—Lead electrical, telecommunication, and fire alarm engineer for the renovation of an existing large conference room to segmented classrooms for OH training programs. The renovation included updating HVAC zoning, electrical lighting and power, Fire sprinkler coverage, and coordination with training station furniture requirements. Project cost: \$150k.

**1515 Sligh, Corporate Service Offices, Orlando Health, Orlando, FL, 2022**—Lead electrical, telecommunication, and fire alarm engineer for the renovation of an existing 15,000 sqft building to convert from training classrooms and maintenance offices to corporate services offices. With an expedited project schedule, C&S designed the facility with a VRF style HVAC system due to equipment lead time and roof capacity limitations. C&S provided structural design for new exterior wall openings and foundations for new exterior building elements. The fire alarm system was fully upgraded, while the lighting and power systems were nearly completely replaced with new. Project cost: \$1.2M.

**Iron Bridge Water Reclamation Facility Fire Alarm Study, City of Orlando, 2021**—Project manager and lead fire alarm engineer for a high-level fire alarm feasibility study for 26 existing buildings on its campus to determine which fire alarm systems should be upgraded to meet current code requirements. Recommendations were made to the city to replace Simplex panels with Silent Knight FACP throughout the facility. C&S recommended connecting the FACP's to an existing SCADA network and routing all signals to a control room.

**Iron Bridge Water Reclamation Facility Fire Alarm Design, City of Orlando, 2022**—Project manager and lead fire alarm for the addition of new and the replacement of existing fire alarm systems for 26 existing buildings throughout the campus.

**Fire Stations 71 & 73 Restroom Enhancements, Orange County, Orlando, FL, 2021**—C&S partnered with a local architect to produce design documents to renovate the existing men's/women's restrooms at 2 local fire stations to single multi-user restrooms with a shower, toilet, and sink. C&S was contracted to provide structural, mechanical, electrical, fire alarm, plumbing, and fire protection drawings.

**Break Room Renovations, Confidential Client, Orlando, FL, 2020**—MEP project manager and lead electrical engineer for an 800 s.f. break room renovation. C&S was responsible for all MEP, fire protection, and fire alarm design. Primary responsibilities included coordinating engineering trades, as well as providing lighting, power, and fire alarm design.

**Port Canaveral Terminal 3, Port Canaveral, FL, 2020**—Fire alarm engineer for this new 21,000 sq. ft. project which includes a new terminal building, baggage building, warehouse, and garage. Work included networking each fire protection panel between buildings with fiber optic cables, installing voice evacuation in each building, and providing adequate smoke/heat detector coverage, as required. Bill also designed a new FM 200 system in the computer room, and performed voltage drop calculations, speaker circuit analysis calculations, and battery calculations to support the design. Cost: \$155 million.



## Kevin Geidel, PE, CFPS

### Life Safety/Fire Alarm

Kevin Geidel is a senior project engineer with experience and education in the fields of fire protection, security, and the municipal fire, rescue, and emergency medical services. Kevin's responsibilities include project management, construction administration, design, analysis, inspection, and testing of fire protection, security and life safety systems. His project experience includes aviation, industrial, manufacturing, commercial, educational, healthcare, laboratories, business and public safety type facilities. Kevin is also an Assistant Professor, Program Coordinator for Fire Protection Technology at SUNY Onondaga Community College. Kevin meets the QFPE competency

requirements of the various US Department of Defense, Unified Facilities Criteria, and GSA regulations.

#### Total Experience

15 years

#### With C&S Since

2010

#### Education

M.B.A., Syracuse University, 2019

M.S., Safety, Security & Emergency Management, Eastern Kentucky University, 2008

B.S., Fire & Safety Engineering Technology, Eastern Kentucky University, 2007

#### Registrations

Professional Engineer — NY, DE

NFPA — Certified Fire Protection Specialist (CFPS)

NAFI — Certified Fire Explosion Investigator (CFEI), Certified Vehicle Fire Investigator (CVFI), Certified Fire Investigator Instructor (CFII)

#### Organizations

Society of Fire Protection Engineers

National Fire Protection Association

International Association of Arson Investigators

National Association of Fire Investigators

### Experience

101 S Salina St, Syracuse, NY, 2021—Fire protection engineer for the complete rehabilitation of a historic 10 story high-rise in downtown Syracuse. The project consists of converting the building from office to mixed-use with retail on the first floor and residential on the upper floors. The project included the design of a new fire pump, combination standpipe/wet-pipe sprinkler system, and voice evacuation fire alarm system.

Confidential Client, Staten Island, NY, 2021—Fire protection engineer for community energy storage systems (ESS) throughout the borough of Staten Island. The ESS system include lithium-ion based battery storage arrangements at 15 sites. Collaborated with owner and FDNY to develop an exposure control system to protect surrounding property in the event of thermal runaway.

Griffiss International Airport Sky Dome and Exterior Sign, Rome, NY, 2021—Designed the fire protection strategy for the state-of-the-art drone testing facilities for indoors and outdoor testing. Challenges included wall and ceiling mounted anechoic material,

Confidential Client, Norwich, NY, 2021—Performed combustible dust hazard analysis for a pharmaceutical manufacturer, coordinated dust testing, provided report identifying areas of concern, equipment to be evaluated and need for training

Cornell University, Processing Equipment Evaluation, Ithaca, NY, 2021—Inspected fire protection equipment and piping to determine remaining life of equipment to determine future upgrades and replacement cycles. Generated overall report for the process equipment that included capital estimates and capital planning for the owner to address in future appropriations

Long Island MacArthur Airport, Main Terminal Improvements, Ronkonkoma, NY, 2021—Fire Protection engineer for the improvements to the main terminal building to increase operational efficiency and enhance the passenger experience. Work scopes included reconfiguration of the in-bound baggage carousels and new exterior enclosure for tug movement and unloading, new curbside entrance vestibules.



**3<sup>rd</sup> and 4<sup>th</sup> Floor Lab Renovations** Harvey W. Wiley Federal Building, College Park, MD, 2020—Fire protection engineer of record (QFPE) responsible for the life safety and fire protection design that included 7,000 square feet of open environment laboratories over two floors.

**Replacement of the Fire Suppression System in Building Number 604, U.S. Army Garrison, West Point, NY, 2020**—Project manager and fire protection engineer of record (QFPE) for the design and installation of new fire suppression sprinklers for the central power plant, Building Number 604 at the U.S. Army Garrison, West Point, NY.

**Town of Salina, Town Hall Improvements, Liverpool, NY, 2020**—Fire protection engineer for phased renovation and improvements project. Work includes finishes, upgrades to security and fire alarm as well as repurposing a former elementary school into a municipal office, courtroom and daycare center.

**2<sup>nd</sup> Aviation Hangars Fire Suppression, 2020**—Project manager and fire protection engineer responsible for the design of upgrades of the existing 2<sup>nd</sup> Aviation Detachment Hangars Fire Protection Systems. The project included the construction of a new fire protection equipment (FPE) room, design of high-expansion foam (HEF) and wet-pipe sprinkler systems for two Group-II aircraft hangars, new fire water service lateral to the new FPE room, and modification and expansion of wet pipe sprinkler system for connector facility and administrative areas of both hangars.

**Essex County Improvement Authority Hangars I & M Fire Protection Upgrades, Fairfield, NJ, 2020**—Project manager and lead fire protection engineer for the upgrade of fire protection systems of two Group II Aircraft Hangars. Kevin analyzed the existing fire protection strategies. The project included the conversion of low-level AFFF turret style fire suppression systems to ceiling mounted high-expansion foam suppression systems in the two hangars. In addition, six fire alarm and releasing panels were combined to a single platform for ease of use and maintenance.

**Building 100 Renovation, Griffiss International Airport, Rome, NY, 2019**—Designed the fire protection systems for 45,000 square foot of office space and 5,000 square foot of optic/electronic lab space. Three floors were demolished and renovated with new fire alarm and wet-pipe sprinkler systems for office space, conference rooms, assembly, open style break rooms, laboratories, and equipment storage. Water supply was a challenge for the remote location. Kevin designed an on-site 40,000 gallon water storage tank and diesel fire pump system as well as the wet pipe sprinkler and fire alarm systems.

**Chenango County Department of Emergency Services, Norwich, NY**—Project manager for the evaluation of the existing fire training facility. This project included code compliance, life safety and structural analysis of the live fire training facilities. Kevin teamed with CCDES to evaluate the facilities' current condition and develop recommendations and cost estimates for improvements.

**Emergency Operations Center, Syracuse Hancock International Airport, Syracuse, NY**—Project involved construction an internal operations center for the airport and airline staff during emergency situations. It included office and conference rooms with special security and monitoring requirements.

**Niagara County Department of Emergency Services, Lockport, NY**—Project manager for the evaluation of two existing fire training facilities. This project included code compliance, life safety and structural analysis of the live fire training facilities.

**Delaware County Department of Emergency Services, Delhi, NY**—Project manager for the evaluation of the existing fire training facility. This project included code compliance, life safety and structural analysis of the live fire training facility. Kevin teamed with the DCDES and the Delaware County Firefighter's Association to evaluate the facilities' current condition, developed recommendations for improvement, and developed a five (5) year master plan for the facility.

**David J. Acomb, RA**  
**Public Safety Design Consultant**  
Acomb Ostendorf Associates (AOA)

***Publications:***

2007

**NFPA Chapter 14, Section 12**

Fire Rescue Stations and Fire Service Training Centers

"Training by Design" Fire Chief Magazine 2001

***Education:***

University of Cincinnati, College of Design, Art, Architecture and Planning

State University of New York at Delhi, College of Architectural and Engineering Technology, AAS

***Registrations:***

Registered Architect in Ohio, Texas, Colorado

With more than 40 years of professional experience, David has a resume of large and small-scale public safety projects and developed a nationally recognized expertise in fire station and emergency facilities design. This expertise afforded him the opportunity to speak nationally and author numerous articles. David's innovations and ideas have been incorporated into fire station designs all over the country, specifically his innovations regarding *on-site training*. He regularly teamed with locally based architects and has worked on projects from Hawaii to Rhode Island. David's knowledge of fire station design allows clients and the design team to evaluate sites and reach a design solution in a short period.

In his career, he has tenured experience with two A.R.F.F Stations. For the Cincinnati / Northern Kentucky International Airport - Aircraft Rescue Fire Fighting Station he was the principal architect in charge of design and full architect of record services from programming through construction. At Wright Patterson Airforce base, with his tenured company, David and his team were hired to do the concept design for a new A.R.F.F. station. After concept completion, the design was turned over to a Design-Build Team for completion. In 2002, David was invited to be a presenter of fire station design at the A.R.F.F Fire Chiefs' Conference in Providence, RI. These opportunities provided him with the experience of familiarizing and understanding the unique requirements associated with A.R.F.F. station design, specifically those outlined in FAA Advisory Circular AC 150/5210-15A - Aircraft Rescue and Firefighting Station Building Design.

Continuous support and research of the Fire and Emergency Services has allowed David to stay on top of issues that impact the design of future fire stations. These station projects have ranged from small volunteer stations to large municipal stations; each with their own unique criteria and circumstances. Emergency facility design has been impacted from emerging issues such as sustainability, security, energy conservation, the Americans with Disabilities Act, gender separation and budget constraints. In 2006, David volunteered to co-author revisions to *NFPA Chapter 14, Section 12, Fire Rescue Stations and Fire Service Training Centers* to promote an awareness of these and additional changes in fire station design. David was a regular contributor and speaker for the International Association of Fire Chiefs at their Fire Rescue Conferences. He continued that tradition again this 2008 by organizing and lecturing at the two-day pre-conference workshop in Dallas focusing on Green Fire Station Design in the 21st Century and Fire Training Design.

### ***Relevant Experience:***

#### **The Stony Brook Design Studio, LLC:**

Topeka, KS Substation, (2013-In design with local architect)  
 Roseville Fire Headquarters, Minnesota (2012-Under construction)  
 Haiku Fire Station, Maui, Hawaii (In design with local architect)  
 Paola Fire Headquarters, Paola, Kansas (with local architect-unbuilt)  
 Fire Headquarters, Torrington, Wyoming (with local architect)  
 Public Safety Complex including Fire Substation, Shawnee, Kansas (with local architect)

(Projects listed below are tenure projects)

#### **Fire Headquarters:**

Fire Headquarters, Warwick, Rhode Island  
 Fire Headquarters, Williston, Vermont  
 Fire Headquarters, Delhi Township, Ohio  
 Fire Headquarters, Blue Ash, Ohio  
 Fire Headquarters, Greendale, Indiana  
 Fire Headquarters, Louisville, KY  
 Fire Headquarters, Ironton, Ohio  
 Fire Headquarters, Alexandria, Kentucky  
 Fire Headquarters, Monroe, Ohio  
 Fire Headquarters, Fairfield Township, Ohio  
 Fire Headquarters, Harlan Township, Ohio  
 Fire Headquarters, Liberty Township, Ohio  
 Fire Headquarters, Roanoke, Virginia  
 Fire Headquarters, Orange Township, Ohio  
 Fire Headquarters, Gillette, Wyoming (in design)  
 Fire Headquarters, Salisbury, Maryland

#### **Substations/ Miscellaneous:**

Fire Substation, Molokai, Hawaii  
 Fire Substation, Kalispell, Montana  
 Fire Substation, Nashville, Tennessee  
 Fire Substation, Florissant, Missouri. (Two bay)  
 Fire Substation, Ridgeland, Mississippi (Two bay)  
 Fire Substation, Monroe, Ohio  
 Fire Substation, Jackson, New Jersey  
 Fire Substation, Colerain Township, Ohio (Two bay)  
 Fire Substation, Deerfield Township, Ohio  
 Fire Substation, Fairfield, Ohio  
 Fire Substation, Broward County, Florida (2 stations)  
 Fire Substation, Rescue Station, Broward County, Florida  
 Fire Substation, Training Station, Broward County, Florida  
 Fire Substation, Cuyahoga Falls, Ohio  
 ARFF Station, Cincinnati Northern Kentucky International Airport, Kentucky  
 Fire Supply Warehouse, Broward County, Florida





# Craig Stout, PWS

## Senior Managing Associate



### EDUCATION

BS, Biological Sciences,  
University of Central Florida

AS, Environmental Technology,  
Valencia College

### 31 YEARS OF EXPERIENCE

### CERTIFICATIONS/ REGISTRATIONS

Professional Wetland Scientist,  
#2393, 2013

Licenses: General Standards  
(Core): Commercial pesticide  
application, Aquatic herbicide  
application, 2000, Natural Areas  
herbicide application, 2013,  
Florida

Wildland Firefighting Training,  
1998: Fire Behavior (S-150),  
Hand Tools (S-130), Standards  
of Survival (PMS-416)

Florida Boating Safety  
Certification, 2003

PADI Open Water Dive  
Certification, 2008

Quality Vegetative Management  
(QVM) Certified Advisor, 2007

Authorized Gopher Tortoise  
Agent, 2009

FDEP Qualified Stormwater  
Inspector, 2011

FAA Qualified Airport Wildlife  
Biologist, 2018

### PROFESSIONAL AFFILIATIONS

Florida Stormwater Association

Craig is a professional wetland scientist with more than 31 years of experience in the environmental science field as a consultant to industry and government. His multifaceted background includes jurisdictional wetland delineations, uniform wetland mitigation assessment method (UMAM) assessments, formal wetland verifications, environmental resource permitting, agency coordination, permit compliance, listed species surveys and permitting, vegetative identification and monitoring, Geographic Information System (GIS) mapping, and land survey. He is trained as a wildland firefighter and certified commercial, natural areas, and aquatic herbicide applicator. As the lead field biologist on many projects, his responsibilities have included extensive data collection and coordinating field surveys for threatened and endangered species, such as the Florida scrub jay, gopher tortoise, sand skink, eastern indigo snake, and various protected plants. Additional activities include the assessment of nuisance and exotic vegetative species for their environmental impacts, implementing control procedures, and directing the establishment of vegetative and aquatic monitoring programs.

### Relevant Experience

**Punta Gorda Airport (PGD), Wetland Mitigation Project, Charlotte County, FL. Lead Biologist.** Craig managed the entire project, conducting wetland delineation and UMAM and WRAP assessments at PGD to reduce wildlife attractants. He handled all state and federal permitting, including report preparation, USACE jurisdictional determination, project alternative analysis, species surveys, ERP preparation, 404 permitting, GIS mapping, and agency coordination.

**Lakeland Linder International Airport (LAL), Intermodal Center Project, Lakeland, FL. Lead Biologist.** Craig was the lead biologist for all phases of state and federal permitting for the project. His responsibilities included wetland delineation, listed species survey, report and UMAM preparation, GIS mapping, and ERP application submittal. The project required on-site mitigation to offset unavoidable wetland impacts. As such, Craig prepared a mitigation plan and negotiated with state and federal agency representatives to secure the mitigation site for Intermodal Center and future projects and the airport.

**Sarasota-Bradenton International Airport (SRQ), Master Drainage Improvements Project, Sarasota, FL. Lead Biologist.** Craig led this project, delineating Other Surface Water (OSW) features for the ERP application and conducting a preliminary listed species survey to assess the presence of state or federally listed species. He prepared the Environmental Report, Section C of the ERP application, USACE Preliminary Jurisdictional data forms, and GIS mapping. His responsibilities also included ensuring the proposed improvements to the stormwater management system at the airport were compliant with environmental regulations.

**Naples Municipal Airport (APF), Drainage Improvements and Wetland Removal Project, Collier County, FL. Lead Environmental Scientist.** Improvements to the stormwater system at APF were needed to better drain the airfield after heavy rains. Additionally, a forested wetland area posed a wildlife hazard and required removal under the Wildlife Hazard Management Plan (WHMP). ESA handled field delineations and obtained an ERP for the project. Craig conducted wetland and waterbody delineations, a preliminary species survey, and prepared the Environmental Report and ERP application. He also managed wetland assessments, GIS mapping, agency coordination, and responses to RAls.





# Julie Sullivan

## Strategic Business Development Director



### EDUCATION

MS, Biology, University of Central Florida

BS, Zoology, University of Florida

### 27 YEARS' EXPERIENCE

### YEARS WITH ESA: 12

### CERTIFICATIONS/ REGISTRATION

National Pollutant Discharge Elimination System Inspector and Trainer

FAA Qualified Airport Wildlife Biologist

### PROFESSIONAL AFFILIATIONS

Central Florida/Tampa Bay/Florida/National Associations of Environmental Professionals

ACI-NA Environmental Affairs and Operations & Technical Affairs Committees jointly formed the NEPA/Project Planning Integration Task Force (2009-2010)

AAAE Environmental Services Committee (2009)

### AWARDS

Superior Performance Award, FDEP, 2001

Davis Productivity Award, FDEP, 2000

Interdepartmental Annual Team Award, FDEP, 2000

Leadership PBS&J, 2010

Julie has more than 27 years of experience as a regulatory specialist and a Federal Aviation Administration (FAA) Qualified Airport Wildlife Biologist. She has provided the full range of environmental services from planning through design, construction and post-construction compliance for numerous airport projects. Julie is experienced in providing comprehensive National Environmental Policy Act (NEPA), wetland, listed species, mitigation, wildlife, and environmental permitting services. A former regulator, her relationships with state agencies, U.S. Army Corps of Engineers (USACE) and numerous other regulatory agency staff allow her to facilitate expedited project review and approvals for her airport clients. Julie is actively engaged in the evolving regulatory climate and heavily involved in ongoing policy updates, agency actions, and rulemaking. She provides regulatory, wildlife and NEPA services for clients across the Southeast, including Miami-Dade Aviation Department, Treasure Coast International Airport, Greater Orlando Aviation Authority, and others.

### Relevant Experience

**Sarasota Bradenton International Airport (SRQ), Sarasota, FL.** Julie led the 12-month WHA and follow-on WHMP update for SRQ. Currently, she is leading the environmental support for the airport-wide master drainage plan update including NEPA compliance through the FAA Orlando Airports District Office (ADO) and permitting through Southwest Florida Water Management District (SWFWMD) and USACE.

**Punta Gorda Airport (PGD), Charlotte County, FL.** Julie is supporting the permitting and mitigation for removal of wetlands across the Air Operations Area (AOA) at PGD. Tasks include wetland delineation, permit strategy, agency coordination, and mitigation planning and support. Julie is also supporting the Master Drainage Plan at PGD with comprehensive environmental services for state and federal permitting.

**Lakeland Linder International Airport (LAL), Lakeland, FL.** Julie provides comprehensive environmental support to the prime engineering consultant for LAL including wetland delineation, permit compliance, mitigation planning and implementation, wildlife hazard assessment and management, listed species services, regulatory coordination, NEPA compliance, and other as-needed support. She led the implementation, maintenance and monitoring of a wetland mitigation project, the NEPA compliance EA for a new MRO complex, permitting and compliance for the MRO complex, gopher tortoise relocations, permitting and mitigation strategy, and a variety of other projects. Julie supported the WHA, WHMP and supports the ongoing WHMT at LAL.

**St. Pete-Clearwater International Airport (PIE), Clearwater, FL.** Julie and her team completed the EA for the redevelopment of the former Airco golf course property. As one of the last large undeveloped parcels in Pinellas County, the parcel is a prime location for economic development and both aviation and non-aviation uses. Julie also supported the airport's ESA-led master plan update and provides on-call environmental services to PIE.

**Hillsborough County Aviation Authority (HCAA), Tampa, FL.** In support of this General Engineering Consultant (GEC), Julie provides as needed environmental services in support of four airports in the HCAA system. Current tasks include managing the Wildlife Hazard Management program and Training for Tampa International Airport, facilitation of the TPA Wildlife Hazard Working Group, managing the mitigation and nuisance species compliance activities at Tampa Executive Airport, and other as needed assignments. Currently, Julie is supporting HCAA on a number of capital projects including the removal of more than 180 acres of forested areas as part of the Authority's wildlife management program.

## HYATT SURVEY SERVICES, INC.

### Russell Hyatt, PSM

#### Survey and Mapping Support

*Hyatt Survey Services, Inc.*

**Years of Experience:** 36

#### **Education:**

Bachelor of Science, Survey and Mapping, University of Florida, 1990

26 years of continuing education in Florida Law, standards of practice, land title, environmental, GIS, GPS and business and professional development

#### **Distinguishing Attributes:**

- Mr. Hyatt has 36 years of professional surveying and mapping experience relating to transportation planning, construction and engineering. He, also has experience as an expert witness in depositions regarding survey and property titles.

#### **Certifications/Registrations:**

- Professional Surveyor and Mapper, FL. LS#5303

#### **Affiliations:**

- Florida Surveying and Mapping Society (Past President)
- Manasota Chapter of the Florida Surveying and Mapping Society
- Tampa Bay Chapter of the Florida Surveying and Mapping Society (Past President)
- University of Florida Surveying and Mapping Advisory Committee
- The Hydrographic Society of America
- National Society of Professional Surveyors
- American Society of Civil Engineers

#### **EXPERTISE:**

##### **SRQ Project Experience:**

##### **SMAA Property, Tree Removal Verification & Tallevast Road Rezone:**

Client: SMAA

Description: Provided FPL legal descriptions & sketch, tree removal verification survey & boundary survey of Tallevast Rd.

##### **SRQ Ready Return Lot**

Client: SMAA

Description: Provided topographic survey of pad and light poles.

##### **SRQ Suncoast Golf Course Easement**

Client: SMAA

Description: Provided topographic survey of the golf course easement and Lockheed Martin Tallevast site.

##### **SRQ Monitoring Well Locations**



Client: SRQ Manatee Airport Authority

Description: Determined the locations of 175 monitoring wells within the SRQ properties.

##### **SRQ FEMA Elevation Certifications**

Client: SRQ Manatee Airport Authority

Description: Provided FEMA Elevation certifications for several buildings located on airport property.

##### **SRQ Runway 14 Rehab**

Client: Michael Baker, Inc.,

Description: Topographic Survey of a portion of Runway 14 for future rehab.

##### **SRQ Commercial Park Connector**

Client: American Infrastructure Development

Description: Topographic survey for the proposed offsite commercial park and connecting roadway.

##### **SRQ National Car Rental Site**

Client: JDK Construction, Hyatt Survey

Description: Provided a Boundary and topographic survey for proposed fuel tank.

##### **SRQ Airport Terminal Entrance**

Client: The LPA Group

Description: Provided a Topographic survey for new sidewalks.

##### **SRQ Taxiways "G", "J"**

Client: Woodruff & Sons, Inc.

Description: Provided construction Stakeout & Asbuilt surveys

##### **SRQ Aircraft Pavement Marking**

Client: Aero Bridgeworks

Description: Provided layout and asbuilt of aircraft striping at airline gates

##### **SRQ Airport Mode S**

Client: Federal Aviation Administration (FAA)

Description: Radar calibration survey

##### **SRQ Airport Fiber Optic Tower**

Client: J. Ranck Electric

Description: Provided construction layout & asbuilts

##### **SRQ Airport Ready Return Lot Improvements**

Client: AECOM

Description: Provided a topographic survey for the shade structures ready return lot mods

**Current Availability: 60%**

#### **TOPOGRAPHIC/DESIGN PHASE PROJECTS:**

##### **SRQ Runway 14 Rehab**

Client: Michael Baker, Inc.,

Description: Topographic Survey of a portion of Runway 14 for future rehab.

##### **SRQ Commercial Park Connector**

Client: American Infrastructure Development



## KEVIN H. SCOTT, P.E.

Senior Geotechnical Engineer



### Summary of Capabilities

Geotechnical Engineering  
Civil Engineering  
Foundation Engineering  
Project Management  
Engineering Management  
Ground Subsidence Investigations  
Construction Materials Testing and Inspection

### Years of Experience

With Tierra: 16 Years  
With Other Firms: 7 Years

### Education

BS, Civil Engineering, University of South Florida, 2000

### Professional Organizations/Registrations

Florida Professional Engineer, No. 65514  
National Society of Civil Engineers

Mr. Scott has 23 years' experience in geotechnical investigation and evaluation for roadway and bridge design, industrial, landfill, borrow sites, commercial, high rise, and residential projects. His experience includes shallow and deep foundation analyses, retaining wall design, settlement analyses, and pavement evaluation. In addition to his geotechnical experience, Mr. Scott has also provided project management and project consulting services for construction materials testing and inspection projects including high rise, industrial, roadway, commercial and residential projects.

### Airport Project Experience

Sarasota-Bradenton International Airport Park-N-Ride Parking Expansion  
Sarasota-Bradenton International Airport Refrigerated Warehouse Site  
Sarasota-Bradenton International Airport Rental Car Maintenance Facility  
Sarasota-Bradenton International Airport Terminal Concourse B Expansion  
Sarasota-Bradenton International Airport General Aviation Federal Inspection Station  
Sarasota-Bradenton International Airport Phase 1 Apron  
Sarasota-Bradenton International Airport Ground Transportation Center  
Sarasota-Bradenton International Airport Parking Lot Expansion  
Sarasota-Bradenton International Airport North Quad Access Roadway  
Sarasota-Bradenton International Airport Fuel Tank Improvements  
Sarasota-Bradenton International Airport Taxiway Bravo Rehabilitation  
Sarasota-Bradenton International Airport Exterior Signage and Wayfinding  
Sarasota-Bradenton International Airport Jet Blast Deflector  
Brooksville-Tampa Bay Regional Airport Sergeant Lea Mills Boulevard  
Brooksville-Tampa Bay Regional Airport Airpark Entrance Realignment  
Brooksville-Tampa Bay Regional Airport Apron and Access Road  
Brooksville-Tampa Bay Regional Airport Taxiway B Rehabilitation  
Brooksville-Tampa Bay Regional Airport Johnson Air Hangar  
Brooksville-Tampa Bay Regional Airport Taxiway C9 Rehabilitation  
Brooksville-Tampa Bay Regional Airport Taxiway A Pavement Settlement  
St. Petersburg-Clearwater International Airport Taxiway Rehabilitation, Phase 2  
St. Petersburg-Clearwater International Airport New Maintenance Facility  
St. Petersburg-Clearwater International Airport Taxiway T, Phase 2  
St. Petersburg-Clearwater International Airport Terminal Hardstand Expansion, Phase 2  
St. Petersburg-Clearwater International Airport Gates 7-10 Holding Areas, Terminal Improvements  
St. Petersburg-Clearwater International Airport Remote Parking Lot Expansion  
St. Petersburg-Clearwater International Airport Runway 18-36 Rehabilitation  
Wauchula Municipal Airport Rehabilitate, Mark and Light Runway 18-36  
Wauchula Municipal Airport Hangar Access Road  
Wauchula Municipal Airport Automated Weather Observing System 2 (AWOS-II)

## MICHAEL J. BAIR, ASP, LEP

Chief Scientist



### Summary of Capabilities

Environmental Consulting  
 Scope Development & Review  
 FDOT Level I & II CSERs, PD&E, Design-Build  
 ASTM Phase I & II ESAs  
 Contamination Assessment & Reporting  
 Source Removal & Remediation  
 Program/Project Management  
 UST/AST Compliance, Assessment, and Closure  
 Soil/Groundwater Sampling  
 Dewatering & NPDES Permitting  
 Waste Characterization & Disposal Options  
 Contractor/Subcontractor Selection & Oversight  
 Regulatory Liaison – FDEP, FDOT, Water Mgmt. Districts  
 Quality Assurance/Quality Control

### Years of Experience

With Tierra: 9 Years  
 With Other Firms: 19 Years

### Education

BA, Biology, University of Miami, 1994

### Professional Certifications/Licenses

Associate Safety Professional #A15807 (BCSP, 2011)  
 Licensed Environmental Professional #419 (INSTEP, 2022)  
 Environmental Professional per 40 CFR 312.10  
 40-Hour HAZWOPER Certified (OSHA 1910.120)  
 8 Hour HAZWOPER Refresher Certified (OSHA 1910.120.3)  
 Welland Delineation Initial Course  
 AHERA Asbestos Inspector Initial Course

Mr. Bair has 28 years of experience in the laboratory, environmental consulting, due diligence, remediation, safety, and transportation fields. His progressive experience has included all phases of a typical project from the laboratory to field work to all required office tasks. His career began in the chemistry laboratory and then progressed to field work, project/program management, and finally Chief/Principal Scientist. His duties throughout the years have included mentoring junior level staff in company policy/scientific protocol, proposal/report preparation, client/regulatory interactions, scoping projects, field work, business development, safety, ethics, and quality. His program management experience has included the Florida Department of Environmental Protection (Preapproval, PRP, LSSI), Florida Department of Transportation, several large private clients, and multiple municipal contracts. Mr. Bair is currently responsible for the day-to-day operations of the Contamination Assessment & Remediation Department at Tierra. This involves work assignments for Level I and II CSERs, PD&E studies, Phase I/II ESAs, remediation projects, kick-off meetings, review of work products, budgeting, resource allocation, subcontractor solicitation/selection, scheduling of field work, report preparation, and QA/QC reviews. He is an Environmental Professional in accordance with 40 CFR 312.10 and signs all Phase I/II ESA reports for Tierra. He has also been providing environmental assessments and reporting for DOT projects throughout the State of Florida for more than 16 years and has in-depth knowledge of Chapter 20 of the PD&E Manual and the various District Contamination Impact Coordinator requirements.

### PROJECT EXPERIENCE

Sarasota-Bradenton International Airport Terminal Expansion Utility Relocation, Sarasota County  
 Sarasota-Bradenton International Airport Terminal Concourse B Expansion and Concourse A Design, Sarasota County  
 Sarasota-Bradenton International Airport Aircraft Fuel Farm, Sarasota County  
 Tampa International Airport Airside D Development, Hillsborough County  
 Tampa International Airport Air Cargo Expansion, Hillsborough County  
 St. Petersburg-Clearwater International Airport AirCo Taxiways, St. Petersburg, Pinellas County  
 Old US 41 from Collier/Lee County Line to Bonita Beach Road, Lee County  
 US 41 at Bonita Beach Road, Lee County  
 SR 31 from SR 80 to SR 78, Lee County  
 US 41 from MLK to Myrtle Avenue, Sarasota County  
 US 41 at Main Street Roundabout PD&E, Sarasota County  
 I-75 at Bee Ridge Road, Sarasota County  
 US 41 at Gulfstream Roundabout PD&E, Sarasota County  
 US 98 from Socrum Loop to CR 54, Polk County  
 US 98 from Edgewood Drive to Main Street, Polk County  
 SR 739 (Metro Parkway), Collier County  
 SR 70 from CR 29 to Lonesome Island Road, Manatee County

## **Bryan Quigley**

103 Smokcrisc Blvd

Longwood, FL 32779

(407) 389-6215

Cell (407) 461-7063

bryan.quigley@orlandoprojectcontrols.com

**SUMMARY:** Extensive experience in project planning, control, scheduling and delay analysis. These skills have been applied to multi-million dollar projects ranging up to \$2.8 Billion in value, in both public and private market spectrums. While I have specialized in project planning and scheduling, I have experience in estimating and project management as well.

**EDUCATION:** Bachelor of Science, December 1989

Major: Political Science; Minor: Economics

Florida State University, Tallahassee, Florida

**SUMMARY:** Extensive experience in the following areas of responsibility:

- Expertise in both the P6 standalone PPM and P6 Enterprise EPPM applications
- Oversight and management of professional scheduling services
- Developing and maintaining master program schedules
- Critical path analyses
- Cost/Resource loading and reporting
- Constructability review
- Risk identification, mitigation, and analysis
- Trending analysis
- Recovery schedules
- Claim mitigation and prevention
- Time impact preparation, review and analysis
- Establishing excellent client relationships

**EXPERIENCE:**

**Orlando Project Controls, LLC** Lake Mary, FL

Dec. 15' – Present **Senior Program Scheduler**

- Develop, monitor and analyze the integrated Master Program Schedule
- Develop and maintain project schedules
- Evaluate schedule impacts
- Perform delay claim analysis
- Timely completion of monthly analysis and Program reporting

**Projects with Orlando Project Controls, LLC**

**UF Health – Marion County Neighborhood Hospital**

\$80 Million, 150,000 square foot hospital and medical office building which includes an emergency department, inpatient unit, imaging department, operating rooms, outpatient clinic, and rehabilitative services.

**South Terminal C – Orlando International Airport – Completed 2023**

\$3 Billion, 2.5 million square foot domestic and international terminal building consisting of a new 15 gate airside concourse and landside terminal, accommodating an additional 10-12 million annual passengers. Additional aspects of the project include new airfield and apron work, landside enplane / deplane bridge and roadways, 1,200 space, parking garage expansion, and central energy plant.

**South APM/ITF Program – Orlando International Airport – Completed 2017**

\$650 Million, Multi-modal facility serving as the central hub to the Orlando International Airport's South Terminal C. The complex includes the 85,000 square foot Automated People Mover connection to the existing North Terminal, 240,000 square feet of passenger rail, and the 175,000 square foot Intermodal Terminal Facility which accommodates the South APM and regional rail systems, as well as the support for ground transportation systems. Additional elements include a cast in place parking garage, and Central Energy Plant.

**Florida Catastrophe Corporation Orlando, FL**

Mar. 13' – Dec. 15' **Senior Estimator / Sales**

- Appraise commercial and residential property damage.
- Oversaw and managed jobs from start to finish.
- Trained and reviewed the work product of other estimators on staff.

**The Nassal Company Orlando, FL**

Oct. 12' – Mar. 13' **Scheduler**

- Aided in the development of project schedules.
- Maintained master project schedules inclusive of cost and resource loading via the use of P6 software.
- Reported schedule progress and potential delays to company principals.

## Scott Collins

4300 W. Lake Mary Blvd., Ste 1010-362, Lake Mary, FL 32746  
Phone: (407) 702-8762 \* Email: ScottCollins@OrlandoProjectControls.com

### Education

Florida State University  
B.S., Civil Engineering

### Professional Certifications/Registrations

OSHA 10-Hour Course  
Construction Safety & Health

PMI College of Scheduling

### Recent Professional Acknowledgements

Orlando Project Controls  
2019 & 2020 Seminole 100  
Honorees (100 fastest-  
growing FSU alumni-  
owned or alumni-led  
businesses)

Skanska Florida Operation's  
Annual Professional Services  
Group "Outperformer of the  
Year" Award – 2010

### Relative Professional Experience

Adjunct Professor @  
Seminole State College  
2010/11 - Introduction &  
Advanced Scheduling  
Courses

### Community Involvement

Actively involved in local  
CECO (Conductive Education  
Center of Orlando) a holistic  
educational approach to help  
children with Cerebral Palsy  
and other motor disabilities.

Central Florida Bambino  
Buddy Ball. Baseball league  
for children 5 - 20 with  
mental and physical  
challenges.

### Background

I have over 30 years of extensive project controls / scheduling & program management experience supporting all sized projects including megaprojects / programs in healthcare, higher education, municipal, corrections, utilities, aviation, education, high-rise office and residential and entertainment.

Specific experience includes Owner Authorized Representative (OAR), Program Development, oversight and management of scheduling services; preparing and executing the construction plan; the preparation of various levels of CPM schedules; cost/resource loading; 4D scheduling; change management; trending analysis; recovery schedules; claim mitigation / prevention; critical path analysis; forensic analysis; claims review and analysis; constructability reviews; time Impact Preparation, review and analysis; risk identification; mitigation and analysis.

It is my role to consistently deliver quality and planning/scheduling excellence to my clients, both internally and externally. My commitment and dedication to client satisfaction and safety are my top priorities.

I am proficient in Oracle Primavera P6 Professional/ EPPM, SureTrak, MS Project, Claim Digger and MS Office Professional.

### Relevant Experience

Orlando Project Controls, Orlando, FL **2015-Current**  
Principal Owner / Scheduling Consultant

Provide professional scheduling consultation for Owner's / Owner's Authorized Representatives (OAR) & Construction Managers (CM)/ Contractors

Skanska USA Building, Orlando, FL **2004 to 2015**  
Senior Scheduling Manager

My role as Senior Scheduling Manager is to provide scheduling oversight and management support as the Subject Matter Expert (SME) for Florida operations. Summarized work activities include:

- Prepare/manage bld schedules and/or schedulers
- Review and/or develop Baseline Schedules, Schedule Updates for compliance, risk assessment and overall schedule completeness prior to submission to owners/clients
- Prepare/review claim schedules and documentation
- Implementation team member in company-wide transition to scheduling standardization and procedures (Migration from P3 to P6)
- Support Other Regions

Construction Services Group, Inc., Orlando, FL **1997 to 2004**  
Director of Project Planning Services / Scheduling Consultant

Responsible for the business development, implementation, execution and administration of all Planning/Scheduling services for various clients in the Design & Construction Industry involving over 100 projects in a varied perspective of project types.

Walt Disney World (BVCC), Lake Buena Vista, FL **1994 to 1997**  
Project Scheduler / Manager

Develop and maintain project schedules for multiple projects for Buena Vista Construction Company and Implemented scheduling standardization and services for Vista-United (WDW's original) Telecommunication Company.

Fluor Daniel, Greenville, SC **1989 to 1994**  
Project Controls Engineer / Manager

Field Based Project Controls Engineer on Pharma/Biotech (New Jersey) and Higher Ed (Tennessee) Projects. Later promoted to Project Controls Manager for Criminal Justice / Correction Projects (Texas).

Kaiser Engineers, Orlando, FL **1988 to 1989**  
Project Controls Engineer

Learned and applied Project Control functions on several Municipal Projects

## Select Project History Examples

Orlando Int'l Airport South Terminal Complex Ph 1&1X, Orlando FL, \$2.8 Billion, 2,000,000-SF Terminal/Concourse  
 Orlando Int'l Airport South APM Complex, Orlando FL, \$700mm, 500,000-SF APM Complex/Intermodal Terminal  
 Orlando Int'l Airport North Terminal, Orlando, FL, \$175mm, Various Modernization/Infrastructure Upgrades  
 Tampa Int'l Airport, Main Terminal/Airport Concession, Tampa, FL, \$125 mm, 55,000-SF Expansion Modernization  
 Tampa Int'l Airport, Checked Baggage System Upgrades, Tampa, FL, \$60-90 million, Upgrades/Optimization  
 Federal Express Ground Hub Facility, Ocala, FL, \$75 million, 383,161-SF Industrial Hub Facility  
 University of Florida Chemistry/Chemical Biology Building, Gainesville, FL, \$67 million, 110,000-SF Classroom/Labs  
 University of Florida Reitz Union Expansion, Gainesville, FL, \$70 million, 150,000-SF Expansion & Renovation  
 Moffitt McKinley Outpatient Treatment Facility, Tampa, FL, \$74 million, 200,000-SF Outpatient Facility  
 Florida Polytechnic– Phase I, Lakeland, FL \$106 million, 160,000-SF Innovation Science & Technology Building  
 Nemours Children's Hospital, Orlando, FL \$264 million, 630,000-SF, 95 bed New Pediatric Hospital  
 Verizon Office Building, Lake Mary, FL \$26 million, 220-SF Tilt-Wall Build to Suit Office Building  
 City of Orlando, Police Training Facility, Orlando, FL \$15 million, 70,000-SF New Training Facility  
 Seminole County, John E. Polk Correction Facility Expansion, Sanford, FL \$28 million, 200,000-SF New Addition  
 Orlando Utilities Commission, New Headquarters Bldg, Orlando, FL \$40 million, 167,000-SF & 370 Space Garage  
 Orange County Public Schools, Apopka High School Replacement, Apopka, FL \$61.3 million 377,300 SF New HS  
 Orange County Public Schools, Wekiva High School, Orlando, FL \$57.6 million, 345,000-SF Prototype HS  
 University of Central Florida, Student Health Center, Orlando, FL \$8.1 million, 48,725 SF 3-Story Health Center  
 Florida International Univ., Patricia and Phillip Frost Art Museum, Miami, FL \$14.9 million, 46,000 SF Art Museum  
 Orange County Courthouse, Orlando, FL \$150 million, 1.2 million SF, Scheduling & Claims Consulting Services  
 Iron Bridge Wastewater Treatment Facility, Orlando, FL \$35 million, Construction Management Consulting Services  
 Fort Lauderdale-Hollywood Int'l Airport, T4 Expansion, Fort Lauderdale, FL \$35.1 mm, 80,000-SF Expansion/Reno  
 The Setai Hotel & Residences, Miami Beach, FL \$110 million, New 40 story, 573 SF, 163 Unit Luxury Condominium  
 Many Others: Available Upon Request

Multiple Projects for Walt Disney World (Including but not limited to):

- 2002 Disney's Beach Club Resort (WDW, Facility Asset Management)
- 2001 EPCOT: Mission Space (MIVAN)
- 2000 Boardwalk Exterior Renovations (WDW, Facility Asset Management)
- 2000 Laundry Facility Expansion (WDW, Facility Asset Management)
- 2000 100 Years of Disney Magic (WDW, Facility Asset Management)
- 1999 Imaginations – EPCOT (Buena Vista Construction Company)
- 1999 Millennium Theaters – EPCOT (MIVAN)
- 1999 Innoventions – EPCOT (MIVAN)
- 1999 Grand Floridian Rooms Rehab (Wal-Mark Contractors)
- 1998 Disney's Rooms Renovation Program Scheduling (WDW, Facility Asset Management)
- 1998 MGM Rock-n-Roller Coaster (MIVAN)
- 1997-95 Vista United Telecommunications (Walt Disney Company)
- 1995 Disney's Electronic Ticketing System (Vista United Telecommunications)



## Charl J. Nesor, MRICS | Cost Estimator

### Overview

Charl has more than 40 years of experience in the construction industry, specializing in cost estimating, cost management, litigation support, quantity surveying, contractor reconciliation, value engineering/management, change order analyses, and project management services. He has worked on projects at more than 100 airports in the last 10 years.



### Experience

#### Greenville-Spartanburg International Airport (GSP), Greer, SC

- Aircraft Rescue and Firefighting Facility (ARFF)

#### Charlotte-Douglas International Airport (CLT), Charlotte, NC

- Aircraft Rescue and Firefighting Facility (ARFF) Study

#### Raleigh-Durham International Airport (RDU), Morrisville, NC

- Aircraft Rescue and Firefighting Facility (ARFF)

#### Blue Grass Airport (LEX), Lexington, KY

- Aircraft Rescue and Firefighting Facility (ARFF)

#### Bill and Hillary Clinton National Airport (LIT), Little Rock, AR

- Aircraft Rescue and Firefighting Facility (ARFF) and Vault Generators

#### Palm Beach International Airport (PBI), Palm Beach, FL

- Aircraft Rescue and Firefighting Facility (ARFF) Replacement

#### Huntsville International Airport (HSV), Huntsville, AL

- New Aircraft Rescue and Firefighting Facility (ARFF) Station

### EDUCATION

Bachelor of Science,  
Quantity Surveying,  
University of the Free  
State, South Africa | 1981

### CERTIFICATION

Member, Royal  
Institution of Chartered  
Surveyors (MRICS)  
#1279586 | 2008

### YEARS OF EXPERIENCE

44

### JOINED CONNICO

2018

### AFFILIATIONS

American Association  
of Airport Executives  
(AAAE); Association  
for the Advancement  
of Cost Engineering  
(AACE); Airports  
Council International  
(ACI); Construction  
Management  
Association of America-  
South Atlantic Chapter  
(CMAA); Royal Institution  
of Chartered Surveyors  
(RICS)

### OFFICE LOCATION

Roswell, GA

CONNICO

## Mike Harris, CM | Chief Designer

Mike Harris is a chief designer at EG Solutions and has over 23 years of experience designing, planning, and managing various airport projects. He is knowledgeable regarding FAA Advisory Circulars and in construction administration through his experience performing construction observation and management of airport, highway, and building construction projects. Representative projects include runway, taxiway, and apron rehabilitation projects; taxiway extensions; apron paving; airfield lighting design; security and wildlife fencing projects; and preparing airport layout plans and other airport planning documents.

**Sarasota Bradenton International Airport, Aircraft Rescue and Firefighting (ARFF) Station, Sarasota, FL.** Project Manager. Responsibilities included civil portions of the renovation of the existing ARFF station at the airport. The project included various upgrades which included hardening the structure, HVAC upgrades, windows, roofing, enclosed bunk rooms, modifications and expansion to include a new fitness room, lighting upgrades, lightning protection, and new finishes. Services included preparation of plans and specifications for site grading and drainage, erosion control, construction safety and phasing plans and other site improvements. Additional services included cost estimating, bidding support, and construction administration for the project.

**Sarasota Bradenton International Airport, ASG Hangar, Sarasota, FL.** Project Manager. The project includes professional engineering services for design-build development of a 5-acre parcel in the airport's North Quadrant. The site includes a 35,000 square foot hangar, 7,500 square yard aircraft parking apron, vehicular parking lot, fuel tank, drainage improvements, utilities, and associated improvements as part of Phase 1 construction. A second hangar and expanded apron will be part of Phase 2 construction. Services for the project included civil site design, airfield electrical/lighting modifications, pavement design, stormwater management design and permitting, utility design and permitting services, and local site development permitting.

**Sarasota Bradenton International Airport, Industrial Development Lot 9, Sarasota, FL.** Project Manager. The project includes design of approximately 105,000 square feet of industrial building and associated site improvements. Services included stormwater management design and permitting, environmental permitting, wetlands and ecological surveys, Phase I environmental audit assessments and geotechnical investigations.

**Sarasota Bradenton International Airport, Experimental Aircraft Association Hangar, Sarasota, FL.** Project Manager. The project provides professional engineering services for the redevelopment of the former ATCT site in the North Quadrant of the Sarasota Bradenton International Airport. The project includes a 6,000 square foot aircraft storage hangar for the Experimental Aircraft Association (EAA), apron and connector taxiway, vehicular parking area, and associated site improvements. Services for the project include civil site design, airfield electrical/lighting modifications, pavement design, stormwater management design and permitting, and assistance with local site development permitting. EGS is providing professional services for this project at no cost to the EAA to support the valuable programs they continue to offer.

Total Experience: 24  
With Firm: 2



mharris@eg-solutionsinc.com

### Education

B.S./1999/Public Affairs/Indiana University

### Professional Training

AutoCAD  
AutoCAD Civil3D  
AutoCAD Map3D  
ArcGIS  
Microstation

### Certifications

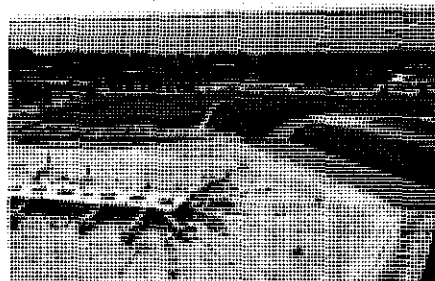
American Association of Airport Executives  
Certified Member

### Professional Affiliations

Florida Airports Council  
Airport Consultants Council



9015 Town Center  
Parkway, Suite 106  
Lakewood Ranch,  
FL 34202  
+1 (941) 567-1622



## Scott T. Brady, PE | Senior Consultant

Mr. Brady has over 46 years of experience in civil engineering, emphasizing public sector projects. More than 35 years of his total experience is for airport projects, which includes assignments as program manager, project engineer, and consultant. His varied engineering functions have included engineering analysis, design documents preparation, permitting, cost estimating, CPM scheduling, bid analysis, grant assistance, field observation, construction claims evaluation and resolution, forensic engineering, expert testimony, research and instruction. He has worked on over 175 airport projects at over 50 airports. These have been located in 11 states across four FAA regions, with a concentration in the FAA Southern Region.

**FDOT, Statewide Airport Stormwater Study, Tallahassee, FL.** Program Manager or Technical Manager (phase dependent). The FDOT Statewide Airport Stormwater Study, jointly funded by the FDOT and the Federal Aviation Administration was intended to limit water management features that are more attractive to wildlife, while meeting all state and federal rules for water quality and quantity management. Program Manager for the initial study that included program design, data collection (including stormwater runoff quality and quantity data from the airside of 13 Florida airports), a Technical Report and an updateable Best Management Practices Manual for Florida Airports. Technical Manager for subsequent phases updating the Best Management Practices (BMP) Manual. The BMP Manual makes recommendations based on data collected and analyzed for the study, and guidance from the Florida Department of Environmental Protection and Water Management Districts for designing and permitting airport stormwater systems. The project also included studies illustrating the application of the data, legislation and rulemaking assistance, and post-construction monitoring for projects demonstrating the effectiveness of BMP Manual recommended designs. The project resulted in legislation and a general permit for airport airside stormwater management FAC 62-330.449 and 2024 Applicant's Handbook Volume 1.

**Sarasota Bradenton International Airport, Stormwater Management System Improvements - Planning, Design, Permitting, and Construction, Sarasota, FL.** Program Manager. The project reduced, modified, and eliminated wet ponds that were attractants for hazardous wildlife. This improved safety. It also permitted 111 acres of new aviation business development consisting of terminal expansion, aprons, taxiways, hangars and offices, access roads and parking, thus increasing airport revenue. This is about 55 acres greater than would otherwise be available using presumptive design criteria. The project also replaced failed pipes in parts of the system.

**Total Experience: 46  
With Firm: 11**



sbrady@eg-solutionsinc.com



9015 Town Center  
Parkway, Suite 106  
Lakewood Ranch,  
FL 34202  
+1 (941) 567-1622

### Education

B.S./1977/Civil Engineering/ Georgia Institute of Technology  
M.S./1978/Civil Engineering/ Georgia Institute of Technology

### Professional Registrations

Professional Engineer/FL 34966  
Professional Engineer/GA  
Professional Engineer/TN  
Commercial Pilot, single engine, land and sea, instrument rated

### Professional Affiliations

American Society of Civil Engineers  
Aircraft Owners and Pilot Association  
Florida Airports Council

### Awards and Recognition

- Program Manager for the 2014 J. Bryan Cooper Environmental Award project
- Program Manager for the 2015 J. Bryan Cooper Environmental Award project
- Program Manager for the 2016 J. Bryan Cooper Vision Award project
- Program Manager for the 2022 J. Bryan Cooper Environmental Award project
- Corporate Eagle Award – Florida Airport Council, 2012
- Construction Administration for the National Asphalt Paving Association First Place Quality Paving Award for an Airfield Project

## Xuheng "Sean" Kuang, PhD, PE | Senior Stormwater Engineer

Dr. Kuang has over 17 years of civil engineering experience, focusing on water resources engineering projects. These have included master drainage plans, reservoirs, groundwater control and recharge systems, stormwater collection and conveyance systems, pumping systems, water distribution and wastewater collection systems, drought studies, water quality and quantity management and permitting with various regulatory agencies. He is an experienced user of multiple software packages including both public domain and commercial software packages for event and continuous simulation water management and design, and pipe networks. He has also written spreadsheets that solve hydraulic grade line, finite difference groundwater response, hydraulic transients, and statistical evaluations of flood and drought frequency. Some of Dr. Kuang's research work is referenced in the 2023 update of the FDOT *Statewide Airport Stormwater Best Management Practices Manual*.

**Sarasota Bradenton International Airport, Ground Boarding Facility Terminal Expansion, Sarasota, FL.** Stormwater Consulting and Permitting. Responsibilities included water management and hydraulic gradeline consulting assistance to the design team for the terminal expansion. Provided stormwater-related permitting assistance for locally required permits and completed the Water Management District's Environmental Resource Permit for the project.

**Naples Airport, Maintenance and Facilities Building, Naples, FL.** Stormwater Design and Permitting. The project included the design for improvements to the existing facilities complex at the Naples Airport including renovation of approximately 3,300 sq ft of office space, construction of a new 7,500 sq ft facilities building, equipment parking canopy, entrance drive and parking lot, and associated site improvements including stormwater improvements, utilities, and rehabilitation of existing parking lots.

**Naples Airport, Master Drainage Plan Update, Naples, FL.** Stormwater Analysis and Permitting. The ongoing project updates the current Master Drainage Plan to account for additional development proposed in the updated Airport Master Plan. The project included soil, sediment, groundwater, and existing pond quality testing, computational fluid dynamics for surface water efficiencies, statistical analysis of extreme events, projected sea level rise, and event and continuous simulations for water management.

Total Experience: 17  
With Firm: 3



skuang@eg-solutionsinc.com



9015 Town Center  
Parkway, Suite 106  
Lakewood Ranch,  
FL 34202  
+1 (941) 567-1622

### Education

B.S./1994/Water Resource Engineering/  
Wuhan University  
M.S./1997/Water Resource Engineering/  
Wuhan University  
Ph.D./2005/Civil & Environmental  
Engineering/ Louisiana State University

### Professional Registrations

Professional Engineer/FL 68265





# CERTIFICATE OF LIABILITY INSURANCE

 DATE (MM/DD/YYYY)  
6/25/2024

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.

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PRODUCER  
Haylor Freyer & Coon, Inc.  
P.O. Box 4743  
Syracuse NY 13221

CONTACT  
NAME: Kim Acevedo  
PHONE  
(A/C No Ext): 315-451-1500  
E-MAIL  
ADDRESS: certificates@haylor.com

FAX  
(A/C No):

INSURER(S) AFFORDING COVERAGE		NAIC#
INSURER A: Travelers Indemnity Company		25658
INSURER B: Charter Oak Fire Ins. Co.		25815
INSURER C: Travelers Prop. Cas. Co. of Amer		25674
INSURER D: Phoenix Insurance Co		25623
INSURER E: Merchants National Insurance Company		12775
INSURER F: Travelers Excess & Surplus Lines Co		29696

INSURED  
C&S Engineers, Inc., C&S Architects  
Engineers & Landscape Architect, PLLC  
499 Col Eileen Collins Blvd,  
Syracuse NY 13212

CE/ENGINEER

## COVERAGES

CERTIFICATE NUMBER: 659940190

REVISION NUMBER:

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INSR LTR	TYPE OF INSURANCE	ADDL SUBR INSD WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> Contractual <input type="checkbox"/> Liability GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PROJECT <input checked="" type="checkbox"/> LOC <input type="checkbox"/> OTHER	Y	Y	6307E874377IND24	7/1/2024	7/1/2025	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 300,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000 \$
B	AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> NON-OWNED AUTOS ONLY	Y	Y	8101N6679602426G	7/1/2024	7/1/2025	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
C	UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED RETENTION \$	Y	Y	EX5T855169	7/1/2024	7/1/2025	EACH OCCURRENCE \$ 5,000,000 AGGREGATE \$ 5,000,000 \$
D	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y	N/A	UB7K6963972443G	7/1/2024	7/1/2025	<input checked="" type="checkbox"/> PER STAFF <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
E	Umbrella		EXL0003145	7/1/2024	7/1/2025	\$5,000,000 Per Occ/Ag	
F	Excess Liability		EX9T92466824NF	7/1/2024	7/1/2025	\$15,000,000 Per Occ/Agg	

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

## CERTIFICATE HOLDER

Sample

## 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

*Kim Acevedo*

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ACORD 25 (2016/03)

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5/30/2024

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**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

Greyling Ins Brokerage/EPIC  
3780 Mansell Road, Suite 370  
Alpharetta GA 30022

## CONTACT NAME:

Greyling COI Specialist

## PHONE

(A/C, No, Ext): 770.756.6599

## FAX

(A/C, No): 770.756.6599

## E-MAIL

Address: greylingcerts@greyling.com

## INSURER(S) AFFORDING COVERAGE

## NAIC #

INSURER A: Berkley Assurance Company

39462

INSURER B:

INSURER C:

INSURER D:

INSURER E:

INSURER F:

## INSURED

C&S Engineers, Inc.  
499 Col. Eileen Collins Blvd  
Syracuse, NY 13212-0000

C&amp;SWORL

## COVERAGES

CERTIFICATE NUMBER: 1026626104

REVISION NUMBER:

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INSR LTR	TYPE OF INSURANCE	ADDL SUBR INSD WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
	COMMERCIAL GENERAL LIABILITY					EACH OCCURRENCE \$
	CLAIMS-MADE <input type="checkbox"/> OCCUR <input type="checkbox"/>					DAMAGE TO RENTED PREMISES (Ea occurrence) \$
						MED EXP (Any one Person) \$
						PERSONAL & ADV INJURY \$
	GEN'L AGGREGATE LIMIT APPLIES PER:					GENERAL AGGREGATE \$
	POLICY <input type="checkbox"/> PROJECT <input type="checkbox"/> LOC <input type="checkbox"/>					PRODUCTS - COM/OP AGG \$
	OTHER:					\$
	AUTOMOBILE LIABILITY					COMBINED SINGLE LIMIT (Ea accident) \$
	ANY AUTO					BODILY INJURY (Per person) \$
	OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/>					BODILY INJURY (Per accident) \$
	HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY <input type="checkbox"/>					PROPERTY DAMAGE (Per accident) \$
	UMBRELLA LIAB					\$
	EXCESS LIAB					EACH OCCURRENCE \$
						AGGREGATE \$
	DED <input type="checkbox"/> RETENTION \$					\$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY					PER STATUTE <input type="checkbox"/> OTHER <input type="checkbox"/>
	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH)	Y/N <input type="checkbox"/>				E.L. EACH ACCIDENT \$
	If yes, describe under DESCRIPTION OF OPERATIONS below	N/A <input type="checkbox"/>				E.L. DISEASE - EA EMPLOYEE \$
A	Professional Liability Incl. Pollution Liability		PCAB50252300724	7/1/2024	7/1/2026	E.L. DISEASE - POLICY LIMIT \$
						Per Claim \$5,000,000
						Aggregate \$5,000,000

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

## CERTIFICATE HOLDER

## 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.

Sample Certificate

AUTHORIZED REPRESENTATIVE

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**Goodwyn Mills Cawood**

1819 Main Street  
Suite 608  
Sarasota, FL 34236

T (941) 312-5523  
www.gmcnetwork.com

**Building Communities.**

February 28, 2025

Mr. Kent D Bontrager, A.A.F., P.F.

Senior Vice President, Engineering, Planning & Facilities

Sarasota Manatee Airport Authority

600 Airport Circle

Sarasota, FL 34243

Re: RFQ-03-2025-EOC Professional Architectural and Engineering Services to Construct an Emergency Operations and Public Safety Complex

Dear Mr. Bontrager and Members of the Selection Committee,

On behalf of Goodwyn Mills Cawood (GMC), I am pleased to express our interest in providing professional consulting services for the design and construction of the Emergency Operations and Public Safety Complex at the Sarasota-Bradenton International Airport. We understand the unique requirements of this project, including the accommodation of Aircraft Rescue and Fire Fighting (ARFF) operations, emergency operations, police, and records. Our approach will ensure compliance with the ICC/NSSA Standard for Storm Shelters and the Florida Building Code.

About the Firm

Goodwyn Mills Cawood (GMC) stands as a premier architecture and engineering firm in the Southeast, renowned for its comprehensive range of services. As a firm committed to building thriving, sustainable communities, each project we undertake reflects our dedication to quality, integrity, and creative solutions. By integrating various disciplines, we offer innovative approaches that see the bigger picture without losing sight of essential details.

Why GMC is the Best Fit for Your Project:

GMC is a firm of over 600 professionals, each bringing a wealth of expertise that we can draw upon to meet the specific needs of your project. Our extensive experience with safety facilities positions us uniquely to deliver a project that not only meets but exceeds expectations. We have a dedicated in-house aviation team and have successfully completed over 50 aviation projects and over 90 aviation clients, showcasing our capability and commitment to excellence in this sector.

To ensure a seamless process, Julian Norman Webb will be the designated point of contact throughout the entirety of the proposal and project execution phases. Julian will facilitate all communications and coordination, ensuring that the SMAA's needs and concerns are efficiently addressed.

At GMC, we are committed to delivering innovative and sustainable solutions tailored to the unique challenges and opportunities presented by each project. We are enthusiastic about the prospect of bringing our blend of strategic design strength and operational excellence to the SMAA project. We look forward to the opportunity to contribute to the advancement of the Sarasota-Bradenton International Airport's emergency and public safety capabilities.

Thank you for considering our proposal. We are keen to explore how GMC can support your vision for the Emergency Operations and Public Safety Complex.

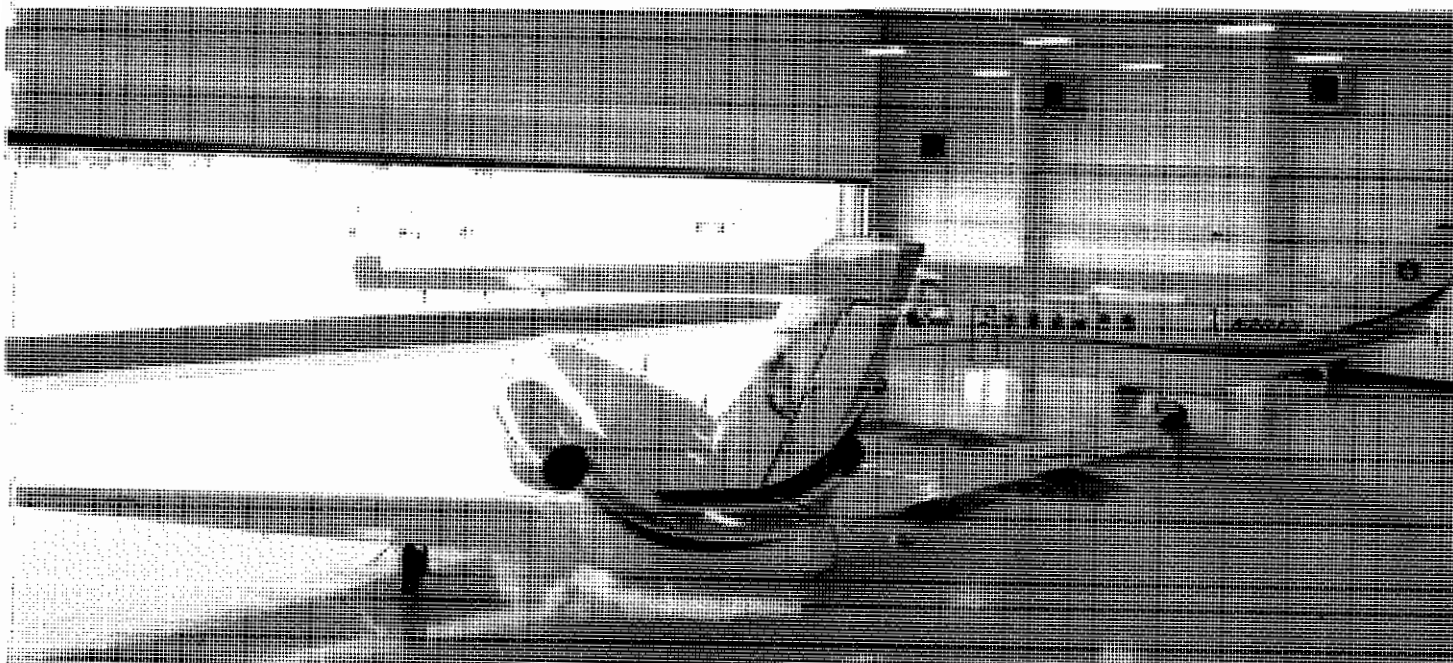
Sincerely,

**Sara Butler, AIA, LEED Green Associate**

Senior Vice President, Architecture  
sara.butler@gmcnetwork.com  
(615) 333-7200

**Julian Norman-Webb, AIA, RIBA, LEED AP BD+C**

Project Manager/Point of Contact  
julian.norman-webb@gmcnetwork.com  
T (941) 312-5523 C (941) 320-8020



A Auburn University Regional  
Airport Terminal-Auburn, Alabama

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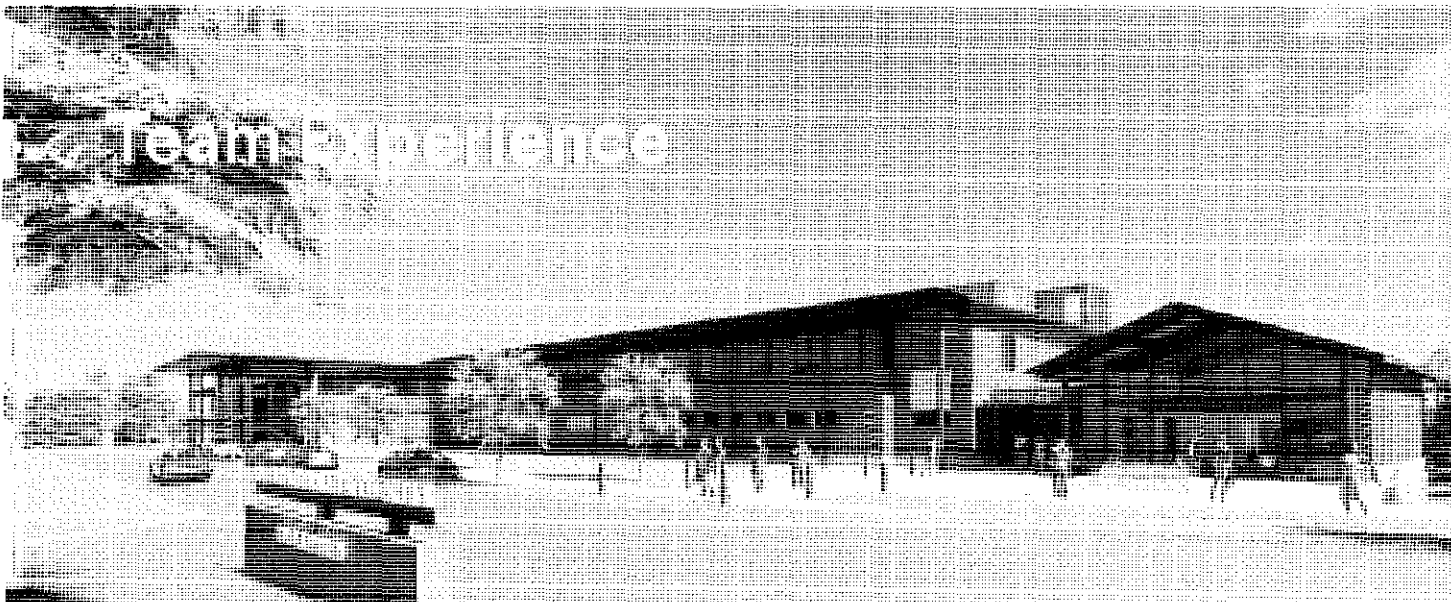


Please scan the QR  
code below for a short  
video about GMC  
and be sure to visit  
our website at:  
[gmcnetwork.com](http://gmcnetwork.com).

SCAN ME! ▼







**▲ Project:** City of Fairburn  
Public Safety Complex- Fairburn,  
Georgia

**Size:** Approx. 38,000 sf

**Contact:**  
Dana Smith, PMP  
Building Operations Director  
City of Fairburn  
(770) 964-2244 Ext. 350

The project will encompass nearly 38,000 square feet of cutting-edge design, housing both the police and fire department headquarters, plus a fire station to serve the community with pride. It's a design that honors the hardworking officers and first responders who serve Fairburn, while incorporating 21st-century sustainable design principles.

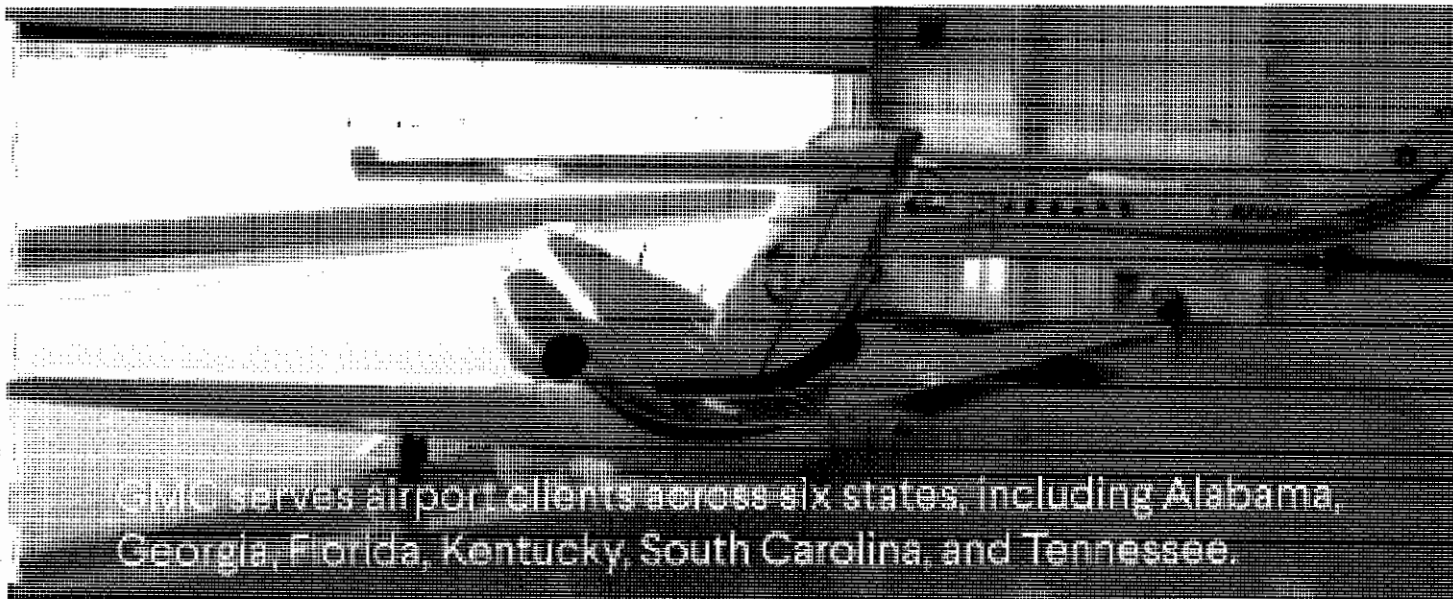
GMC is providing a full range of services, including architecture, interior design, landscape architecture, civil engineering, electrical engineering and geotechnical engineering.

Our team of highly-qualified professionals plan, design and manage airport programs of all sizes, from small general aviation to large commercial service airports, heliports, and military air fields. Responsive delivery of services and support through preliminary planning and design, FAA and state processing, financing, construction and project close out is our promise to those we serve.

Our Sarasota office team has been in existence for 6 years and has worked on numerous projects in Sarasota and Manatee Counties and are very familiar with working with the various agencies. In addition, we have an entire team dedicated to aviation design that is extensively familiar with FAA procedures.

Our team of highly-qualified professionals plan, design and manage airport programs of all sizes, from small, general aviation, to large commercial service airports, heliports, and military air fields. Responsive delivery of services and support through preliminary planning and design, FAA and state processing, financing, construction and project close out is our promise to those we serve.

Our in-house civil engineering team has been working with SWFWMD on basin modeling and permitting since 2007. That experience includes pre/post runoff calculations and modeling for volume-sensitive and rate-sensitive basins, nutrient loading analysis and reduction calculations for sensitive basins, ICPR modeling and revisions to the SWFWMD Watershed basin models as related to flood plain analysis, flood plain compensation, upstream and downstream potential impacts, and basin studies to analyze potential impacts to rise. We have also performed studies encompassing the various County SWM Models and incorporated those results into the SWFWMD Basin Models to update the models as related to specific projects. Lastly, we work with SWFWMD regularly as related to wetland impacts and mitigation specific to new projects. This work includes coordination with the wetlands consultants, meetings with SWFWMD staff to review UMAM scores, requirements for mitigation, and preparation of mitigation plans if needed.



## Sample Listing of GMC's Aviation Clients

**Abernathy Field Airport**  
Pulaski, TN

**Clarksville Regional Airport**  
Montgomery County, TN

**Cleveland Regional Jetport**  
Cleveland, TN

**Gatlinburg-Pigeon Forge Airport**  
Sevierville, TN

**John C. Tune Airport**  
Nashville, TN

**Jackson County Airport**  
Gainesboro, TN

**Oak Ridge Airport**  
Oak Ridge, TN

**Tullahoma Municipal Airport**  
Tullahoma, TN

**Winchester Municipal Airport**  
Winchester, TN

**Gallatin County Regional Airport**  
Sparta, KY

**Georgetown-Scott County Regional Airport**  
Georgetown, KY

**Lake Cumberland Regional Airport**  
Somerset, KY

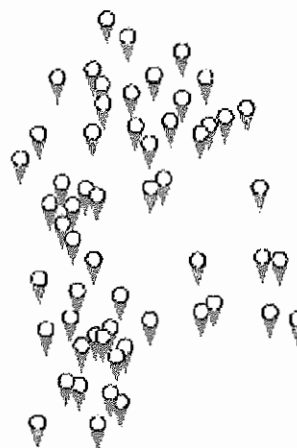
**Lebanon Springfield Airport**  
Springfield, KY


**London Corbin Airport**  
London, KY

**Owensboro-Daviess County Regional Airport**  
Owensboro, KY

**Russell County Airport**  
Jamestown, KY

**Tucker-Guthrie Memorial Airport**  
Harlan, KY



 GMC Airports

**TAB A** Experience with Similar Airport Projects

## Portland Fire Halls and EMS Facilities

**Location:** Portland, Tennessee

**Size:** 24,000 sf total

**Status:** Completed 2017

**Cost:** \$5,730,661 (\$3,130,661 EMS; \$2,600,000 Fire Hall)

**Key Personnel:** Sara Butler - Principal in charge

**Contact:**

Chief Sam Thornton (formerly Al West)

City of Portland Fire Department

435 North Broadway

Portland, Tennessee 37148

(615) 325-5649

sthornton@cityofportlandtn.gov

GMC performed geotechnical engineering, construction materials testing, civil engineering, and architectural services for two firehalls for the City of Portland. The first was a one-story fire hall building that included living quarters, administrative space and three large fire engine bays, which can be expanded to five to accommodate future growth.

The second building was a 12,000 sf combined fire station and EMS facility shared by the Portland Fire Department and Sumner County Emergency Management Agency. The building included three ambulance bays, one EMS bay and two fire engine bays. It also included a kitchen area, lounge area, bedroom space for staff, bathrooms with showers and office space.

The new fire halls advanced the City's emergency response capabilities and both have the capacity to accommodate future growth when demand increases, in addition to being within their funding target.

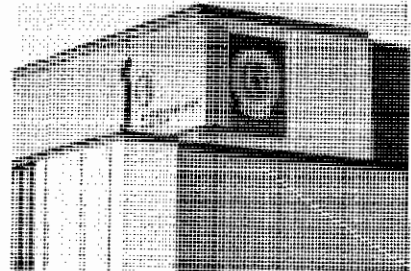
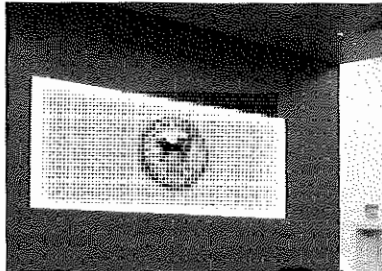


**TAB A** Experience with Similar Airport Projects

# City of Bozeman Public Safety Center

**Services Provided:** Audiovisual,  
Security and Telecom Design  
**Type of Project:** New Construction  
**Size:** 104,000 sf  
**Cost:** \$36.9M

**Contact:**  
City of Bozeman  
Scott McMahan, IT Director  
smcmahan@bozeman.net  
(406) 582-2277



BCER provided Technology Engineering Services for the new Public Safety Center in Bozeman, MT. This facility houses the Bozeman Police Department, Fire Station #1, Municipal Courts, and Prosecution & Victim Services all in one building.

The building is approximately 104,000 sf of new construction, inclusive of 18,000 sf for storage in the basement.

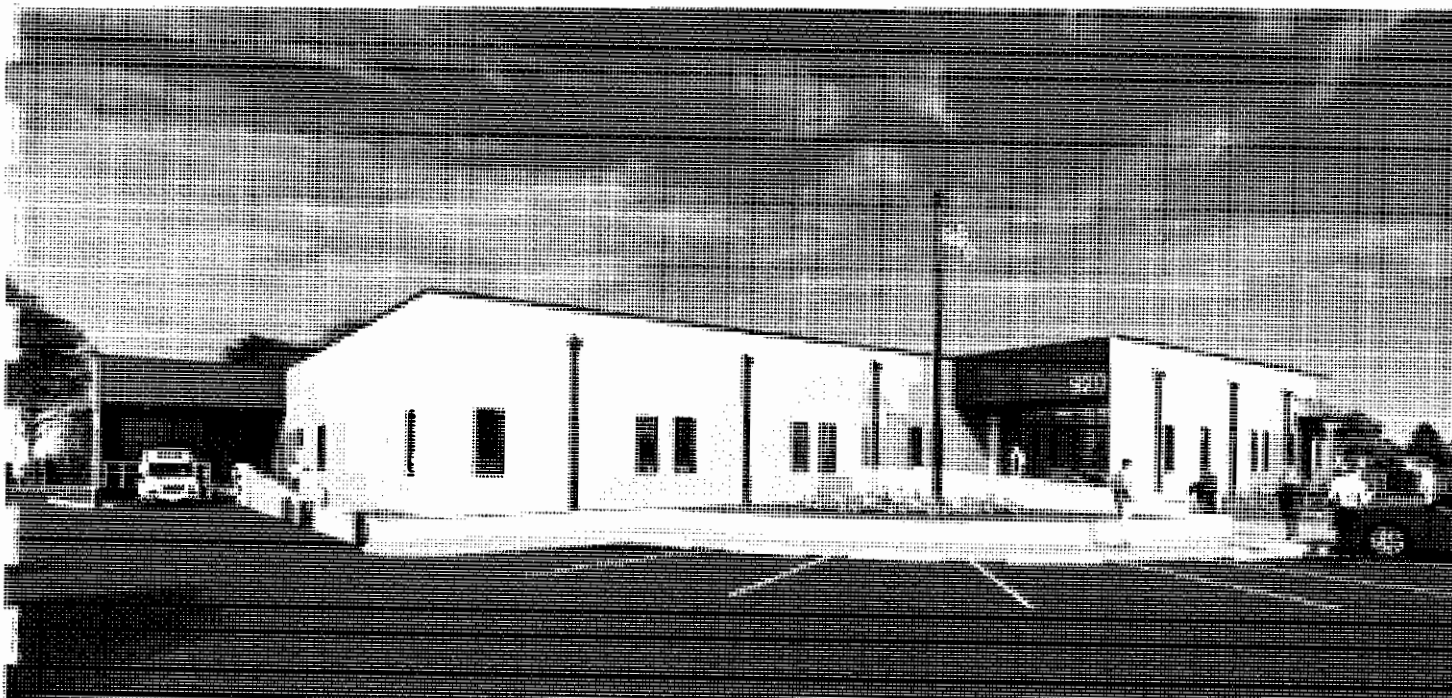
Spaces included a community room, evidence processing, and storage for the police department. It also has training and meeting rooms which are shared between the police and fire departments. There is also more secure parking for police vehicles and a secure entryway for transporting people into custody to and from the courtrooms on the second floor.

BCER provided design services for the IT, telecom, audiovisual, and security systems.





## TAB A Experience with Similar Airport Projects



# Sarasota County EIT Admin Building

GMC is providing comprehensive architectural design services for a multi-faceted project that includes the development of a new administration office for the Enterprise Information Technology (EIT) Department, a state-of-the-art data center for EIT, and a modern Employee Health Facility for the County's Human Resources Department. These three components of the project are designed with flexibility in mind, allowing for the potential integration of the EIT office and data center into a single building, depending on the most effective design solution.

The Employee Health Facility is currently planned as a standalone structure, though it may be incorporated into a larger building alongside the EIT components if that option proves to be the preferred

design approach. Despite the possible physical arrangement of the buildings, it is anticipated that all three project elements will share certain infrastructure, such as building systems and site engineering resources, which will improve operational efficiency.

The project's budget excludes costs related to site work, fixtures, furnishings, and equipment, as well as design fees. It will be located at the southwest corner of Palmer Boulevard and Apex Road, within a 10.3-acre site. However, the County has entered into a partnership with the Conservation Foundation of the Gulf Coast, Inc., which imposes development restrictions, limiting the project's developed area to a maximum of 6 acres.

**Location:** Sarasota County, FL

**Size:** Approximately 6 acres

**Status:** Under Construction

**Cost Estimated:** \$17,453,970

**Key Personnel:**

- Sara Butler-Principal
- Julian Norman-Webb-Architect
- John Escobar- BIM Manager
- Dylan Bernius-Production
- Jeff Middlebrook-Production
- BCER-MEP Engineering

**Contact:**

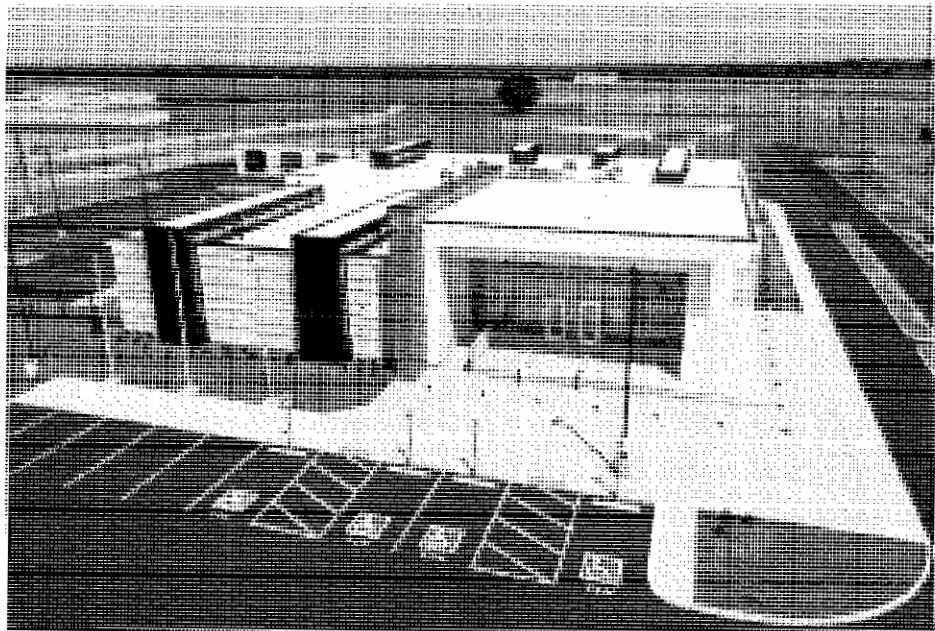
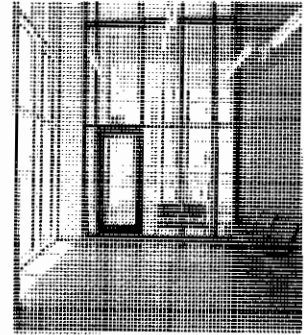
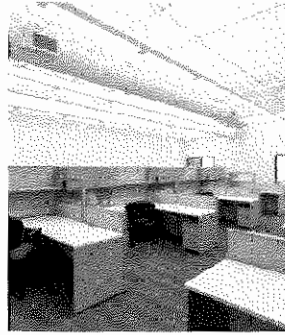
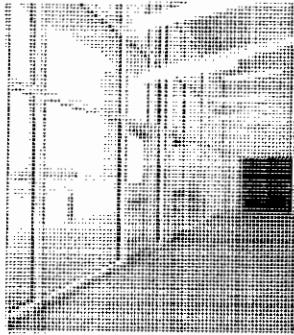
Sarasota County Florida  
Doug Driscoll  
County Project Manager  
1001 Sarasota Center  
Sarasota, FL 34240  
(941) 822-5584  
ddriscoll@scgov.net

**TAB A** Experience with Similar Airport Projects

# Tennessee Highway Patrol District Headquarters

**Location:** Jackson, Tennessee  
**Size:** 18,650 sf  
**Status:** Completed 2021  
**Cost:** \$6,243,723  
**Key Personnel:** Sara Butler- Principal

**Contact:**  
Peter Heimbach  
Director of Special Projects  
State of Tennessee Department of General Services (STREAM Division)  
312 Rosa L. Parks Avenue, 22nd Floor  
Nashville, Tennessee 37243-1102  
(615) 741-4083  
peter.heimbach@tn.gov



The project scope included the design and construction of a prototype building for law enforcement agents and staff. The design focuses on a replicable solution for the client, as well as a recognizable façade that can be identified by the public throughout the State. The facility's primary use is office space and contains conference rooms, kitchenette, common areas and administrative areas. Volume and geometry of the building is a direct result of the required functions, making it adaptable to any configuration.

Exterior materials of the building are composed of precast concrete panels, membranc roof, metal paneling and stone veneer. The main entrance is pronounced and approachable in an effort to direct the public towards the allowed areas. Because this is a secure facility, the design includes use of mass walls, ballistic resistant

glazing and other security measures. Design features, such as clerestories, allow for inclusion of natural lighting, maintaining the security and privacy required in the facility.

GMC's civil group also designed a heliport which can land up to an 8,000 lb helicopter. This provides a convenient hub for rotorcraft service to the Highway Patrol and other government and medical personnel throughout the region.

GMC provided programming, architecture and civil engineering services.

**TAB A** Experience with Similar Airport Projects

# Airport Terminal Buildings

GMC has extensive experience regarding airport terminal building projects across Kentucky, Tennessee, Alabama and Georgia. The terminal buildings we have been associated with range from stand-alone buildings to combination hangar lean-to set ups. In Alabama, GMC was contracted by the Alabama Department of Transportation (ALDOT) Aeronautics Division for the planning, engineering and design services of three different sized terminal building facilities that ranged in size from 1,900 sf to 4,000 square feet. To date, all three of the buildings sizes have been successfully bid and constructed.

To highlight our experience in terminal building projects, here is a chart depicting terminal buildings that we have provided services for over the last 13 years.

	AIRPORT TERMINAL	YEAR BUILT	SQUARE FOOTAGE	BUILDING COST
1	Prattville, Alabama	2008	4,013	\$550,000
2	Gatlinburg, Tennessee	2009	7,600	\$1,570,000
3	Troy, Alabama	2009	6,800	\$2,100,000
4	Tullahoma, Tennessee	2010	3,740	\$748,000
5	Auburn, Alabama	2010	25,000	\$4,300,000
6	Wetumpka, Alabama	2010	1,912	\$350,000
7	Selma, Alabama	2011	1,912	\$410,000
8	Cleveland, Tennessee	2012	10,600	\$2,400,000
9	Alexander City, Alabama	2012	2,729	\$500,000
10	Harlan, Kentucky	2016	3,907	\$720,000
11	Covington, Georgia	2016	7,200	\$2,000,000
12	Lanett, Alabama	2020	5,400	\$1,000,000
13	Russell County, Kentucky	2021	3,889	\$1,100,000
14	Monroe, Georgia	2021	2,729	\$450,000



## TAB A Experience with Similar Airport Projects



### Bay Dunes Emergency Operations Center

Panama City, FL

The Bay Dunes EOC project consists of a single-story, approximately 10,000 SF facility that houses emergency operations for a portion of Bay County in Florida. The use includes community rooms and record storage in addition to the emergency operations command. The building was designed as a Category IV essential facility to remain operational during an event with a higher risk to human life. The construction of the building was exterior and interior load-bearing wood stud walls supporting wood roof trusses on a shallow foundation system.

- Project size - 10,000 SF
- Project cost - \$1.75M
- Client name - Beliar Peteranecz Architecture
- Client contact name - Nick Sneed
- Client address - 2430 Terminal Dr S, St Petersburg, FL 33712
- Client phone number - (727) 800-5300
- Client email (if applicable) - nick@architecturebp.com

### Hollywood Police Department Headquarters (Pictured)

Hollywood, FL

The project involves constructing a three-story police headquarters building, a new four-story parking garage, and a new service yard. The police headquarters is approximately 98,000 SF, and the structured parking has approximately 283 parking spaces and includes a new firearms training facility on the ground floor. The structural components of each building were analyzed using 3-D analysis software. BIM software was also used to model the structures, allowing collaboration with architectural and MEP disciplines to perform clash detection before construction. GFY reviewed the project at multiple stages to ensure all project and code requirements were met. GFY and the City of Hollywood are working together to plan, design, and build a new Police Headquarters & Parking Garage structure to meet the City's operational and cultural needs. Our team listened to City staff and considered the City's budget, intended use, space needs analysis, current challenges and deficiencies, and lifespan of this type of facility. The structure was designed to contribute positively to the aesthetic quality of the surrounding area and integrate current changes in technology, building codes, and related structural improvements. The City of Hollywood is on track to continue this effort towards a comprehensive and functional facility that can respond directly to the local law enforcement agency's policing philosophy, mission, and goals.

- Project size - 98,000 SF
- Project cost - \$83M
- Client name - ODP Architecture and Design (Architect)
- Client contact name - Carlos Echeverria LEED AP, BD+C
- Client address - 4801 Sheridan Street, Suite 300, Hollywood, FL 33021





**TAB B Team Organization**


# Team Organization

**Team Structure**

The organizational structure of our team is designed to maximize efficiency and foster collaboration throughout the project lifecycle. Leveraging a broad team of over 600 professionals, we can strategically allocate resources as needed. Each team member is selected based on their specific expertise and the project's requirements, ensuring a well-adapted and diverse team. Our structure allows for flexibility, which is crucial for meeting the evolving needs of the project, enabling us to respond swiftly and effectively to any challenges that arise.

**Project Manager and Key Members Location**

The project manager and key team members are located strategically to ensure seamless integration and effective project management. Our project manager, based in Sarasota, Florida, will provide local oversight and maintain constant communication with all stakeholders. This local presence ensures rapid response times and allows for regular site visits, reinforcing project management effectiveness.

**Sub-Consultant Integration**

Our approach to sub-consultant integration is founded on seamless collaboration and synergy. By leveraging advanced technologies and communication protocols, sub-consultants are fully integrated into the design process. This includes regular meetings and updates to ensure alignment with project goals and timelines. We engage sub-consultants with specialized expertise to enhance the project's outcomes, ensuring that our design solutions are both innovative and pragmatic. Through this integration, we provide comprehensive services that encompass all facets of project requirements, from mechanical and electrical systems to sustainability and smart technologies.

**Design Process Collaboration**

Collaboration throughout the design process is pivotal to our project approach. We initiate the process with open communication to establish project objectives and ensure alignment of all team members. The design development phases are structured to incorporate feedback and adapt to any emerging requirements. We utilize a phased approach, progressing from conceptual design to final construction documentation, all while maintaining rigorous quality control standards. By fostering a collaborative environment, we promote innovation and ensure every phase of the design is meticulously executed to meet the project's intended goals.

**Key Team Members**

Our team comprises a cadre of highly qualified professionals, each bringing their expertise and comprehensive experience to the project. Key members include a project manager, senior engineers, and technical analysts, each playing a crucial role in the project's success. Their combined expertise covers a wide range of disciplines, ensuring all aspects of the project are handled with precision and care. These members are supported by an extensive network of specialists, whose knowledge in specific areas such as structural engineering, sustainable design, and advanced technology integration, forms the backbone of our delivery capability.

**TAB B Team Organization**



TAB C Approach

# Approach and Understanding



## Envisioning

A new Emergency Operations and Public Safety Complex is an investment in the security, resilience, and wellness of Sarasota Bradenton International Airport passengers, services, and employees. As part of the 'gateway' to Sarasota, SRQ plays an important part in attracting business and people to our City and County. Ensuring the safety of the airport could not be more critical to all of our reputations.

We are here to serve you and our team's excellence is in providing clients with the options and ideas that translate your functional and security needs into a building of which the Airport can be proud.

Acting as the first line of defense for safety on the airside of the airport, it is critical that the project provide the necessary facilities for training and preparedness, for housing the airport's first responders in healthy conditions, and for maintaining the necessary equipment for fire suppression, rescue, and medical assistance.

GMC will utilize Building Information Modelling, 3D renderings, and intelligent drawings to fully portray our design ideas throughout the design process. As the project advances, these drawings become more and more detailed and distilled, leading to the final product of the construction documents, the recipe book, from which a general contractor can fully bid and construct the finished product.

## TAB C Approach

# Airport Emergency Operations & Public Safety

## KEY ISSUES

### Working Within An Airport:

Working on an Emergency Operations Center Complex near an Air Operations Area (AOA) of an airport presents a unique set of challenges for the Design Team, and later the General Contractor. One of the primary concerns is maintaining strict compliance with airport security protocols while coordinating construction activities in a high-security environment. Additionally, material deliveries, contractor access, and on-site work must be carefully planned to avoid disruptions to airport operations, especially given the close proximity of the active taxiways and runways to the project site. GMC are aware of these challenges and that informs our design process so that the final design is constructable within the limitations of the project site at the airport.

### Project Planning:

The Architect's role in the design of a Emergency Operations and Aircraft Rescue and Fire Fighting (ARFF) Building must meet USDOT Federal Aviation Administration Advisory Circulars and Goodwyn Mills Cawood are familiar with these. Site selection is always critical in the development of an ARFF. In this project the site is selected but careful design will still be required to ensure turning radii, runway access, and respect of airport operations are all allowed for, without any encroachment on the Building Restriction line (BRL). Maximum surveillance of the airfield is always beneficial, and great care will be taken to ensure there is no interference between the project and airport navigational facilities. Integration with the airport's security system will be studied with the Owner.

Emergency Operations Centers must withstand a multitude of threats. Threats from the outside include physical intrusions by a human or cable chewing rodents, water leaking into the space through the building envelope, or the building envelope being damaged during a hurricane or by a tornado; threats from inside include water leakage and fire.

GMC will look to avoid the need for internal drains and roof penetrations. GMC has undertaken many projects with concrete masonry, precast concrete and tilt-up construction which can be paired with integrated concrete floor and roof decks to create a fully hardened structure to Risk Category IV. GMC know how to provide secure openings that can withstand the necessary wind and water pressures but still provide daylight at strategic locations. All supporting systems including mechanical equipment, fuel tanks, generators, batteries, and electrical gear must be equally protected because the entire system is only as strong as the weakest link. From our work on critical healthcare facilities and Data Centers in Florida, GMC has experience of providing such protection and it passing the stringent inspections of Florida State AHCA inspectors.

GMC have elected to include BCER Engineering on the design team for mechanical, electrical, plumbing and fire protection systems because of our long track record of working together and their experience in designing hardened critical facilities at such a range of scales that they have an excellent grasp of the advantages and disadvantages of different systems and strategies, at different budgets and sizes.

### Coordination with Stakeholders:

Collaboration with Sarasota Manatee Airport Authority, South West Florida Water Management District, and Manatee County will be essential to navigating this project successfully and GMC are well placed to ensure that. We will adopt a well-coordinated approach that integrates security compliance, safety considerations, and operational efficiency to ensure the Emergency Operations facilities will function effectively to support airport emergency response mission.

### Future Proofing:

GMC and our consultants will work with you to go beyond code compliance in order that future operational needs are accounted for; be it larger, heavier, taller vehicles, enhanced capacity of the Foam Room, or other anticipated need. An effective facility should be adaptable to airport expansion, technological advancements, and increasing equipment sizes.

### Renovation / Expansion Considerations:

Renovating an existing Aircraft Rescue and Firefighting (ARFF) facility to add additional apparatus bays and police facilities in a concrete building with significant building envelope deficiencies presents significant challenges. One of the most critical concerns is addressing the existing building envelope deficiencies before integrating new mechanical, electrical,

## TAB C Approach

and plumbing systems. Water intrusion, air leaks, and thermal bridging in a compromised concrete structure can lead to increased humidity levels, potential for mold growth, equipment corrosion, and HVAC inefficiencies. These factors impact the health of the occupants and mechanical system performance. They require coordinated design to control the passage of air, water, and moisture barrier through the building envelope and potential modifications to the HVAC system to maintain indoor air quality and climate control.

Expanding the facility to include additional apparatus bays introduces challenges in effectively and economically expanding the structure and hardening the original structure and envelope to meet risk category IV requirements. It will also require integrating new HVAC and exhaust systems with the existing infrastructure. Fire station bays require effective vehicle exhaust extraction systems to prevent diesel fumes from entering occupied spaces. The expansion may necessitate resizing or upgrading the current system to maintain proper airflow and ensure compliance with NFPA 1500 and other fire station safety standards. Additionally, maintaining adequate heating and cooling in the expanded space while working with an aging building envelope can be complex, as increased air infiltration can strain HVAC performance and energy efficiency.

Electrical upgrades are a major challenge, particularly if the existing ARFF facility is currently served by a 240/120V single-phase system and needs to be upgraded to 3-phase power to support modern operational needs. Many fire station and police facility equipment, including HVAC systems, vehicle charging stations, and industrial-grade kitchen or training equipment, require 3-phase power. Upgrading from single-phase to 3-phase typically involves working with the utility provider to determine whether sufficient infrastructure exists to support the upgrade or if additional transformers and switchgear are required. If the electrical service must be expanded, load calculations and power distribution planning are necessary to ensure reliability and redundancy.

ARFF facilities and police stations require uninterrupted power for critical operations, including dispatch communications, security systems, and emergency lighting. The generator must be properly sized to handle essential loads, including HVAC, lighting, IT equipment, and apparatus bay doors, ensuring emergency response capabilities remain intact during power outages. Integrating the generator with the existing electrical system may require modifications to the main distribution panel, automatic transfer switches (ATS), and grounding systems to ensure compliance with NFPA 110 for Emergency and Standby Power Systems.

Plumbing modifications must also be carefully planned to support increased water demand for restrooms, locker rooms, and decontamination areas, as well as proper drainage solutions in the new apparatus bays to handle runoff from firefighting vehicles and equipment. Fire protection systems, including wet sprinklers or foam-based suppression, may need reconfiguration to accommodate new hazards introduced by the expansion. Integration with airport-wide alarm and communication systems is crucial to maintain seamless emergency response coordination.

Overall, a successful renovation will require a comprehensive assessment of the existing building infrastructure, careful coordination between MEP/FP disciplines, and a phased implementation strategy to maintain operational continuity. Close collaboration with airport authorities, utility providers, and contractors will be essential to mitigate construction

## Project Understanding and Key Issues of Planning

An Emergency Operations Center (EOC) at an airport is the central hub for coordinating response efforts during emergencies such as aircraft incidents, natural disasters, security threats, or infrastructure failures. It functions as a command center where key personnel—including airport operations, emergency services, security, air traffic control, and external agencies—gather to assess situations, make critical decisions, and deploy resources effectively. The EOC relies on real-time data from surveillance systems, communication networks, and weather monitoring tools to ensure a swift and coordinated response.

Several key planning considerations must be addressed when designing a new EOC facility. A well-planned EOC enhances response efficiency, minimizes disruptions, and ensures safety. Redundant power and communication systems should be incorporated to ensure uninterrupted operations. Space planning should accommodate multiple workstations, conference areas, and technology infrastructure, supporting collaboration among various stakeholders. The facility must also feature advanced technology for real-time data integration, including video surveillance, flight tracking, and emergency alert systems. Additionally, ergonomics and human factors should be considered to support

## TAB C Approach

prolonged operations, including proper lighting, ventilation, and rest areas. Finally, training and simulation capabilities should be built into the design to facilitate regular emergency drills, ensuring personnel are well-prepared for crises.

### Project Phasing

The project will be executed in a phased manner to ensure that existing operations are sustained without disruption. Initial phases focus on planning and design refinement, addressing utilities and space requirements for ARFF operations. Following is the construction phase, which is meticulously structured to facilitate temporary accommodations and safeguard core functions. Phasing will be organized around structural elements and operational priorities, allowing parts of the facility to remain operational or temporarily housed in predefined spaces. This strategic approach is essential for maintaining operational continuity while incrementally meeting construction milestones.

### Communications Plan

Our communications objective includes providing clear, timely, and efficient communications between all Stakeholders. Julian Norman Webb will serve as your main point of contact for this contract. As the Client Manager, Julian will provide design oversight to ensure consistency in product delivery and timely delivery of services. Project Managers will work on assigned projects on a day-to-day basis.

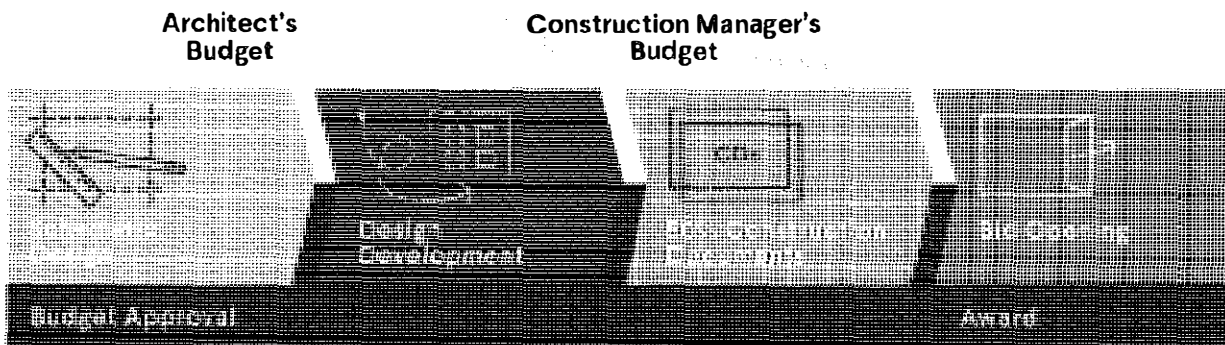
- **Communication Channels:**
  1. Email: Formal communication and documentation.
  2. Project Management Software Internal communication to manage task assignments, tracking, and deadlines, and risk register.
  3. Virtual Meetings (e.g., Microsoft Teams): Regular check-ins and issue resolution. Also used for quick queries and updates as projects require.
  4. In-Person Meetings: Project scope understanding and milestone reviews.
  5. On-Site Meetings: Field verifications, coordination, and progress review at project locations.
  6. Shared Document Repository (e.g., OneDrive): Storage for plans, reports, and approvals.
- **Communication Cadence:**
  1. Weekly Project Updates: Sent via email.
  2. Biweekly Coordination Calls: Virtual meetings for task status and issue resolution.
  3. Monthly Progress Reports: Summarizing key milestones, risks, and next steps.
  4. As-Needed Urgent Communications: Immediate notification via phone
  5. Quarterly Stakeholder Reviews: High-level assessment with the client and key stakeholders.
- **Reporting & Documentation:**
  1. Status Reports: Submitted weekly by project managers and with a summary provided to the Owner from the Client Manager in the Weekly Project Update.
  2. Issue Logs: Maintained by the Project Manager, updated in real-time, and reviewed in the Biweekly Coordination Meeting.
  3. Meeting Minutes: Distributed within 24 hours post-meeting.

Our communications plan ensures seamless coordination for multiple architectural tasks across various locations. Adhering to structured communication methods, reporting protocols, and escalation procedures will drive efficiency and successful delivery of all projects.



## TAB C Approach

### Budget Management



To ensure that the design meets the construction budget and that the base bid is awardable, GMC employs a comprehensive approach that integrates cost control and quality assurance throughout the project lifecycle.

- **Initial Budget Assessment and Schematic Design:** We begin by collaborating with stakeholders to confirm the project's design requirements and objectives, along with an initial assessment of the budget constraints. For renovation projects, existing conditions can play a role in driving up costs and potentially lead to surprises during construction. For these types of projects, verifying the existing conditions before the start of design is imperative to help control the budget. Even with the existence of as-built plans, taking the time to verify the existing plans, taking the time to look above ceilings, existing conditions of roof and building envelop and site conditions in the pre-design stage will help identify potential conditions that can contribute to costs. Knowing the existing conditions will allow us to proceed with the design with an understanding of items that can contribute to the construction costs and we can begin the design with those in mind. During the schematic design phase, we develop and present design concepts that align with the owner's desired image, budget, and schedule. This phase includes preparing schematic design documents such as site plans, building floor plans, and elevations, accompanied by an estimate of probable construction costs. This estimate is detailed by major construction disciplines and building systems, ensuring a realistic preview of costs and a balanced budget from the outset.
- **Cost Controls During Design:** As the project progresses into the construction documentation phase, we produce detailed construction drawings and specifications that outline every aspect of the building. Our approach during design incorporates presenting various options with an understanding of the pros and cons of each.

### Schedule Controls

To ensure that the design progresses to meet your milestones, GMC employs a strategic approach that emphasizes proactive planning, continuous monitoring, and effective communication. Here's how we manage the process and mitigate potential delays:

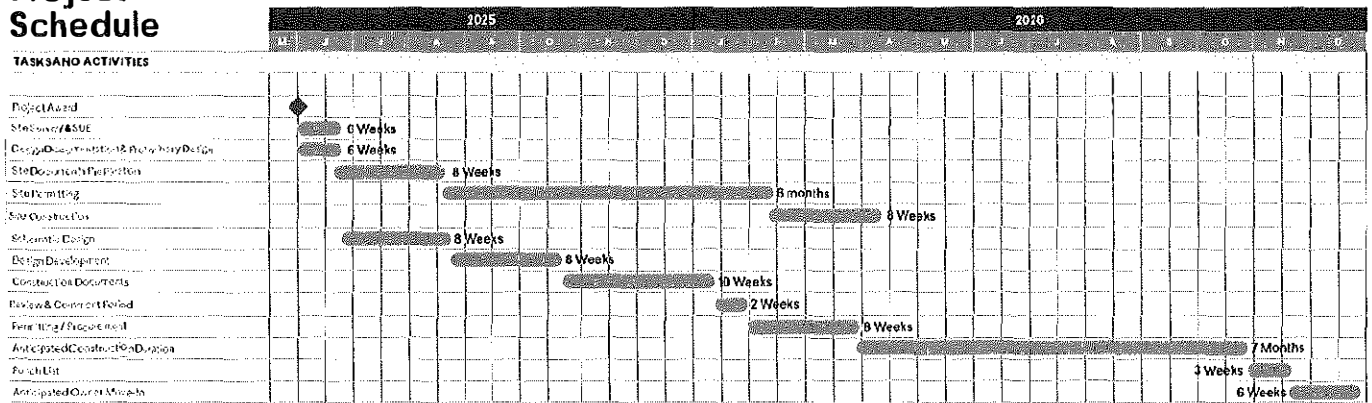
- **Comprehensive Project Planning:** At the outset, we develop a detailed project plan that outlines all key milestones and deliverables. This plan is created in collaboration with stakeholders to ensure alignment with your goals and expectations. We use project management software to track progress.
- **Ongoing Active Project Reviews:** We work with our entire team in a live model. As such we are continuously coordinating and providing clash detection daily. Although we do still provide milestone quality checkpoints, we work proactively to identify clashes and coordination issues so that we are not going backward with quality checkpoints and having to redesign them. This proactive approach assists in the efficient delivery of our projects and helps minimize potential time to redraw during the design process. **Risk Management and Contingency Planning:** Our team identifies potential risks and tracks risks on a Risk Register with contingency plans to address them. This proactive approach allows us to anticipate challenges and implement solutions quickly, minimizing the impact on the project timeline.

## TAB C Approach

- **Effective Communication:** Clear and consistent communication is key to maintaining progress. We ensure that all team members and stakeholders are informed of any changes or updates to the project plan. This includes regular updates on progress and any potential delays, ensuring transparency and collaboration.
- **Resource Allocation and Flexibility:** We allocate resources efficiently to ensure that all aspects of the project are adequately supported. Our team is flexible and can reallocate resources as needed to address any unexpected events or delays, ensuring that critical milestones are met. If a schedule delay is created, our firm is made up of over 600 professionals with a variety of experience and expertise that we may call upon as needed to ensure that we can provide schedule acceleration to bring a project in on the target schedule.
- **Quality Assurance and Control:** Throughout the project, we maintain rigorous quality assurance and control processes. This ensures that all work meets the required standards and reduces the likelihood of rework, which can cause delays.

By implementing these strategies, we can effectively manage the design process, mitigate delays, and ensure that the project progresses smoothly to meet your identified milestones.

## Project Schedule





## TAB C Approach

# Quality Assurance Program

## Quality Control During Design Phase

Quality buildings begin with guiding principles that span from concept to completion, leading to an exceptional design.

The GMC team will adopt a comprehensive design approach that prioritizes the client's needs, desires, and expectations.

To ensure a high-quality set of drawings is delivered to the Construction Manager/General Contractor (CM/GC) for construction, we will incorporate the following procedures into our approach.

**WE LISTEN** to fully understand the goals and design requirements of each project. Before beginning the design phase, we ensure that we grasp the client's vision. To maintain the project within budget, it's essential to avoid scope creep and unnecessary enhancements, a responsibility managed by our team. At the project's outset, we reach a consensus on its purpose, goals, and priorities (Guiding Principles). We implement checkpoints at all milestones to verify that the project aligns with the client's vision and budget. If we notice any deviation from the agreed parameters, we promptly bring it to the team's attention and take steps to mitigate the issue, ensuring the project stays on track.

**WE COMMUNICATE** through regular meetings to review project progress. These meetings involve the GMC team, consulting engineers, and client representatives, fostering better coordination and ensuring that all team members remain aligned and on schedule.

We prioritize consistent documentation of decisions and discussions, which may include platforms like ZOOM or TEAMS.

Our practices include:

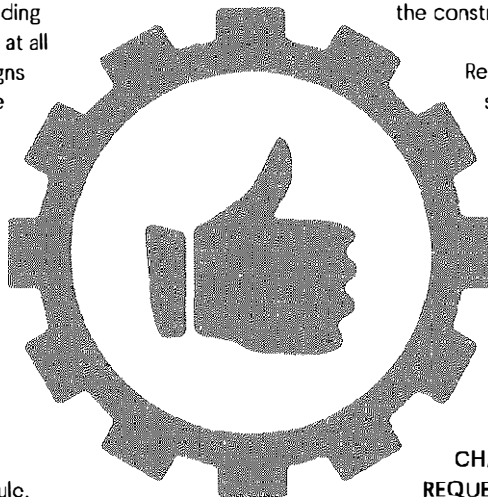
- Publishing meeting minutes for every session.
- Maintaining an organized list of critical decisions that need to be made.
- Keeping an ongoing action item list that tracks current issues, responsible parties, and due dates to prevent any impact on the design schedule.

**MILESTONE CHECKPOINTS** occur at the completion of Schematic Design (SD), Design Development (DD), 50% Construction Documents (CD), 80% CD, and the final completion of CD drawings. These are reviewed by a senior architect not involved with the project, along with the assigned Construction Administration (CA) staff, to ensure constructability and address any potential issues.

## Quality Control During Construction Phase

**RFI'S, SHOP DRAWINGS, SUBMITTALS** During the construction phase, a dedicated Construction Administrator (CA) will conduct weekly site visits and collaborate closely with the design team throughout the project. During the design phase, the CA will review the drawings at the previously listed milestone checkpoints for constructability. By the time the project transitions to construction, the CA will already have a comprehensive understanding of the project.

During site visits, the CA will work with the General Contractor (GC) and other team members to ensure timely resolution of any questions that arise in the field. The lead project manager and construction administrator from GMC will attend Owner-Architect-Contractor (OAC) meetings, while other team members may join in person or virtually, depending on the construction phase.

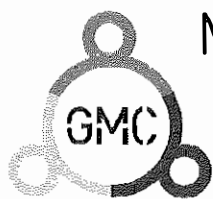


Requests for Information (RFIs) will be submitted in writing to GMC's project manager and CA. The design team will collectively review and respond to all inquiries. Shop drawings and submittals will be routed through the CA, who will verify their accuracy, ensure proper documentation, and confirm compliance with the contract documents. The CA will discuss any questionable items with the project manager.

**CHANGE ORDERS, PROPOSALS, REQUESTS FOR DEVIATIONS** Design and construction are not perfect sciences; unforeseen issues can arise that may lead to unexpected costs. For example, if the contractor discovers unsuitable soil while excavating for foundations, it can create additional challenges. We encourage collaboration with our owners to establish an appropriate contingency budget for their projects, allowing them to address such conditions without needing to modify the overall project.

Most change orders can be avoided through effective coordination during the design phase. However, some change orders result from the client's decisions to alter the design or for other programmatic reasons. In such cases, the request will be submitted to the contractor for pricing, reviewed by the design team, and then presented to the client with a recommendation for approval or disapproval.

TAB E Demonstrated Ability to Meet DBE Goal



## MBE/WBE/DBE Statement

GMC understands the challenges faced by Disadvantaged, Minority and/or Woman-Owned Business Enterprises. We have department and office leaders who had their own DBE before joining GMC and we value their input in engaging other DBEs on projects. We have developed strong working relationships with various DBE firms who are knowledgeable in the engineering and architecture professions and have built reputations for quality, timely service. We are fully committed to incorporating disadvantaged firms and regularly seek the assistance of local MBE/WBE/DBE firms within our communities whenever possible to ensure the design team reflects the community in which we are working.

### Our history of partnering with DBE/MBE/WBE firms include:

- A.G. Gannon (DBE/MBE)
- Analytical Environmental Services, Inc. (DBE/WBE)
- Blackburn Daniels Owen, Inc. (WBE)
- Blue Global (DBE/MBE)
- Boonin Trucking & Excavating, Inc. (DBE/MBE)
- Bulls Construction Group, LLC (DBE)
- CE Associates (DBE/WBE)
- Charles Williams & Associates (DBE/MBE)
- Chao & Associates, Inc. (DBE/MBE)
- Christy Cobb Engineers (DBE/WBE)
- Clarke Consulting Company, Inc. (DBE/WBE)
- Coopers & Lybrand Engineering & Design Services (DBE/MBE)
- David B. Smith Engineering and Land Surveying (DBE)
- Dynamic Civil Solutions (DBE/MBE)
- Greenview Studios (WBE)
- HNB Engineers (DBE/WBE)
- Hillman Interiors (WBE)
- Howard Engineering (DBE/WBE)
- Hyde Engineering (DBE/WBE)
- Khaira Engineers (DBE/MBE)
- KISA Structural Engineering (DBE/MBE)
- KISA Structural Engineers, Inc. (DBE/MBE)
- K&B Group (DBE/WBE)
- Rebecca Lowery & Associates (DBE/WBE)
- Sapadish Engineering Group (DBE/MBE)
- Studio 21 Design (DBE/MBE)
- SARGOR, LLC (DBE/MBE)
- Shade, LLC (DBE/WBE)
- Shear Structural (DBE/MBE)
- SL Kang & Associates (DBE/MBE)
- Syrus Consulting, Inc. (DBE/MBE)
- Tally Pippin Consulting, LLC (DBE/WBE)
- TerraSolutions, Inc. (DBE/WBE)
- Thornton & Associates (DBE/MBE)
- Timely Engineering Software, LLC (DBE)

# 80+

DBE Partners across GMC

# \$1.9m

Paid to our DBE partners since 2021

# 20+

Services provided by DBE partners

### Fully Committed to Incorporating Disadvantaged Firms

We are fully committed to incorporating disadvantaged firms and regularly seek the assistance of local MBE/WBE/DBE firms within our communities whenever possible to ensure the design team reflects the community in which we are working.

### Employs Previous DBE Owners

While GMC does not qualify as a Disadvantaged or Minority Business Enterprise, we have department and office leaders who had their own DBE before joining GMC and we value their input in engaging other DBEs on projects.

### Strong Working Relationships with Various DBE Firms

We have developed strong working relationships with various DBE firms who are knowledgeable in the engineering and architecture professions and have built reputations for quality, timely service.

TAB F Appendix

## Sara Butler, AIA, LEED Green Associate Senior Vice President, Architecture

☎ (615) 479-8053 ✉ sara.butler@gmcnetwork.com

Sara's relocation to Sarasota from our Nashville office brings a seasoned architect and a community-minded leader to the forefront, enriching both our office and the local community with her expertise and passion. She is a licensed architect in 16 states, including Florida, and has over 30 years of experience in the planning and design of a variety of project types including commercial, hospitality, healthcare, education, and athletic facilities. She oversees the architectural team in our Sarasota office and focuses on the delivery of quality planning, detailed design, and client satisfaction. Over the years, Sara has been recognized and awarded for her outstanding design and leadership qualities, and has contributed numerous award-winning projects to GMC's portfolio. In addition to her influence throughout the firm, Sara is involved with various outreach programs and not-for-profit organizations within the community.



**Education:**  
Bachelor of Architecture, Auburn University, 1991

**Licenses and Certifications:**  
Registered Architect in Florida and: CA, CO, GA, IN, MD, MO, NM, NY, OK, TN, TX, OH

**Affiliations:**

- American Institute of Architects (AIA)
- National Council of Architectural Registration Boards (NCARB)
- USGBC, Member
- Sarasota Chamber - Impact SRQ

**Awards and Honors:**

- NCARB, Cut Score Development Committee
- "Rising Star" Profile, Nashville Business Journal, 2008
- "40 Under 40" Recipient, Building Design and Construction, 2008
- "Nashville Emerging Leader", 2008
- Recipient of the Leadership Healthcare Council Delegate trip, 2008
- Leadership Franklin Class of 2013

**Percentage of Time Assigned to Project: 20%**

**Years with GMC: 14**

**Years with Other Firms: 34**

### Public Safety Experience

- Portland Fire Hall No 1 - Portland, TN
- Portland/Sumner County FMS/Fire Hall - Portland, TN
- LaVergne Planning for City Hall, Police and Fire Stations - LaVergne, TN
- Tennessee Highway Patrol Headquarters - Jackson, TN
- Tennessee Highway Patrol Department of Safety Dispatch Communication Center and Vehicle Repair Shop - Jackson, TN
- Tennessee National Guard Winchester Readiness Center - Winchester, TN
- Tennessee Air Guard at Berry Field Refueling Station - Nashville, TN
- Memphis Roadiness Center Expansion - Memphis, TN
- Tennessee National Guard Consultant Contract (State and Federal Contracts) - Statewide, TN
- Tennessee Highway Patrol District III Headquarters Renovations - Nashville, TN
- Clover Bottom Firing Range Preliminary Study - Nashville, TN
- Tennessee Highway Patrol Department of Safety Facility Assessment & Evaluation Study - Jackson, TN
- Deberry State Prison Programming and Design for Clinic Buildout - Nashville, TN
- Tennessee National Guard, Chattanooga Readiness Center Renovation Study - Chattanooga, TN
- Tennessee National Guard, Chattanooga Armory Buildings - Chattanooga, TN
- State of Tennessee Executive Residence Security Offices, Nashville, TN
- State of Tennessee Fire Training Academy, Residential Barrn Building - Bell Buckle, TN

### Sarasota County Experience

- Sarasota County Data Center - Sarasota, FL
- Sarasota County Wellness Facility - Sarasota, FL
- Sarasota County Planning and Development Services Building - Sarasota, FL

### Programming, Planning and Assessment Experience


- State of Tennessee Floor Consultant ID/IQ - Statewide
- TN Department of Safety Master Facility Program - Statewide
- Facilities Condition and Needs Assessment - City of Laverne, TN
- Jordan Rehabilitation Center Repurposing Study - Nashville, TN
- ADA Transition Plan - City of Cookeville, TN
- State of Tennessee ADA Planning Assessment Study - Statewide

\*Projects completed with previous firm.

## TAB F Appendix

## Steve Jernigan, FAIA, LEED AP

### Aviation Design Principal

(850) 432-0706  [steve.jernigan@gmcnetwork.com](mailto:steve.jernigan@gmcnetwork.com)

Steve was a managing partner and co-founder of Bay Design Associates Architects (BDA), one of northwest Florida's most reputable architecture firms, which joined GMC in 2019. He has earned a reputation as a leader in the architecture industry throughout his 40+ year-career, serving in various leadership roles for the American Institute of Architects (AIA) on the national, regional, state and local levels. In 2011, Steve was elected to the AIA College of Fellows. Four years later, he awarded the AIA Florida Gold Medal, the highest honor awarded by AIA Florida, recognizing a Florida architect whose distinguished career has had a profound impact on the profession. Steve was appointed by the governor to serve on the Florida Board of Architecture and Interior Design in 2018 and was reappointed for a second term in 2022. Steve is a licensed architect in five states, a licensed interior designer in Florida, Special Inspector in Florida, and a LEED Accredited Professional with specialty training in sustainable design and construction.



#### Airport

- Pensacola International Airport Customs Facility - Pensacola, FL
- Fixed Base Operation Terminal - Panama City, FL
- Multiple Storage Hangers Meeting NFPA 409 Requirements - Panama City, FL
- Innisfree Jet Center (KPNS) - Pensacola, FL
- USO Pensacola Airport Remodel - Pensacola, FL
- Hangar Renovations KBHM - Birmingham, AL
- Pensacola Aviation Center New Hangars - Pensacola, FL

#### Government

- One-Stop Permit Center - Escambia County - Pensacola, FL
- MC Blanchard Judicial Center Renovations - Escambia County - Pensacola, FL
- Escambia County Correctional Facility - Escambia County - Pensacola, FL
- June Ates Agricultural Center - Santa Rosa County - Milton, FL
- City Hall - City of Cinco Bayou, FL
- Community Center Expansion/Renovation - City of Gulf Breeze, FL
- Gulf County Emergency Operations Center - Port St. Joe, FL
- Gulf County Jail Expansion - Port St. Joe, FL
- Gulf County Health Department - Port St. Joe, FL
- Mississippi State Hospital - Life Safety Upgrades - Whitfield, MS
- US Customs and Border Patrol Federal Inspection Facility - Pensacola International Airport - Pensacola, FL
- Sheriff's Administration ADA Upgrades - Escambia County - Pensacola, FL
- FL Department of Children and Families Support Center - Pensacola, FL
- Emergency Operations Center Warehouse - Bay County - Panama City, FL

#### Education:

- Bachelor of Science in Environmental Design, Auburn University
- Bachelor of Architecture, Auburn University

#### Licenses and Certifications:

- Registered Architect FL, AL, MS, GA, CO, AZ
- Registered Interior Designer FL
- Licensed Special Inspector / Threshold Inspector FL
- LEED Accredited Professional (AP)
- Licensed Disaster Safety Worker for Emergency Management Agency in California

#### Affiliations:

- American Institute of Architects (AIA) National Board of Directors, AIA Florida Past President, Florida/Caribbean Past Regional Director, "Gold Medal" (2015)
- Florida Board of Architecture and Interior Design, Governor's Appointee Board Members (2018-2021)
- Auburn University College of Architecture, Design and Construction Dean's Executive Advisory Committee (2015-2021)
- National Association of Industrial & Office Properties (NAIOP) State of Florida Chapter - Board Member (2011); Northwest Florida Chapter Board Member (2004-present) President (2011, 2017, 2018)

\* Projects completed with previous firm.

## TAB F Appendix

## Julian Norman-Webb, AIA, NCARB, LEED AP BD+C Project Manager/Architect

☎ (941) 312-5523    ✉ Julian.norman-webb@gmcnetwork.com

Julian is a registered architect on both sides of the Atlantic with 27 years of experience in the United States, France, and the United Kingdom. He has worked across disciplines, across cultures and languages, across multiple codes and jurisdictions, and across many project types. He has the ability to recognize the preponderance of common skills that span buildings of all types, and to then be able to hone in on the unique requirements of a specific project type. Rather than repeating a generic formula, Julian leads teams that provide clients with specifically unique designs that meet their budget, their program, their sustainable goals, and fully support how the client wishes their project to be perceived. His work has been published in local media, the Huffington Post, and on ArchDaily.com, as well as being exhibited at Center for Architecture Sarasota, and at several American Institute of Architect Conventions, most notably at the 2014 American Institute of Architects National Convention, Atlanta. Julian looks to provide support and leadership to his community, most notably through the American Institute of Architects and for various educational, not-for-profit organizations. He initiated the local Architecture in Education program in local elementary and middle schools, and volunteers for the national Odyssey of the Mind program.

### Civic Experience

- Sarasota County Planning and Development Offices - Sarasota, FL
- Punta Gorda City Hall Expansion - Punta Gorda, FL
- Sarasota County Data Center and Employee Health Center - Sarasota, FL
- Vamo Drive Historical Structures Analysis and Park Conceptual Design - Sarasota, Florida
- Fruitville Public Library Building Envelope Renovation - Sarasota, Florida
- Bibliothèque de France - Paris, France\*
- Sarasota County Jacaranda Public Library - Venice, Florida\*
- Naples Botanical Gardens Master Plan - Naples, Florida\*



### Education:

- Certificate in Professional Practice and Management in Architecture, The Bartlett School of Architecture, University College London, UK
- Bachelor of Architecture, University of Bath, UK
- European Union ERASMUS Scholarship Université Libre de Bruxelles, Brussels, Belgium
- Invited Scholarship Student INSA de Strasbourg, Strasbourg, France
- Bachelor of Science with Honours, General Architectural Studies, University of Bath, UK

### Licenses and Certifications:

- Registered Architect Florida #AR96720
- United Kingdom #0671331
- US NCARB Certificate Holder 76619
- LEED Accredited Professional - Building Design and Construction - GBCI 10483875
- American Institute of Architects (AIA Florida) Vice President (2024-2025) State Director (2022-2023)
- National Council of Architectural Registration Boards (NCARB)
- Architects Registration Board United Kingdom (ARB)

\* Projects completed with previous firm.

## TAB F Appendix

## Jeff Middlebrook, AIA, NCARB

### QA/QC Manager

☎ (813) 678-2421    ✉ jeff.middlebrook@gmcnetwork.com

Jeff has recently assumed the role of Architecture Practice Leader at GMC's Tampa office, bringing with him a wealth of experience. As a Senior Project Architect with an impressive 39-year career, he specializes in aviation, sports, commercial, federal, senior living, and multifamily residential architecture. Jeff's design approach revolves around customizing each project to meet the client's needs within budget constraints. What distinguishes Jeff is his steadfast commitment to prioritizing clients, a value cultivated throughout his extensive career. His design process includes detailed space programming, collaborative client engagement, and coordination with consultants. Notable projects in his portfolio include the Joint Armed Forces Reserve Facility in St. Petersburg and the renowned New York Yankees Spring Training Facility in Tampa. Jeff is devoted to serving clients and creating facilities that enhance people's lives.

**Education:**

Master of Architecture, University of Tennessee, 1984

**Licenses and Certifications:**

Registered Architect in AL, FL, IN, MS, NC, NV, OH, SC, TN, TX, VA

**Affiliations:**

- American Institute of Architects (AIA)
- National Council of Architectural Registration Boards (NCARB)

**Aviation Experience**

- St. Petersburg Clearwater International Airport Economic Stimulus Projects  
St. Petersburg, FL \*
- Greater Orlando International Airport Bag Claim Conveyor Replacement - Orlando, FL \*
- Jacksonville Airport Authority Cecil Field Terminal Building Renovations - Jacksonville, FL \*
- Hillsborough County Aviation Authority New Maintenance Building, Vandenburg Airport - Tampa, FL \*
- Hillsborough County Aviation Authority Miscellaneous Projects at Tampa International Airport - Tampa, FL \*
- Hillsborough County Aviation Authority New Way Finding Signage at Short Term and Long Term Parking Facilities, Tampa International Airport - Tampa, FL \*
- Hillsborough County Aviation Authority Short Term Parking Elevator Penthouse Tampa International Airport - Tampa, FL \*
- Palm Beach International Airport Renovate Airside Offices for U.S. Airways - West Palm Beach, FL \*
- Denver International Airport Aircraft Rescue and Fire Fighting (ARFF) Training Facility - Denver, CO \*

**Institutional Experience**

- Jacksonville Downtown Correctional Facility - Jacksonville, FL \*

**Federal Experience**

- Armed Forces Reserve Center State of Florida Department of Management Services - Pinellas County, FL \*
- U.S. Army Community Center Renovation - Fort Buchanan, Puerto Rico \*

\* Projects completed with previous firm.

## TAB F Appendix

## Scott K. Stannard, PE, CPESC

### Civil Engineer

(813) 885-2032    [scott.stannard@gmcnetwork.com](mailto:scott.stannard@gmcnetwork.com)

Scott has over 30 years of experience in Site Development Planning and Civil Engineering for residential, commercial, industrial, governmental and municipal projects. He began his professional career in 1987 in Greenville, SC as a project engineer for a full service architectural and engineering firm. In 1989 moved on to a design-build firm as a project engineer and later department head of the Civil Group providing engineering and construction management for large scale industrial projects as well as higher education facilities. In 1993 Scott joined a small, civil engineering firm serving as the Director of Engineering from 1993 until 2006. In his capacity there he served as lead engineer, project manager, and/or engineer of record for over 300 small to large retail centers throughout the Southeast and Mid-Atlantic, many of which were for Fortune 500 companies guiding these clients through the site assessment, land planning, design and construction stages.

In 2007 co-founded CSS, Inc. with offices in Tampa, FL and Easley, SC. Since its founding CSS has provided site/civil engineering, landscape architecture, and land planning services for residential, commercial, and municipal projects. In 2023, GMC acquired CSS and now Scott serves as VP, Engineering, Florida.

#### Government/Municipal Experience

- Lead Engineer - 13 miles of Gravity and Pressurized Sewer including 4 major sewer lift stations, Belton, SC
- Lead Engineer - 5 miles major water distribution line - City of Greenwood, SC
- Lead Engineer and Project Manager - Multiple VA Outpatient Clinics - TN, NC, FL
- Lead Engineer - New Water Pumping Station and Elevated Water Storage Tank and Distribution System - Greenwood, SC
- Project Manager - Industrial Treatment Plant Renovations - Dade City Business Center, FL
- Lockheed Facility - Donaldson Center Greenville, SC - lead engineer for tarmac repair and hanger expansions for US Government Airplane Maintenance Facility
- Lead Engineer - TAC Unit - Fort Gordon, GA
- Staff Engineer - multiple TAC sites Ft Jackson, SC

#### Commercial Experience

- Lead Engineer and Project Manager - 120,000 SF Veterans Administration Outpatient Clinic Site - New Port Richey, FL
- Lead Engineer and Project Manager - 35 plus Murphy Oil Gas Stations throughout Florida
- Lead Engineer and Project Manager - 40 plus Aldi Grocery Stores throughout Florida
- Lead Engineer and Project Manager - 75,000 SF Class A Office Building - Tampa, FL
- Lead Engineer and Project Manager - 30 acre Mixed Use Development - Fort Myers, FL. Includes all infrastructure design for roads and utilities
- Engineer of Record - 150 plus Lowes Home Improvement Stores - the Carolinas and Georgia



#### Education:

Bachelor of Science, Civil Engineering,  
Clemson University, 1987

#### Licenses and Certifications:

- Registered Engineer - SC #15302, FL #50565
- Holds professional registration in 12 other states
- CPESC

#### Civic Activities:

- Board of Directors - Fellowship of Christian Athletes, Tampa, FL
- Board of Directors - Osprey Cove Office Park



TAB F Appendix

**MIKE CORDERO, PE**  
**Managing Principal**



Mike is the Managing Principal of BCER's Clearwater and Melbourne, Florida offices. He has extensive experience in the management and design of electrical lighting, power and control systems, fire alarm systems, and medium voltage distribution systems. He has been responsible for many facets of electrical design and construction work for healthcare, industrial, aviation, hospitality, commercial, and government projects. Mike excels by sharing his vast knowledge with his team and empowering them to come up with creative solutions to complex problems.

**Experience**

38 years total, 28 years with BCER

**Education**

Bachelor of Science in Electrical Engineering, University of Colorado Denver

**Registrations**

Licensed as a Professional Engineer in AL, AR, CA, CO, FL, GA, ID, IA, KS, KY, LA, MA, MS, MT, MN, MO, NE, NV, NM, NC, ND, OH, OK, SD, TN, UT, VA, WA, and WY

**Representative Project Experience**

**City & County of Denver, CO**

911 Call Center Upgrades & Renovation - Dispatch Station Replacements, Server Room Enhancements, Upgrades to Emergency Power Systems, & Security Improvements, Remodel of Office Spaces, Additional Quiet Rooms, Facility Assessment, & Master Plan for Future Development

**Grand Junction Regional Airport, CO**

Aircraft Rescue Fire Fighting (ARFF) Facility - Apparatus Bay Addition, 2,240 sf  
 Rental Car Facility - Addition of a Vehicle Maintenance Wash Bay, Employee Break Room, Office, & Bathroom  
 Terminal Building - Assessment of Existing Mechanical, Electrical, Plumbing, Fire Alarm, & Fire Protection Systems

**Aspen Airport, CO**

Glycol Sprinkler Assessment  
 Terminal Study  
 Terminal & ARFF Upgrades - Egress Lighting, Backup Generator, Roof Conduits, Sky Light Inverters, ADA Restrooms, & ARFF Boiler Study & Design  
 Terminal Fire Protection

**Brevard County, FL**

TJ Mills Fire Rescue - HVAC Upgrades to Office Space, Mechanical & Electrical, \$85K

**US Air Force Academy, CO**

Fire Station #2 - Aging Systems Renovation, AHU's, Water Heaters, Smoke Detectors, Fire Sprinklers, Circuit Breakers, & Extensive Rewiring of New Electrical Configuration

**City of Lakeland, FL**

City Hall - Life Safety, Egress Evacuation Maps Throughout the Building & Confirm Exit Signs Align, 5,800 sf

**Denver International Airport, CO**

Concourse A Retail Kiosk - Field Study & Design for Electrical Services to Retail Kiosk  
 Concourse A Expansion - Addition of 25 Bays  
 Control Tower Chiller - Replacement  
 OCSA Fuel & Fluids Metering  
 Terminal Mast Smoke Evac OCSA



TAB F Appendix

**JOSEPH BERKEBILE, PE**  
**Senior Electrical Engineer**



Joe is an experienced Electrical Engineer and Project Manager capable of executing complex projects with varied system types. He specializes in power distribution projects, and is adept at interior and exterior lighting, audiovisual, fire alarm systems, and telecommunications projects. He has a diverse experience base that bolsters his ability to recognize problems and come up with the best solution. He takes pride in exceeding owners' expectations at every step of the project to ensure the delivery of a functional building that works for years to come.

**Experience**

18 years total, 7 years with BCER

**Education**

Bachelor of Science in Electrical Engineering Technology,  
 University of Pittsburgh Johnstown

**Registrations**

Licensed as a Professional Engineer in MD



**Representative Project Experience**

**Sheltair, FL**

Sheltair Sarasota - New Fixed Base Operations (FBO) Facility, 2 New Hangars, a Fuel Farm, & Site Lighting

**Brevard County, FL**

TJ Mills Fire Rescue - HVAC Upgrades to Office Space, Mechanical & Electrical, \$85,000

**Northern Colorado Regional Airport (NCRA), CO**

Discover Air - Hangar D & Building E Phase I, Multiple Private Aircraft Hangars, Fixed-Based Operation (FBO) Facility, Extensive Site Infrastructure & Airfield Paving

**Centennial Airport, CO**

Renovera Hangar 8 - Shelled Space turned into a Specialty Medical Hangar, 30,000 sf Hangar, 7,000 sf Two-Level Office Space, Design of Hangar Complete

**Maryland Transportation Authority, MD\***

Emergency Power System - Upgrade at 5 Sites  
 Baltimore Harbor Tunnel - Administration Building Envelope Renovations

**Rocky Mountain Metro Airport, CO**

Sheltair Hangars C, D, & E - New 20,000 sf Storage Hangars & Three 7,500 sf Support Spaces

**Duncan Aviation, NE**

Hangar I - New 46,000 sf Maintenance Hangar, 32,000 sf Two Story Support Space with a Mezzanine Level, Open Space

**Northern Colorado Regional Airport (NCRA), CO**

Discover Air - Hangar D & Building E Phase I, Multiple Private Aircraft Hangars, Fixed-Based Operation (FBO) Facility, Extensive Site Infrastructure & Airfield Paving

**Cleveland Hopkins International Airport (CLE), OH\***

Airfield - Install New Airport Lighting & Monitoring System

\*Project completed while with another firm

TAB F Appendix

**MIKE SCHROEDER, PE**  
**Lead Mechanical Consultant**



Mike's thoughtful leadership and engineering expertise have been a major contribution to BCER's success over the years. Mike excels at analyzing all aspects of a project, including the end user's needs, and figuring out how design can support it. His vast career experience allows him to take a holistic look at projects and to apply the best practices to each. He leads his teams to deliver consistent quality while always being on the pioneering forefront of new technologies and design standards. His own definition of success is having the entire design team so excited about a project that they want to do it all over again when complete.

**Experience**

31 years, 22 years with BCER

**Education**

Bachelor of Science in Mechanical Engineering, Kansas State University

**Registrations**

Licensed as a Professional Engineer in CO, AZ, FL, IL, KS, KY, MI, MN, ND, NM, NC, TX, and WY

**Affiliations**

ASHRAE, ASHE, CAHED, CSI, NCEES



**Representative Project Experience**

**Littleton Fire Rescue, CO**

Trailmark Fire Station - New Facility Accommodates Fire, Police, & Public Works Services; Scope Included Apparatus Bay, Fitness Center, Police & Fire Offices, Decontamination Area, Shop Room, Medical Supplies, Sleeping Quarters & Kitchen, 7,850 sf

**South Adams County, CO**

Commerce City Fire Station #1 - Remodel Included New Restrooms, New Private Office, & Three Storage Bays

**Atlantic Aviation, CO**

Rifle, CO Airport - Renovation of Existing Hangar & New Storage Hangar, 11,075 sf, \$2.6M  
 Rifle, CO Airport - Renovation of Fixed-Base Operator (FBO)

**Duncan Aviation, NE**

Lincoln Maintenance Hangar - New 40,000 sf Long-Span Hangar Bay & Attached 2-Story Shop, Storage, Support Buildings, New Aircraft Paint Hangar 55,000 sf; Total 95,000 sf  
 Lincoln Hangar 4 - New Office & Hanger, Single Story 55,000 sf & Included Office Space & Multiple Paint Bays, New Facility Design  
 Lincoln Service Center - Renovation of Storage, Shop, Offices, Parts Expansion, Landing Gear/Engine Shop, Hydraulics, Paint Prep, & Battery Storage

**Denver International Airport, CO**

United Airlines Terminal Concourse B - Restack/ Reorganization of Office Spaces, Break Rooms, Terminal Ticket Counter, Mezzanine, Apron, & Level 4, 73,000 sf  
 Food Courts Concourse A & C - Renovation of Concourse A into a Food Court with Four Tenants & Seating, 9,130 sf, Renovation of Concourse C with Existing Concession Spaces, 7,800 sf  
 Walkway Concourse B - Pressurize Walkway at Gates 13, 14, & 16  
 Daz Bog Coffee - New Kiosks in Concourse A & B, Plumbing, Electrical, & Fire Suppression  
 PPG Lounge - Premium Travelers Lounge with Dining, a Business Center & Rest Area, 11,000 sf

TAB F Appendix

**NICK PAGE**  
**Plumbing Engineer**



Nick possesses extensive expertise in plumbing and fire protection engineering, with a deep understanding of a wide range of system types. His problem-solving abilities are exceptional, and he consistently demonstrates self-reliance in finding effective solutions. Nick excels in building strong, collaborative relationships with clients, teammates, and Authorities Having Jurisdiction (AHJs). His comprehensive knowledge and experience make him an invaluable asset to any project team, particularly when it comes to engineering design in complex environments.

**Experience**

17 years, 7 years with BCER

**Education**

Bachelor of Science in Mechanical Engineering  
 Technology, Wentworth Institute of Technology

**Representative Project Experience**

**Palm Bay Hospital, FL**

Fire Protection Upgrades - Replacement of Split-Case Fire Pump, Jockey Pump, & Control Panels with New Units Integrated into Existing Piping, Temporary Equipment Used to Maintain Fire Protection System for the Duration of Upgrades

**Centennial Airport, CO**

Renovate Hangar 8 - Shelled Space Turned into a Specialty Medical Hangar, 30,000 sf Hangar, 7,000 sf Two-Level Office Space, Design of Hangar Complete

**Cape Canaveral Hospital, FL**

Water Main Reconfiguration: Design of a Connection Point on the Exterior of the Central Utility Plant to Allow Water Delivery Trucks to Supply Potable Water to the Hospital in the Event of an Emergency, 270,000 sf

**Johns Manville, CO**

Littleton Facility Fire Protection Upgrades - Verification of Water Supply & System Details, Design of New Fire Pumps, Jockey Pump, & Backflow Prevention, Assessment of Existing Fire Protection Equipment, Risers, Valves, & Standpipe Systems to Confirm Necessary Upgrades

**City of Lakeland, FL**

City Hall - Life Safety, Egress Evacuation Maps Throughout the Building & Confirm Exit Signs Align

**Viera Hospital, FL**

2nd Floor Assessment: Baseline Assessment of MEP, Fire Protection & Technology Systems to Establish Upgrades or Replacement Recommendations

**Adams 12 Five Star Schools, CO**

Fire Sprinkler - Riser Hydraulic Calcs - 5 Schools New Hydraulic Placards

**Sierra Space, FL**

High-Bay Warehouse Space - 22,500 sf Tenant Finish Including Manufacturing Space & Front Office Area  
 Space Life Sciences Lab - Storage Space for Manufacture of Heat Resistant Tiles - Raw Materials, Finished Product, Mixing Areas, Spray Booths, Heat Curing, & Material Testing Areas, 22,000 sf

TAB F Appendix

**BRIAN WOLTZ, PSP®, RCDD**  
**Senior Technology Consultant**



Strict attention to detail, excellent communication with his project team, and a deep understanding of constructibility and the construction process are a few of Brian's many strengths. He works well with clients, AHJs, and contractors alike, helping to keep on-time and smooth project deliveries. There is no challenge too great for Brian - he enjoys figuring out new ways to solve problems and find creative solutions. His specialties are electrical design, low voltage: clock, access control, video surveillance, AV systems and interactive whiteboards, data/voice infrastructure, and storm hardening (generator connections).

**Experience**

21 years, 6 years with BCER

**Education**

Associates Degree in Computer Aided Drafting, York Technical Institute

**Certifications**

ASIS International - Physical Security Professional,  
 Registered Communications Distribution Designer (RCDD)

**Representative Project Experience**

**City of Bozeman, MT**

Bozeman Public Safety Center - New Facility with Bozeman Police Department, Fire Station #1, Municipal Courts, & Prosecution & Victim Services, 104,000 sf, \$36.9M

**Brevard County, FL\***

Emergency Operations Center, Rockledge Jail Renovation

**Palm Bay Hospital, FL**

Fire Protection Upgrades - Replacement of Split-Case Fire Pump, Jockey Pump, & Control Panels with New Units Integrated into Existing Piping, Temporary Equipment Used to Maintain Fire Protection System for the Duration of Upgrades

**Ft. Lauderdale Airport, FL\***

Jet Blue Terminals & Gates Upgrades

**Palm Beach International, FL\***

Jet Blue Terminals & Gates Upgrades

**Port Canaveral, FL\***

Port Authority - Terminal Renovation, 100,000 sf

**Baltimore/Washington Thurgood Marshall International Airport, MD\***

Terminal A Expansion, Security Dept., Airside Baggage Handling

**VF Corporation, CO**

Centennial Airport Hangar - New Hangar: Office/Admin Area, Shop Areas, Parking Lot & Associated Site Work, Perimeter Fencing with Access Gate, Goal of LEED Gold, 35,000 sf

**Viera Hospital, FL**

2nd Floor Assessment: Baseline Assessment of MEP, Fire Protection & Technology Systems to Establish Upgrades or Replacement Recommendations  
 Fire Alarm Control Panel - Replacement

**Sarasota County, FL**

Enterprise Information Technology (EIT) & Human Resources Department - New Administrative Offices & Data Center, 33,500 sf, \$11.4M

\*Denotes project completed while with another firm

TAB F Appendix

**CLAIRE MESTLER, PE**  
Fire Protection Engineer



Claire not only understands what makes a project successful; she embodies it. She strives to make her part in every project the best that it can be through good communication, finding and solving problems early, and always doing a thorough follow-up to discuss lessons learned. She enjoys working with various people who bring a project to life from the drawing phase to project close-out. Her attention to detail and aptitude for identifying and solving problems are valuable to our clients, their end users, and every project she is a part of.

**Experience**

13 years total, 8 years with BCER

**Education**

Bachelor of Science in Mechanical Engineering, Colorado School of Mines

**Registrations**

Licensed as a Professional Fire Protection Engineer in AZ, CO, FL, and WY

**Affiliations**

Fire Marshals Association of Colorado (FMAC), Automatic Fire Alarm Association National Chapter (AFAA) and Rocky Mountain Chapter (RMAFAA), Society of Fire Protection Engineers, National and Rocky Mountain Chapters (SFPE)

**Representative Project Experience**

**Camp Guernsey, WY**

New Facility - 29,488 sf Fire Station, 7,446 sf Air Traffic Control Tower, 6,000 sf Airfield Operations Building, Utility Services, Information Systems, Fire Detection & Alarm Systems, & Supporting Infrastructure

**Sheltair Aviation, FL**

Sarasota - New Fixed Base Operations (FBO) Facility, 2 New Hangars, a Fuel Farm, & Site Lighting

**West Star Aviation, TN**

Maintenance & Paint Hangers - New Electrical & Fire Protection Design

**Denver International Airport, CO**

Fire Extinguisher Cabinets - Fire Alarm Assessment for Fire Extinguishers in Cabinets  
Great Hall - Life Safety & Fire Protection Documents, Caribou Coffee Design & Build-out, 2,000 sf. Service Sink, Refrigerator, Freezer, Ice Maker, Grab-and-Go Food, & Storage Area  
Guard House - On-Call, Replacements at Gate 1 & Gate 4, Design at Gate 5  
Office Building - Renovation 10th Floor, 1,100 sf, Private Offices & Storage Room

**Adams County, CO**

Fire Rescue District - On-Site Survey of New Building to Verify Current Conditions of Storage Arrangements, Commodity Classifications, Aisle Widths, Smoke & Heat Vent Locations, & Density of Existing Fire Sprinkler System

**Viera Hospital, FL**

2nd Floor Assessment - Baseline Assessment of MEP, Fire Protection & Technology Systems to Establish Upgrades or Replacement Recommendations

**Citrus County School District, FL**

Citrus High School Fire Alarm Replacement - 12 Buildings, On-Call Services, 241,966 sf

**Colorado Department of Transportation, CO**

Eisenhower Johnson Memorial Tunnel - Fire Suppression System, \$20M. Fire Modeling, Live Fire Testing, & Design the Fire Protection System

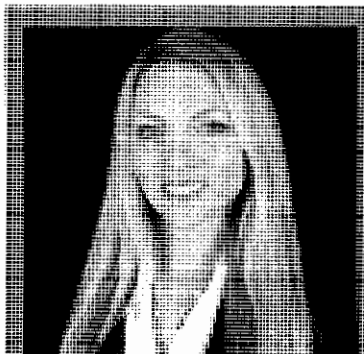
## TAB F Appendix

**Jessica McRory, PE, LEED AP**

SENIOR GEOTECHNICAL ENGINEER



AREHNA | Engineering, Inc.

**Career Summary**

Ms. McRory has managed the geotechnical aspects of testing, design and construction for over a thousand engineering projects over the last 21 years. Her involvement has included analysis and evaluation of soil conditions pertaining to new construction design, as well as ongoing construction projects. Project experience has ranged from task order contracts to large FDOT projects. Other responsibilities have included coordinating geotechnical field and laboratory testing, as well as construction materials testing services. Evaluations have included soil and groundwater conditions, determining soil bearing capacity and consolidation characteristics and analyzing the performance of various types of foundation systems. Ms. McRory has provided recommendations for shallow foundations, various ground improvement techniques and deep foundation systems including driven piles, drilled shafts and augercast piles.

**Project Experience**

**SRQ ASG Hangar Expansion & Taxiway Improvements, Sarasota, Florida** The project site was located on the west side of an existing aircraft hangar at Sarasota Bradenton International Airport in Sarasota, Florida. This project included minor improvements to taxiways and expansion of the existing aircraft hangar that would house two airplanes approximately 13,300 square feet. The existing apron and stormwater pond areas were also to be expanded. The purpose of our geotechnical study was to obtain information on the general subsurface soil conditions at the proposed project site. Ms. McRory provided project oversight, geotechnical analysis and site recommendations.

**SRQ SMAA Master Drainage Improvements, Sarasota, Florida** The project consists of improvements to the master drainage system to enhance water quality management and flood protection. It includes reconfiguring existing water management ponds through excavation and earthfill and installing gabion baskets for flow management and bank stabilization. Approximately 6,200 linear feet of double 60-inch diameter concrete pipe was installed in the project. This includes installation through cut and cover and runway in taxiway areas requiring pavement reconstruction, remarking new lighting and signs and maintenance and restoration of impacted FAA facilities. A permanent access road was built as part of the reconfiguration of one of the affected ponds. AREHNA provided Quality Control testing during the project. Services included earthwork monitoring, field density testing, concrete sampling and testing, asphalt testing and inspection. Ms. McRory serves as the Contract Manager.

**Public Safety Operations Complex, Hillsborough County, Florida** The purpose of this geotechnical exploration was to obtain information concerning the subsurface soil conditions at the site of the proposed construction of a Public Safety Operations Complex (PSOC) in Hillsborough County, Florida. The planned construction includes a main PSOC building, a fire rescue central warehouse, a fire rescue fleet services building, other associated structures, a training area, and paved driveway and parking areas.

**Hillsborough County Energy Recovery Center, Hillsborough, Florida** Performed the geotechnical exploration and provided foundation and site preparation recommendations. The project consists of an approximately 12,000-SF single-story prefabricated metal office/warehouse with an internal crane rail system. A paved parking area is planned adjacent to the building.

**St. Pete-Clearwater International Airport (Pinellas County – Geotechnical and Materials Testing), St. Petersburg, Florida** AREHNA has supported several projects with geotechnical and construction materials testing services at the St. Pete-Clearwater International Airport in St. Petersburg, Florida. Projects have included roadway and taxiway improvements, parking lots, new facilities, and airfield rehabilitation pavement program. Ms. McRory served as the Geotechnical Contract Manager.

**Orlando Executive Airport VOR Building, Orlando, Florida** AREHNA performed geotechnical exploration to determine if the subsurface soil conditions were the cause for cracking and settlement of up to approximately 5 inches of the asphalt pavement

SBE/WMBE/DBE • ACOE/AASHTO/FDOT Certified Lab

www.arenha.com

## TAB F Appendix

## Kevin M. Hill, PE, PMP

### SENIOR GEOTECHNICAL ENGINEER



#### Career Summary

Mr. Hill's experience includes project management and technical direction of geotechnical engineering projects, geotechnical field investigations, and analyses for numerous public and private sector clients. His experience includes working on numerous projects in the areas of subsidence (sinkhole) investigations and sinkhole/structure stabilization. Geotechnical projects include project management and geotechnical design of shallow and deep foundation systems for commercial, industrial and residential structures, bridges and sanitary/water system structures and waste phosphatic clay and organic soil stabilization, as well as providing design soil parameters and recommendations for roadway embankments, pavement including airport taxiways, aprons and parking areas, landfills, MSE walls, mast arm poles, stormwater ponds, retaining walls, pipelines, storage tanks, pond clay liners and monitoring wells. His technical experience includes soil classification, seepage analysis, settlement analysis, slope stability analysis and various soil stabilization/improvement techniques.

Mr. Hill serves as the Project Manager and EOR for geotechnical engineering portions of these projects. Mr. Hill also performs internal QA review of technical reports. Project experience includes geotechnical evaluation, design and soil testing throughout Florida.

#### Project Experience

**SRQ ASG Hangar Expansion & Taxiway Improvements, Sarasota, Florida** The project site was located on the west side of an existing aircraft hangar at Sarasota Bradenton International Airport in Sarasota, Florida. This project included minor improvements to taxiways and expansion of the existing aircraft hangar that would house two airplanes approximately 13,300 square feet. The existing apron and stormwater pond areas were also to be expanded. The purpose of our geotechnical study was to obtain information on the general subsurface soil conditions at the proposed project site. Mr. Hill coordinated field and laboratory coordination, geotechnical analysis and site recommendations.

**Delta FLL Terminal 2 Modernization - Fort Lauderdale International Airport, Hollywood, Florida** AREHNA provided construction materials testing and inspection services for this project. The project included approximately 250,000 square feet of renovation and expansion to the existing terminal and connector bridges between terminals 1 and 2 and terminals 2 and 3 for post security passengers to access both terminals. The renovations also included expanded security screening checkpoints, additional baggage claim enhancements and a mezzanine level for Delta Sky Club along with other improvements, such as relocation of a water main. Mr. Hill served as a Geotechnical Engineer.

**Lakeland Linder Regional Airport, Lakeland, Florida** This project consisted of new Hangar Aprons and Parking Areas (multiple small projects), a seasonal high groundwater evaluation (water ponding investigation), and a Taxiway H rehabilitation that included several soil borings and pavement cores. Mr. Hill's coordinated field and laboratory coordination, geotechnical analysis and site recommendations.

**Punta Gorda Airport, Master Drainage Plan improvement, Punta Gorda, Florida** The project consists of multiple drainage improvements across the airport property as part of the Master Drainage Plan improvements. The purpose of our geotechnical study was to obtain

information on the general subsurface conditions for the project site and provide a data report of the geotechnical test results. Mr. Hill coordinated field and laboratory coordination, geotechnical analysis and site recommendations.

**West Pharmaceutical Building Addition, St. Petersburg, Florida** Mr. Hill provided geotechnical engineering services for this project which consists of two additions to the south side of the existing building, along with associated pavement areas and stormwater improvements.

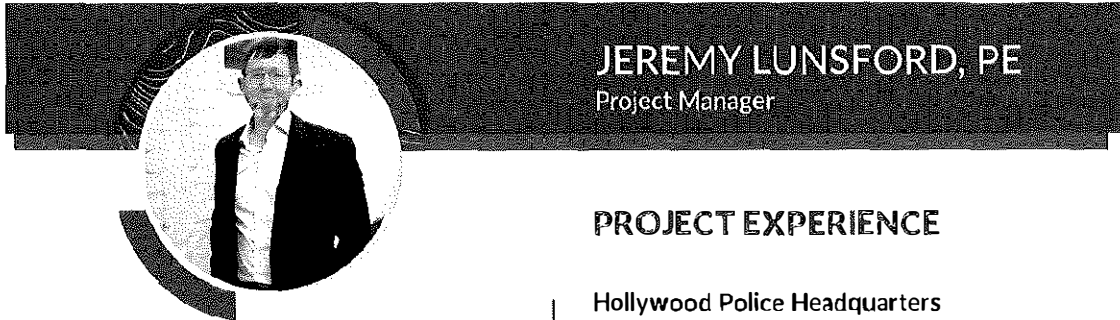
SBE/WMBE/DBE • ACOE/AASHTO/FDOT Certified Lab

[www.arenha.com](http://www.arenha.com)



TAB F Appendix

# YGEORGE F YOUNG



**JEREMY LUNSFORD, PE**  
Project Manager

Jeremy has 15 years of progressive structural design experience in the federal and commercial industries including multifamily, retail, K-12 education, temporary structures, and hospitality. In addition to the commercial projects, he has worked on numerous design projects at federal bases in Florida including MacDill AFB, Eglin AFB, and Homestead Air Reserve Base. Jeremy has excelled at structural engineering throughout his career – now leading him into management for GFY's structural team.

## QUALIFICATIONS

15 years of Experience

**EDUCATION**  
Bachelor of Civil Engineering / Structural  
Auburn University

**LICENSE**  
Florida PE #84620

**AFFILIATIONS**  
American Society of Civil Engineers  
American Institute of Steel Construction  
Florida Structural Engineers Association  
Urban Land Institute

## PROJECT EXPERIENCE

### Hollywood Police Headquarters

Hollywood, FL

GFY is providing design submittals for construction documents and construction administration for the Hollywood Police headquarters. The project involves constructing a three-story police headquarters building, a four-story parking garage, and a new service yard. The police headquarters is approximately 98,000 SF, and the structured parking has about 283 spaces and includes a new firearms training facility on the ground floor.

### F35A Armament Research Facility

Eglin Air Force Base, FL

The F35A Armament Research Facility is a 20,000 SF, two-story secure facility at Eglin Air Force Base in Valparaiso, Florida. The building is a secure facility constructed of exterior load-bearing masonry walls with elevated composite concrete and deck floor system supported by structural steel beams and a steel deck roof structure supported by structural steel joists and beams. The design was reviewed at 35%, 65%, and 95% prior to submission for construction. Each phase was reviewed and commented on by the government and the design team had to provide responses to be discussed during each design review meeting.

### Westshore City Center - Annex A and Annex B

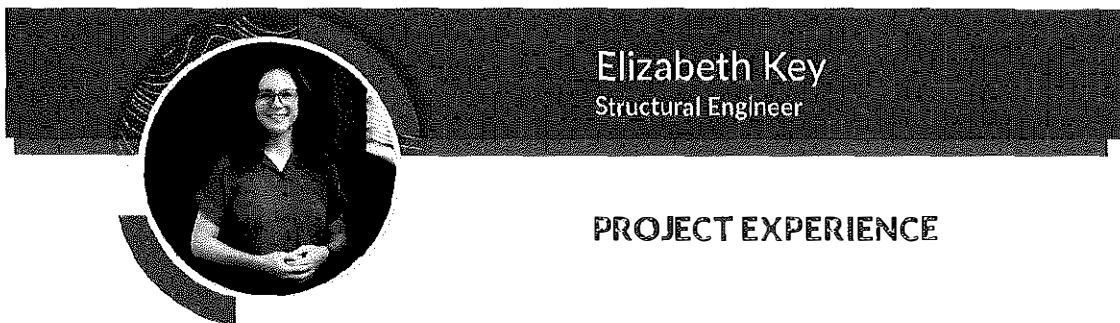
Tampa, FL

The project consists of (2) retail structures, Annex A and Annex B, on Westshore Boulevard in Tampa, Florida. Annex A is an approximately 4,000 SF single-story structure and is constructed of load-bearing exterior masonry walls with structural steel joist and beam roof framing. The building is founded upon the existing foundation system that was left in-place after demolishing the existing building within the new building footprint. Annex B is an approximately 10,000 SF, two-story structure and is constructed of load-bearing exterior masonry walls and structural steel beam second floor and roof framing. The building is founded on new shallow spread and continuous concrete foundations. The structural components of each building were analyzed using 3-D analysis software. BIM software was also used to model the structures which allowed for collaboration with architectural and MEP disciplines to perform clash detection prior to construction. As Engineer of Record, was responsible for overseeing all design and detailing aspects of the project. The project was reviewed at multiple stages of design with the design team to ensure all project and code requirements were met.



TAB F Appendix

# YGEORGE F YOUNG



**Elizabeth Key**  
Structural Engineer

## PROJECT EXPERIENCE

### **Berkeley Preparatory - Hellenic Quad** St. Petersburg, FL

GFY is providing structural engineering services for this project which is the new Hellenic Quad building at Berkeley Preparatory School in Tampa, Florida. It is a two-story open air approximately 4,000 SF classroom and gathering facility. The construction is load bearing masonry walls supporting elevated structural steel beams and joists.

### **Cary Wood Elementary School Addition** Auburn, AL

Large classroom addition to the existing Cary Woods Elementary School. The addition is a two-story load bearing CMU structure with precast hollow core floors and a cold-formed truss roof structure. The addition contains a two-story storm shelter designed per ICC500 standards.

### **Woodland Pines Elementary School** Auburn, AL

New elementary school for the Auburn City School Board. This new school features multiple classroom wings, an administrative area, and gymnasium and multi-purpose spaces. The classroom and administrative areas were designed using load-bearing CMU walls with cold-formed metal roof trusses. The gymnasium and multi-purpose spaces utilized a steel joist and decking system. The school features three separate storm shelters in the buildings to accommodate the needs of the school. The storm shelters were designed per ICC500 design standards.

Elizabeth is an experienced Structural Engineer with over a decade of experience designing and managing the construction of diverse building projects. Her expertise includes healthcare, education, commercial, industrial, and residential structures, spanning new construction, renovations, and assessments. Proficient in finite element analysis software (Bentley, Tekla) and BIM, she emphasizes collaboration and constructability to deliver safe and economical designs. She also has experience in transmission line design and actively mentors emerging engineers.

## QUALIFICATIONS

13 years of Experience

## EDUCATION

**Masters of Science in Civil Engineering,**  
**Focus in Structural, University of Alabama**

**Bachelors of Science in Civil Engineering,**  
**Minor in Structural, University of Alabama**

## LICENSE

Alabama PE #36318  
Illinois SE #081008607

## AFFILIATIONS

Structural Engineers Association of Alabama (SEAAAL)  
American Society of Civil Engineers (ASCE)  
Structural Engineering Institute (SEI)  
California Office of Emergency Services Safety Assessment Program Evaluator (CalOES SAP Evaluator)

TAB F Appendix

Client#: 4652 GOOMI

**ACORD** **CERTIFICATE OF LIABILITY INSURANCE** DATE (MM/DD/YYYY) 9/27/2024

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 any rights to the certificate holder in lieu of such endorsement(s).

PRODUCER  
Harmon Dennis Bradshaw, Inc.  
334-273-7277  
P.O. Box 241667  
Montgomery, AL 36124

CONTACT NAME: Julie Faulkner  
PHONE (A/C, No, Ext): 334-273-7277 FAX (A/C, No): 334-273-9197  
E-MAIL ADDRESS: jfaulkner@hdbinsurance.com

INSURER(S) AFFORDING COVERAGE NAIC #  
INSURER A: Arch Insurance Company 11160  
INSURER B: Continental Insurance Company 35289  
INSURER C:  
INSURER D:  
INSURER E:  
INSURER F:

INSURED  
Goodwyn Mills & Cawood, Inc.  
Goodwyn Mills Cawood, LLC  
PO Box 242128  
Montgomery, AL 36124

COVERAGES CERTIFICATE NUMBER: 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	ADDITIONAL INSURED	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PROJECT <input type="checkbox"/> LOC OTHER:	X X	ZAGLB9258002	10/01/2024	10/01/2025	EACH OCCURRENCE \$2,000,000 DAMAGE TO RENTED PREMISES (Each occurrence) \$300,000 MED EXP (Any one person) \$10,000 PERSONAL & ADV INJURY \$2,000,000 GENERAL AGGREGATE \$4,000,000 PRODUCTS - COM/OP AGG \$4,000,000
A	AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS NON-OWNED AUTOS ONLY <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input checked="" type="checkbox"/>	X X	ZACAT9294202	10/01/2024	10/01/2025	COMBINED SINGLE LIMIT (Each accident) \$2,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$
B	UMBRELLA LIAB <input checked="" type="checkbox"/> EXCESS LIAB <input type="checkbox"/> OCCUR DED <input checked="" type="checkbox"/> RETENTION \$0 <input checked="" type="checkbox"/> CLAIMS-MADE		7036908331	10/01/2024	10/01/2025	EACH OCCURRENCE \$10,000,000 AGGREGATE \$10,000,000
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR PARTNER/EXECUTIVE OFFICER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	X	ZAWCI9750102	10/01/2024	10/01/2025	PER STATE <input checked="" type="checkbox"/> OTHER <input type="checkbox"/> E L EACH ACCIDENT \$1,000,000 E L DISEASE - EA EMPLOYEE \$1,000,000 E L DISEASE - POLICY LIMIT \$1,000,000

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

CERTIFICATE HOLDER

Proof of Coverage

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

*Julie Faulkner*

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#S840081/M837856

TASK

## TAB F Appendix



## CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)  
07/09/2024

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  
RSC Insurance Brokerage, Inc.  
2081 Columbiana Road

CONTACT NAME: Jackie Murk  
PHONE:  
(A/C, No. Ext.):  
E-MAIL: jmurk@rskstrategies.com  
ADDRESS:

FAX (A/C, No.):

Birmingham  
INSURED

AL 35242

Goodwyn Mills Cawood, LLC  
P.O. Box 242128

Montgomery

AL 36124

INSURER(S) AFFORDING COVERAGE  
INSURER A: XL Specialty Insurance CompanyNAIC #  
37085

INSURER B:

INSURER C:

INSURER D:

INSURER E:

INSURER F:

## COVERAGES

## CERTIFICATE NUMBER:

## 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.

INSTR	TYPE OF INSURANCE	SUBS	POLICY NUMBER	POLICY EFF	POLICY EXP	LIMITS
LIB		USED		(MM/DD/YYYY)	(MM/DD/YYYY)	
	COMMERCIAL GENERAL LIABILITY					
	<input type="checkbox"/> CLAIMS MADE <input type="checkbox"/> OCCUR					EACH OCCURRENCE \$
						DAMAGE TO RENTED PREMISES (Each occurrence) \$
						MED EXP (Any one person) \$
						PERSONAL & ADV INJURY \$
	GEN'L AGGREGATE LIMIT APPLIES PER:					GENERAL AGGREGATE \$
	<input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOG					PRODUCTS - COMPROP AGG \$
	OTHER:					\$
	AUTOMOBILE LIABILITY					COMBINED SINGLE LIMIT (Each accident) \$
	ANY AUTO					BODILY INJURY (Per person) \$
	OWNED <input type="checkbox"/> SCHEDULED					BODILY INJURY (Per accident) \$
	AUTOS ONLY <input type="checkbox"/> AUTOS					PROPERTY DAMAGE (Per accident) \$
	HIRED <input type="checkbox"/> NON-OWNED					\$
	AUTOS ONLY <input type="checkbox"/> AUTOS ONLY					\$
	UMBRELLA LIAB					EACH OCCURRENCE \$
	EXCESS LIAB					AGGREGATE \$
	<input type="checkbox"/> OCCUR <input type="checkbox"/> CLAIMS-MADE					\$
	DED <input type="checkbox"/> RETENTION \$					PER STATUTE <input type="checkbox"/> OTHER <input type="checkbox"/>
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY					E.L. EACH ACCIDENT \$
	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/ MEMBER EXCLUDED? (Mandatory in NH)					E.L. DISEASE - EACH EMPLOYEE \$
	If yes, describe under DESCRIPTION OF OPERATIONS below					E.L. DISEASE - POLICY LIMIT \$
A	Professional Liability		DPR5031434	07/01/2024	07/01/2025	Each Claim \$5,000,000
						Aggregate \$5,000,000

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

## CERTIFICATE HOLDER

Specimen  
For Evidence Only

## 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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## SECTION A SIMILAR AIRPORT PROJECTS



### Brainerd Lakes Regional Airport

BRainerd, MINNESOTA

#### ARFF and SRE Facility



The new 37,400 SF ARFF building houses and supports emergency fire, rescue, and medical response services, as well as snow removal equipment operations for the airport. This facility strategically combines these two critical airport services to reduce the construction footprint while optimizing airport safety and efficiency. Functional requirements include administrative spaces, vehicle bays, storage, shops, first aid, kitchen, toilets and showers, and dormitories. Sustainable design features include the incorporation of geothermal, photovoltaic, and rainwater harvesting systems to reduce operational costs.

The vertical lift doors on the SRE and four-fold ARFF doors operate at speeds far greater than standard overhead doors and exceed the extreme snow and **wind-loading requirements of a risk category IV emergency facility.**

Technology includes an integrated system in the ARFF that provides audible and visual notifications throughout the interior and the airside exterior of the ARFF/SRE building to enhance safety and firefighting response times. The system can be activated within the airport terminal at specific stations, in the ARFF Watch Room, or remotely through a secure web interface. When activated, the system sends audible tones and/or pre-recorded messages across the loudspeakers, and the LED strobes are activated. Kitchen, corridor, and ARFF apparatus bay lights are activated. The dorm area lights, loudspeakers, and strobes ramp up to provide a heart-healthy method of alerting.

#### FEATURES

- **START:** September 2020
- **COMPLETION:** August 2023
- **TOTAL COST:** \$15.5M
- **SIZE:** 37,400sf

#### KEY PERSONNEL

- Robert Moore (Programming/Quality Control)
- Matt Dubbe (Principal)
- Mitchell Walker (Design Lead)

#### CONTACT

- Steve Wright, AAE, *Airport Director*
- **PHONE:** 218-825-2166
- **EMAIL:** stevenwright@brainerdairport.com

# State College Regional Airport (University Park Airport)

STATE COLLEGE, PENNSYLVANIA

## ARFF Facility

Mead  
& Hunt



Mead & Hunt provided design, bid, and construction documents for an approximately 10,000 SF ARFF for University Park Airport. The new building was a single-story structure consisting of two vehicle bays and associated administrative, living, and support spaces. Our team designed it in accordance with FAA Advisory Circular 150/5210-15A and FAA Order 5100-38D (AIP Handbook) to maximize federal funding opportunities and to meet local building and fire codes.

Interior features included vehicle and maintenance bays, a gear and hose washroom, storage, medical decontamination and gear storage, a first aid room, workshop space, kitchen, work and file room, training and day room, dormitory, toilet and shower rooms, laundry room, and utility spaces. Site improvement and development included temporary and permanent perimeter fencing and gate; landside access road and vehicle parking pavements; sewer, water, fire water, gas, electrical, and communications utility services; limited development of site landscaping to conform to airport standards; airside and ARFF vehicle drive pavements; stormwater and erosion control; and site grading and drainage improvements.

The facility is designed to serve as a secondary communications center for the General Aviation area. Communication systems are routed through the facility and alarmed from this location. Internally, and upon alarm, systems are automated to open vehicle bay doors, turn off ovens and stove, modulate night time light levels and close the vehicle bay doors after a pre-set time. The facility utilizes four-fold vehicle bay doors, to facilitate faster opening speeds.

### FEATURES

- **START:** January 2018
- **COMPLETION:** March 2022
- **TOTAL COST:** \$5.87M
- **SIZE:** 10,000sf

### KEY PERSONNEL

- Robert Moore (Project Manager/ Programming and Design)
- Aaron Gudeyon (Electrical)

### CONTACT

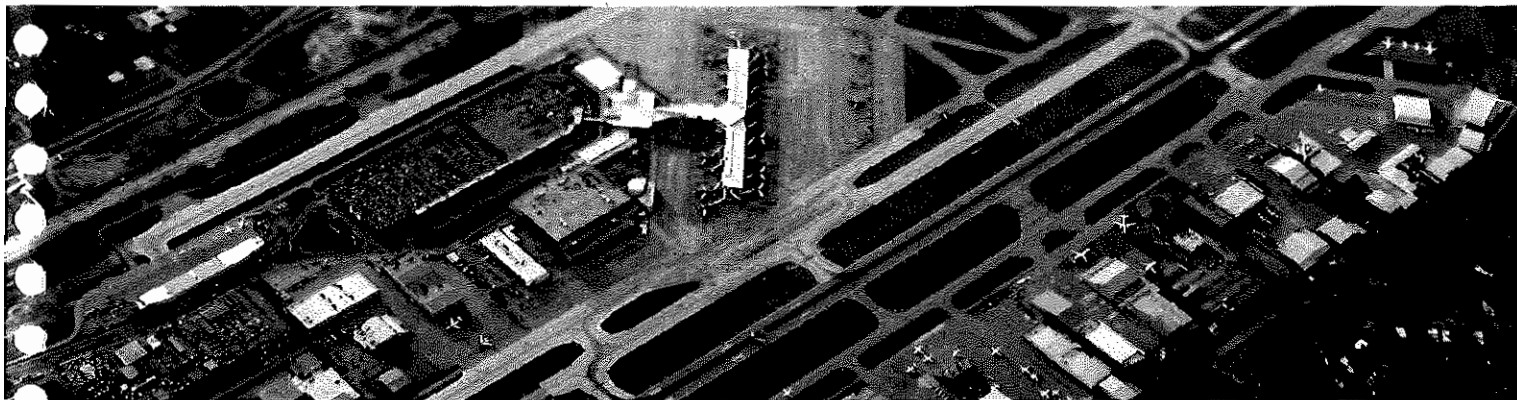
- Bryan Rodgers, *Director*
- **PHONE:** 814-865-4042
- **EMAIL:** bqr3@psu.edu

## Dallas Love Field

DALLAS, TEXAS

### Operations/ARFF Facility

Mead  
& Hunt



Mead & Hunt and our programming partners were selected by the City of Dallas Department of Aviation to lead and develop an architectural program for a proposed new joint-use 25,600 SF ARFF and 7,900 SF Operations facility located at Dallas Love Field Airport (DAL). The purpose of this programming exercise is to develop a detailed building program for the proposed new facility, confirming site requirements, building element adjacencies, interior spaces, sizes, and configurations. The proposed ARFF facility is intended to house and support emergency aircraft fire and rescue response services at Dallas Love Field Airport as required by the FAA for commercial service airports. DAL is classified as an Index C service level, as determined under Federal Aviation Regulations (FAR) Title 14 Code of Federal Regulations (CFR) Part 139 requirements. ARFF services are provided by the City of Dallas Fire-Rescue Department. The proposed new facility is also intended to co-locate the DAL Airside Operations Division. The operations division provides 24/7 monitoring of airfield conditions and is responsible for conducting safety-related inspections of the airfield areas at DAL to promote efficient and safe operations at the airport in compliance with FAR Part 139 requirements.

The need to construct a new ARFF facility arose to ensure that response time remains in compliance with Part 139 requirements, as a result of reconfiguring the airfield geometry, and to provide a facility consistent with the current FAA Advisory Circular and City of Dallas Fire-Rescue standards. The new ARFF station will replace and render obsolete the existing ARFF building identified as Station 21.

The program includes a single-story structure with a mechanical mezzanine, consisting of multiple drive-through vehicle bays for ARFF apparatus, separate apparatus storage and support areas, and administrative and living spaces for ARFF personnel. The program also provides for segregated Operations command, monitoring, storage, support, and administrative areas. **The ARFF portion of the facility was determined to be almost 70% eligible for AIP funding.** The total facility was programmed at 33,500 SF.

#### FEATURES

- **START:** March 2021 (Design)
- **COMPLETION:** July 2021 (Design)
- **TOTAL COST:** \$24.48M (est)
- **SIZE:** 33,500sf

#### KEY PERSONNEL

- Robert Moore (Programming/  
Project Manager)

#### CONTACT

- Shanetta Haynes, *Sr. Project Specialist*
- **PHONE:** 214-670-6073
- **EMAIL:** shanetta.haynes@dallascityhall.com

## USACE Fort Worth

FORT JOHNSON, LOUISIANA

### Construct Two-Company Fire Station

Mead  
& Hunt



Following a design charrette with users and key stakeholders, our team worked with fire department and public works staff to improve floor plan efficiency and achieve the project budget. Designers used LEED rating tools to incorporate sustainable elements, such as a cool roof, natural daylighting, local and recycled materials, pre-engineered walls, low-emission finishes, and low-impact site design to attain **LEED Silver certification**. To meet user requests for emergency response, door structures were adapted to accommodate larger, fast-acting, durable, low-maintenance bi-fold doors. Due to the facility's location at the highly visible crossroads inside the post main gate, carefully selected brick veneer exterior and architectural features were incorporated for visual appeal.

#### FEATURES

- **START:** January 2014
- **COMPLETION:** September 2017
- **TOTAL COST:** \$12.9M
- **SIZE:** 26,620sf

#### CONTACT

- Patricia Murphy, USACE Fort Worth District
- **PHONE:** 817-886-1967

**Value Added Services:** Mead & Hunt exerted great effort to incorporate the Fort Johnson Fire Fighter's Memorial in a prominent location on site and worked the landscape design around this key feature important to the user and the post.

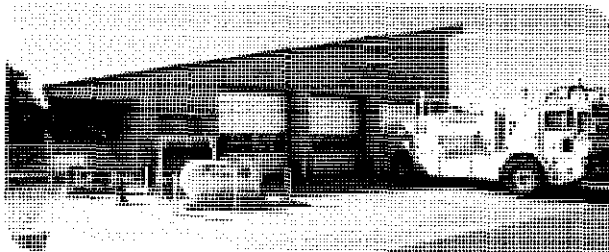
**Responsiveness:** Given the challenge of incorporating two separate fire companies within one structure, Mead & Hunt responded to each company's requirements and facilitated solutions to deconflict the requirements and satisfy everyone involved. The team was always responsive to user requests and expectations, including schedule.

**Designing within Cost Limitations:** We limited the cut and fill to maintain a balance within the site as well as to reduce haul distance and the need to acquire fill material. We also reduced the building height to minimize costs while retaining the visual impact of the facility.

**Design Quality Management:** The design was produced in both Revit BIM and Bentley BIM, practically doubling the reviews of the design. Through the use of independent technical reviews (ITR) and constructability reviews, the team produced quality documents for construction.

**Knowledge of Location:** Knowing the local workforce capabilities around Fort Johnson, we changed to pre-engineered walls rather than skilled labor-intensive CMU block walls. Our team also worked to minimize the depth of cut on-site to reduce exposure to expansive soils – cut was reduced in half, from four feet to only two feet. In addition, we incorporated an **air barrier system around the entire perimeter (especially at slope changes and all penetrations) to prevent moisture penetration due to the local climatic conditions.**





## Redding Municipal Airport

REDDING, CALIFORNIA

### New ARFF Station

Mead & Hunt designed a new ARFF station for Redding Municipal Airport. The interior space includes two major sections: the apparatus area and the living space. The apparatus area contains three bays designed specifically to accommodate the special needs of aircraft firefighting equipment. All three bays open directly onto the airport's west GA apron, providing the shortest possible response time to an incursion anywhere on the airside airport property. The southernmost of the three bays is a drive-through bay, which provides easy access to the landside of the airport. This design feature permits firefighters to respond to landside-related occurrences and assist in fighting fires in the local community.

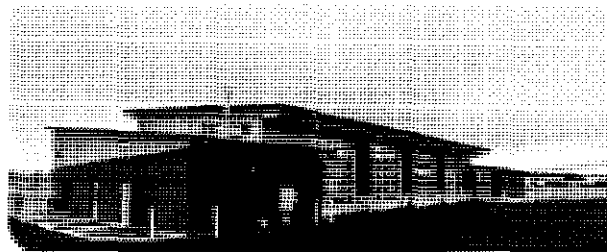
The living space includes three bedrooms, each for two occupants, located in the northwest corner for noise insulation. Bathrooms are centrally located for easy access from the bedrooms and dining/dayroom. The dayroom, along the west wall, overlooks the tarmac, offering a view of aircraft operations. The adjacent kitchen provides access to an outdoor covered patio for relaxation or grilling. Next to the dayroom is a training room, which can also serve as a weight room, equipped with amenities and instructional materials for firefighter training.

#### FEATURES

- **START:** July 2005
- **COMPLETION:** June 2006
- **TOTAL COST:** \$2.1M
- **SIZE:** 8,000sf

#### CONTACT

- Andy Solsvig, *Airport Manager*
- **PHONE:** 970-328-2649
- **EMAIL:** asolsvig@cityofredding.org



## Southwest Oregon Regional Airport

NORTH BEND, OREGON

### ARFF Facility

A new 13,200 SF ARFF Facility for the Southwest Oregon Regional Airport was designed as a single-story structure with a mechanical mezzanine, consisting of four vehicle bays and associated administrative, living, and support spaces. Our team provided a design in accordance with FAA Advisory Circular. **The building was designed to be 100% AIP eligible.**

The previous ARFF building was assessed as unfit, and it was determined that a renovation was not an economical solution. ARFF vehicles were being stored in a nearby hangar and were stationed in a ready area during airport operations. Mead & Hunt worked with the airport administration, ARFF staff, and the FAA to identify the needs of the proposed replacement facility.

The building was laid out into three areas: one area for gear maintenance and storage, a central area for apparatus, and a third area for administration and living quarters. All areas of the building have easy and quick access to the apparatus bays, optimizing response times to emergency situations.

#### FEATURES

- **START:** August 2020
- **COMPLETION:** April 2022
- **TOTAL COST:** \$5.89M
- **SIZE:** 13,200sf

#### CONTACT

- Rodger Craddock, *Executive Director*
- **PHONE:** 541-756-8531
- **EMAIL:** rodger@flyoth.com

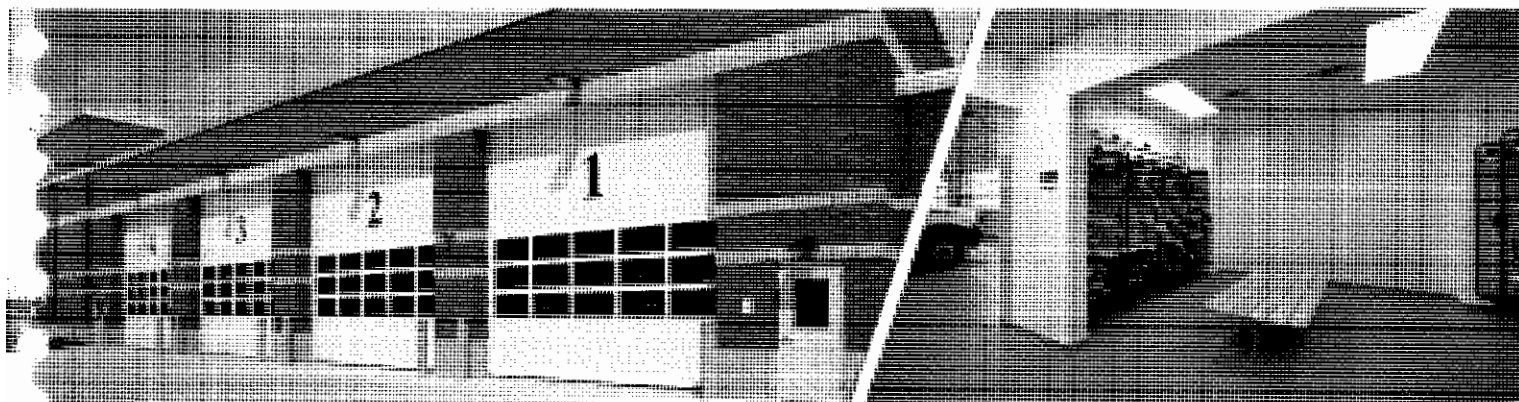


# Austin Straubel International Airport

GREEN BAY, WISCONSIN

## New ARFF Facility

Mead  
& Hunt



The original ARFF facility underwent an assessment, which determined that it inhibited the efficiency of overall airport operations. Energy usage was excessive due to the lack of a proper thermal envelope. The facility had numerous life safety and building code violations and had deteriorated to a point where renovation was no longer an economical solution.

The primary function of the new ARFF facility is to house and maintain the airport's firefighting operation in a state of readiness, so they can react to an aircraft emergency immediately. Mead & Hunt worked with airport administration, ARFF maintenance and operation staff, Wisconsin Bureau of Aeronautics officials, and the FAA to identify the needs of the proposed facility. They then evaluated various site and building layouts to establish direction for subsequent design development.

The interior space is divided into two major sections: a four-bay apparatus area and an office/employee support space. The 6,000-square-foot, four-bay apparatus area provides access to multiple 2 1/2-inch hoses to fill the 3,000-gallon capacity firefighting vehicles. The area is flanked by a turnout area that contains 14 lockers to house firefighter gear, a decontamination room, a hose drying area, and an area to store and dispense firefighting chemicals.

The employee space includes the watch room, a conference room, and administrative offices for day-to-day operations; a combined kitchen, dining, and day room; a workout room; five dorm rooms; and locker and toilet rooms.

The entire building is equipped with an in-floor hydronic heat system, which maintains a comfortable environment at the floor level and helps to quickly dry the apparatus bay floors when rainwater and snow are brought into the building, and when washing ARFF vehicles. In addition, the office/employee support areas are heated and cooled with a geothermal closed-loop system using a well field containing 6,000 linear feet of vertical wells. **The new ARFF building achieved LEED Silver certification.**

### FEATURES

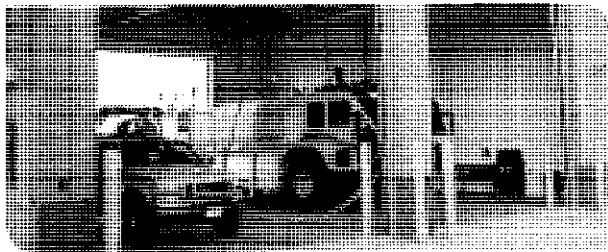
- **START:** February 2011
- **COMPLETION:** December 2012
- **TOTAL COST:** \$7.2M
- **SIZE:** 20,000sf

### KEY PERSONNEL

- Matt Dubbe (Principal)
- Mitchell Walker (QC-Eligibility)

### CONTACT

- Marty Piette, *Airport Director*
- **PHONE:** 920-492-4900
- **EMAIL:** Piette\_MF@co.brown.wi.us



## Mason City Municipal Airport

MASON CITY, IOWA

### New ARFF Facility

Mason City Municipal Airport did not have a dedicated ARFF facility but used a single bay of its SRE building, which did not meet FAA guidelines. Mead & Hunt designed the new facility, which was constructed in 2012. The building is a 9,000-square-foot structure made mainly of masonry and steel. Contained within the building are two apparatus bays for vehicle storage, turnout space, storage for firefighting chemicals, office space, a combined conference, dining and kitchen area, and toilet rooms with showers. The building, assisted, complies with FAA emergency response requirements and improved firefighter response times to all runway areas. The ARFF facility's construction cost was \$2.6 million.

#### FEATURES

- **START:** December 2009
- **COMPLETION:** June 2012
- **TOTAL COST:** \$2.6M
- **SIZE:** 9,000sf

#### KEY PERSONNEL

- Matt Dubbe (Principal)
- Mitchell Walker (Design Lead)

#### CONTACT

- Pam Osgood, *Airport Manager*
- **PHONE:** 641-421-3397
- **EMAIL:** posgood@masoncity.net



## Miami-Opa Locka Executive Airport

MIAMI, FLORIDA

### Private Hangar Facility

The 55,000-square-foot private hangar facility is located on a greenfield site at the executive airport. The program includes a terminal, hangar, hangar support space, Customs and Border Patrol, and maintenance spaces. Site improvements include a 500,000-square-foot ramp, landside parking lot, and fuel farm.

**The design complies with an ultimate design wind speed of 175 miles per hour in accordance with Miami-Dade County building provisions for Risk Category II structures and is located in High Velocity Hurricane Zones (HVHZ).**

This has been a tenant project at The Miami-Opa Locka Executive Airport (OPF) and involved extensive coordination with airport staff, as the design had to be completed according to FAA and Miami-Dade Aviation Authority (MDAD) standards. Permitting with Miami-Dade County was also required. Design and permitting have been completed, and the entire ramp has been constructed. The terminal and support facilities are anticipated to be completed in early 2026, with an estimated cost of \$29M.

#### FEATURES

- **START:** April 2023
- **COMPLETION:** Ongoing
- **TOTAL COST:** \$29M (est)
- **SIZE:** 55,000sf (plus ramp and site work)

#### KEY PERSONNEL

- Andy Malanowski (Architecture – Quality Control)
- Donny Matthews (Structural)
- Raed Salem (Mechanical)
- Dave Schmidgall (Civil)
- Ricardo Diaz (Civil)

#### CONTACT

- Joshua Thomas, *Senior Real Estate Project Manager, Jet Aviation*
- **PHONE:** 912-658-3900
- **EMAIL:** Joshua.Thomas@jetaviation.com

## Homestead Air Reserve Base

HOMESTEAD, FLORIDA

### Multiple Aviation Projects

Projects included a two-bay aircraft corrosion mitigation/maintenance hangar facility, an addition to an existing hangar, and the renovation of an aircraft maintenance hangar. Designed or renovated portions needed to **comply with an ultimate design wind speed of 175 miles per hour in accordance with Miami-Dade County building provisions for Risk Category II structures and are located in High Velocity Hurricane Zones (HVHZ)**. Storm shelter requirements based on ICC 500 were also evaluated and priced as part of this effort but were ultimately not incorporated into the project scope because the cost was beyond the budget.

**The total construction cost for each project ranges between \$10 million and \$25 million, with completion ranging from 2025 to 2026.**

#### CONTACT

- Eliot Lincoln, PE, *Project Engineer, Reserves Section, Engineering Division USACE - Louisville District*
- **PHONE:** 502-315-6198
- **EMAIL:** Eliot.Lincoln@usace.army.mil

#### KEY PERSONNEL

- Andy Malanowski (Architecture)
- Donny Matthews (Structural)
- Dave Schmidgall (Civil)

## Camp Blanding National Guard Joint Training Center

STARKE, FLORIDA

### Operational Readiness Training Complex (ORTC)

A seven-building complex built on a 30-acre site includes three barracks, senior/officer quarters, dining facilities with mobile kitchens, a battalion shelter, and a headquarters building. The ORTC will provide bed spaces for over 740 troops, as well as maintenance bays, training areas, a dining facility, and office spaces.

**The total construction cost was approximately \$74 million, with completion scheduled for June 2026.**

#### CONTACT

- Lieutenant Colonel Brandon Pruitt, *Operations Officer/Base Civil Engineer*
- **PHONE:** 904-741-7740
- **EMAIL:** brandon.pruitt.3@us.af.mil

#### KEY PERSONNEL

- Andy Malanowski (Architecture)
- Donny Matthews (Structural)

## Camp Blanding National Guard Joint Training Center

STARKE, FLORIDA

### Renovation Projects

A renovation of existing buildings for guardsmen and the flight squadron was undertaken to address antiquated/failing systems and to reconfigure interiors to enhance mission efficiency. Major building envelope components (roof, doors, windows) were replaced, and the masonry was sealed to address air and moisture intrusion, particularly from high-velocity wind and rain. Common infrastructure systems (mechanical, electrical, and fire protection) were replaced to increase energy efficiency and address failing systems.

Projects included a total of 35,000 square feet of renovated space in four logistics administration buildings housing training, repair, and storage spaces. **The total construction cost was approximately \$9 million, with each building's completion ranging from September 2018 to April 2025.**

#### CONTACT

- Lieutenant Colonel Brandon Pruitt, *Operations Officer/Base Civil Engineer*
- **PHONE:** 904-741-7740
- **EMAIL:** brandon.pruitt.3@us.af.mil

#### KEY PERSONNEL

- Andy Malanowski (Architecture)
- Donny Matthews (Structural)

## SECTION B TEAM ORGANIZATION



Staff resumes, along with their current locations, can be found in the Appendix.

### PROJECT TEAM

Mead & Hunt  
Mohsen Design Group (MDG)  
Connico  
Tierra  
Hyatt  
EG Solutions

### Sarasota Bradenton International Airport Sarasota Manatee Airport Authority



**PRINCIPAL-IN-CHARGE/  
QUALITY CONTROL MANAGER**  
Matt Dubbe, AIA, LEED AP,  
NCARB



**PROJECT MANAGER/  
POINT-OF-CONTACT**  
Dave Schmidgall, PE



**INDEPENDENT PEER REVIEW**  
Mohsen Mohammadi, PE (MDG)



**DESIGN LEAD**  
Mitchell Walker, NCARB, Assoc. AIA

### Engineering

Site & Utility Design  
Ricardo Diaz, PE  
Tom Pugh, PE, ENV SP  
Mohsen Mohammadi, PE (MDG)  
Roadway & Parking Lot Design  
Chris Lees, PE  
Grading/Drainage/Stormwater  
Graham Feland, PE (MDG)  
FAA/FDOT/Airside Coordination  
Dave Schmidgall, PE  
SWFWMD/City/County  
Permitting  
Scott Brady, PE (EG Solutions)

### Building Design

Architecture  
Robert Moore, Assoc. AIA  
Andy Malanowski, AIA, CDT, NCARB,  
LEEDAP BD+C  
Mechanical  
Raed Salem, PE, LEED AP BD+C  
Structural  
Donny Matthews, PE, SE  
Electrical  
Aaron Gudeyon, PE, Legacy LEED AP  
Plumbing/Fire Protection  
Roger Porter, PE, LEED AP

### Specialty Services

ARFF/FAA Standards  
Robert Moore, Assoc. AIA  
Florida Hurricane Provisions  
Donny Matthews, PE, SE  
ICC 500 Storm Shelter  
James Hall, PE, SE  
EOC Logistics  
Stephanie Lane, CBCP, GRCP, CM  
Technology  
Jason McCann, RCDD, PSP

### Support Services

Topographic Survey  
Russell Hyatt, PSM (Hyatt)  
Sustainability  
Kevin Flynn, AIA, LEED Fellow

Geotechnical/Materials Testing  
Kevin Scott, PE (Tierra)  
Cost Estimating  
Chari Nesar, MRICS (Connico)

Construction Management  
Support  
Dale Simmers (EG Solutions)

## MEET OUR TEAM

Mead & Hunt has structured a team with key partners, MDG and EG Solutions, that combines national experience with local knowledge and work history to guide you through this project:

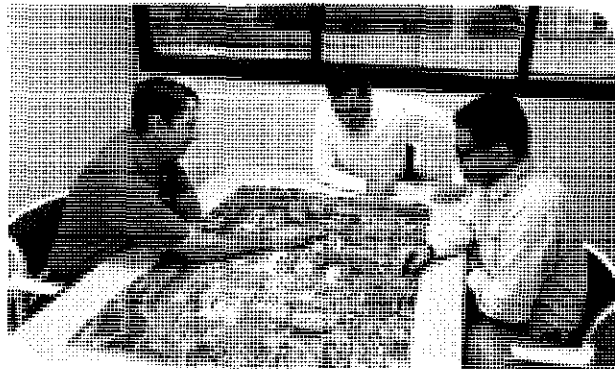
**Dedicated Project Manager:** Dave Schmidgall, PE, has more than 22 years of aviation experience, including projects at commercial service airports with similar key components, such as Orlando International Airport, Vero Beach Regional Airport, St. Pete-Clearwater International Airport, and Savannah-Hilton Head International Airport. These projects addressed key design elements of site layout, airfield and landside design, and building design that required extensive multidisciplinary coordination. Dave works out of the Mead & Hunt Tampa office and is dedicated to serving the needs of the Authority from project kick-off to project completion.

**Aviation Planning & Design Lead:** Mitchell Walker, NCARB, Assoc. AIA, is one of Mead & Hunt's leaders in the planning and design of regional airports around the country similar to SRQ. He understands the value in maximizing AIP eligibility (funding) and developing functional layouts, materials, and systems for airports. He is also well-versed in aviation standards and procedures, particularly those of the FAA and FDOT.

**Experienced Integrated Project Delivery Team:** Our building design delivery team of in-house Mead & Hunt architects and engineers has worked together successfully on projects across the State of Florida and understands the unique needs of our state, particularly its hurricane provisions, building codes, and permitting process with local authorities. A list of their recent projects includes Homestead Air Force Base, Camp Blanding National Guard Training Center, and the Miami Opa-Locka Executive Airport private hangar.

- Andy Malanowski, AIA, CDT, NCARB, LEED AP BD+C (Architecture)
- Donny Matthews, PE, SE (Structural Engineering)
- Raed Saleem, PE, LEED AP BD+C (Mechanical Engineering)
- Aaron Gudeyon, PE, Legacy LEED AP (Electrical Engineering)
- Roger Porter, PE, LEED AP (Plumbing / Fire Protection Engineering)

They offer a single point-of-responsibility through an integrated delivery of architecture, mechanical, structural, electrical, and plumbing/fire protection engineering services – **all in one firm.**



**Aviation and Emergency Specialists:** In addition to the delivery team, we've included a range of Mead & Hunt aviation specialists who have extensive experience collaborating with airports and their operations, police, and records departments on these types of emergency projects. They have completed a variety of ARFF and EOC facilities nationwide and will be focused on the specific ARFF, EOC, hurricane, and storm shelter requirements for this project.

- Dave Schmidgall, PE (FDOT / FAA Standards)
- Robert Moore, Assoc. AIA (ARFF / FAA Standards)
- Donny Matthews, PE, SE (Structural Engineering / Florida Hurricane Provisions)
- James Hall, PE, SE (ICC 500 Storm Shelter)
- Stephanie Lane, CBCP, GRCP, CM (EOC Logistics)

MDG and EG Solutions also provide essential stormwater, SWFWMD permitting, and Environmental Resource Planning for the site, particularly focused on extreme weather situations.

- Ricardo Diaz, PE (Site & Utility Design)
- Tom Pugh, PE (Site & Utility Design)
- Chris Lees, PE (Roadway & Parking Lot Design)
- Graham Feland, PE (Grading / Drainage / Stormwater)
- Scott Brady (SWFWMD/ County Permitting)

This wide range of expertise will be invaluable in delivering this project.

**Quality Control:** Both Mead & Hunt and MDG Solutions design teams understand that quality control is essential during each phase of the project to verify the documents are consistent with the established design and construction goals and standards. Our Quality Control Reviewers, Matt Dubbe, AIA, LEED AP, NCARB, and Mohsen Mohammadi, PE, check documents for key items to reduce potential issues during construction.

More detailed resumes of each team member are located at the end of our qualifications submission in the Appendix.

## TEAMING PARTNERS

To compliment Mead & Hunt's Team members, we have included specialized firms to fill design support roles. These firms all have extensive experience in their respective disciplines at SRQ and have previously worked with Mead & Hunt. They are fully integrated with our design team and offer support from project kickoff to construction completion.

### Mohsen Design Group, Inc.

**(MDG)** is a civil engineering firm that offers engineering and consulting services to airports throughout Florida, the U.S., and the U.S. Virgin Islands. Since its inception just over two years ago, MDG has worked at over 25 airports – a testament to the team's experience and knowledge.

The firm has provided civil engineering design for FBO facilities, hangars, ramps, runways, taxiways, fuel farms, Ground Support Equipment (GSE) buildings, and more. MDG experienced significant growth in 2023, thanks to the expertise of its team members in design and management, the level of client service, and responsiveness to clients' challenges. **MDG has completed many projects at SRQ, including the Roper Technologies Hangar Development, Runway Incursion Mitigation, and the Parking Lot Expansion, Phase 1.**

For over three decades, **Connico** has been providing cost estimating and scheduling services on aviation projects. This knowledge and experience at these facilities across the country gives their clients the background and experience needed to estimate and schedule their projects. Connico has worked at more than 275 airports across the U.S., including many across the state of Florida. Their experience with complex projects allows for a unique perspective during the design and construction process. **Connico has completed cost estimating for the Parking Master Plan and Baggage Handling System and Checked Baggage Reconciliation Area at SRQ.**



**MDG will provide drainage and stormwater design, civil support, and independent peer review.**



**Connico will provide Cost Estimating and Scheduling.**

**Tierra, Inc. (Tierra)** is a full-service consulting geotechnical, environmental, and construction materials testing engineering firm with capabilities to provide test borings, conduct engineering analyses and reports, perform laboratory soils

testing, and conduct construction materials testing. Tierra was formed as a geotechnical engineering, contamination assessment, and materials engineering firm with the intent of building upon the many years of combined experience of its founding principals. Tierra is committed to providing quality, responsive service, establishing a reputation for sound approaches and professional competence in a wide range of technically demanding areas. **Tierra has provided geotechnical services for numerous projects at SRQ, including the Baggage Handling Services, Exterior Signage and Wayfinding, and Terminal Expansion Utility Relocation projects.**



**Tierra will provide Geotechnical and Materials Testing.**

### Hyatt Survey Services, Inc.

**(Hyatt)** is a full-service certified surveying and mapping company with a professional staff combining over 60 years of extensive experience in a variety of project

areas. Hyatt's Florida headquarters is located in Manatee County and offers convenient access to the Airport. They have provided professional surveying services throughout the State of Florida for more than 20 years for municipal, commercial, and private sector clientele. **Hyatt has performed survey for the Ground Loading Terminal Expansion & Commercial Apron and Ground Transportation Center at SRQ.**



**Hyatt will provide Topographic Survey.**

**EG Solutions (EGS)** is recognized as an industry leader in stormwater management consulting, design, permitting, and construction for Florida airports. EGS personnel co-authored the current state rules for permitting airport airside projects (62-330.449 Florida Administrative Code) and the updated permitting language for all airport projects (landside and airside) in the proposed Applicant's Handbook revisions required by the Clean Waterways Act. **Currently, EGS provides stormwater permitting assistance for most projects at SRQ and for all projects using the Airport's master drainage system.**



**EGS will provide SWFWMD and local permitting. They will also provide construction inspection services if requested.**

## SECTION C

# APPROACH

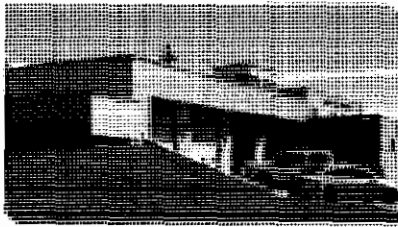
### PROJECT UNDERSTANDING

The Sarasota Manatee Airport Authority (SMAA, Authority) would like to build a 32,000-square-foot Emergency Operations and Public Safety Complex located at the existing Aircraft Rescue and Fire Fighting (ARFF) Building at the Sarasota Bradenton International Airport (SRQ).

The design of the complex needs to address the critical functions of the facility, including ARFF operations, emergency operations, police and records, as well as local hurricane provisions, storm shelter requirements, and emergency operations logistics. The complex must be resilient and remain operational throughout emergencies to maintain the continuity of operations at the airport and safeguard its passengers, staff, and other support personnel. Consideration must be given to maintaining the existing building and access, providing for temporary facilities, and phasing construction.

The design should also follow Federal Aviation Administration (FAA), Florida Department of Transportation (FDOT), and

Southwest Florida Water Management District (SWFWMD) standards and procedures for its airside operations and site.



While a conceptual design has been developed, this should be considered an initial vision that the selected design team will work with key stakeholders at SMAA to further develop using the design team's expertise in dealing with airport emergency operation centers and its ongoing collaboration with the Authority.

### APPROACH

Our approach will focus on defining the overall parameters with the airport at the start of the project, conducting research and analysis on existing facilities and conditions to develop a conceptual approach with key stakeholders, and then developing and refining a design to respond to the needs of the Airport. Throughout the project, important touchpoints will be maintained with key stakeholders to provide valuable review, feedback, and quality control.

**Our detailed approach includes defining the parameters of the project by understanding the Authority's vision, program, performance requirements, site constraints, and budget for the project. Key steps in the process include:**

**Kick-Off Meeting:** Mead & Hunt understands that a kickoff meeting is the first step in designing a project and believes this crucial meeting sets the stage for the collaborative process ahead. During this meeting, key decision-makers will be identified, communication flows/sharing systems will be established, and budget/schedule milestones for the project will be discussed.

**Preliminary Documentation:** Our Mead & Hunt, MDG, and EG Solutions team gathers preliminary information used by the Authority in its initial efforts as well as other essential documentation such as a topographical survey, facility standards, applicable building codes, and the local permitting process.

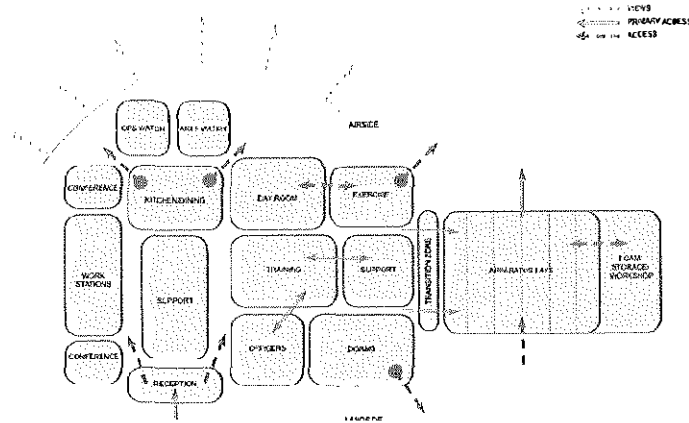
**Design Workshop:** Led by Dave Schmidgall, PE, and Mitchell Walker, NCARB, Assoc. AIA, at Mead & Hunt, our process includes bringing key project stakeholders and design team members together for an in-depth workshop to confirm the client's vision for the successful outcome of the project as well as program criteria and performance requirements. The workshop is designed to create an atmosphere where you are encouraged to share your goals and objectives for the project and also brainstorm solutions with our experienced designers. We document your expectations in an Owner's Project Requirements report, identifying both high-level outcomes and specific performance expectations for various systems. This document serves as our benchmark for project success as the design evolves into its final built form.

**Conducting research and analysis on existing facilities and conditions to help inform design strategies and develop conceptual design studies for review, feedback, and refinement. Our experience can help:**

**Research:** Mead & Hunt leverages its experience from prior projects to compare similar facilities and explore successful solutions as well as design strategies to inform or adapt for our project. A curated selection of ARFFs, EOCs, and storm shelters from our projects, in addition to those designed by others, will be reviewed to present potential design ideas and gather feedback.



**Analysis:** Mead & Hunt, MDG, and EG Solutions will complete an initial analysis of the site to understand the effects of hurricane wind velocities and storm surges. In addition, Mead & Hunt's storm shelter specialist, James Hall, PE, SE, will conduct a preliminary review of the storm shelter criteria with the airport to analyze and validate performance requirements for our project. Using experience gained by the design delivery team, Donny Matthews, PE, SE, will also provide important insights from a number of our completed projects in Florida that were designed to comply with strict hurricane requirements.



Example ARFF Functional Relationship Diagram

**Design Studies:** Mead & Hunt believes that conceptual design is a creative phase that begins to bring your vision to life while considering the practical aspects of the site and the project's goals. Our team will present up to three conceptual designs that will be reviewed and developed into a final concept to refine the design during the next phase.

**Developing and refining a design that responds to the project requirements as well as the existing conditions, quality, and phasing needed for a successful project. Important steps during this effort include:**

**Design Iterations:** Our building design delivery team of in-house Mead & Hunt architects and engineers work together to develop multiple design iterations during both the Schematic Design and Design Development Phases to refine the design and improve upon it by incorporating your feedback, addressing design issues, and refining building details.

**Construction Documentation:** Based on the approval of the design at the end of Design Development, the Mead & Hunt and MDG Solutions design delivery team develop a set of construction documents during the Construction Document Phase, including detailed drawings,

specifications, materials, and other information required for developing the site and constructing the building by the contractor.

**Estimation and Cost Control:** Mead & Hunt believes that accurate estimating is essential for the success of any project. Connico provides an independent opinion of the construction and project costs to help both the architect and the owner evaluate the contractor's bids and proposals, as well as determine how reasonable they are during the various phases of the project. Their efforts also include outlining potential value management items to consider for controlling costs and mitigate cost overruns at Bidding.

**Constructability:** Mead & Hunt's in-house construction administration professionals draw on their field experience to provide valuable feedback to the design delivery team, refining our design from virtual concepts to built reality. Consideration is given to facilitate ease of construction, outline long lead items, resolve coordination issues, and respond to environmental responsibility.

**Interdisciplinary Coordination:** During the design phase, Mead & Hunt leads the effort to review and coordinate the various in-house and external consultant disciplines during coordination meetings using the Revit Building Information Model to resolve potential issues and propose solutions that better achieve project goals.

**Maintaining Important touchpoints throughout the project design to provide valuable review, feedback, and quality control.**

**Meetings:** Mead & Hunt schedules periodic meetings between the key stakeholders to foster stronger communication, establish alignment, increase productivity, and facilitate creative thinking and innovation on a project. During the initial phases of a project, our stakeholders from the owner, design delivery team, and contractor meet frequently to resolve design issues.

**Page Turn Reviews:** Mead & Hunt understands that the Page Turn review is an important process for key stakeholders to review every page of the Construction Drawings at the 90% Complete submission and provide valuable feedback on the architectural and engineering documents before issuing the Final Design Documents to the contractor for bidding.



**Quality Control:** Mead & Hunt, MDG, and EG Solutions design teams understand that quality control is essential during each phase of the project to verify the documents are consistent with the established design and construction goals and standards. Our Quality Control Reviewers, Matt Dubbe, AIA, LEED AP, NCARB, and Mohsen Mohammadi, PE, check documents for key items to reduce potential issues during construction.

**Emergency Operator Center (EOC) Logistics:** Our Mead & Hunt EOC specialist, Stephanie Lane, CBCP, CRCP, CM, has worked from both the airport and design team vantage points and has extensive experience collaborating with airports and their operations, police, and records departments on these types of emergency projects. She will provide key insights and considerations on EOCs for airports, including phasing and temporary facilities.

### PROJECT OBJECTIVES AND KEY ISSUES

To implement the construction of the new complex at its selected location, consideration must be given to maintaining the existing building and access, providing for temporary facilities and access and possibly phasing construction. To support this mission, the project will need to be designed and constructed in a timely manner, maximizing opportunities for AIP and other funding sources. The complex must also be designed and constructed to remain habitable and operational through all emergencies, hurricanes, and storm surges, with the robust resiliency and technology to be the critical hub for SRQ in maintaining continuity of operations and protecting your passengers, tenants, and staff.

**Our team will address several key issues during the design of your project including:**

#### ARFF Stations

Mead & Hunt offers the Authority staffing that is deeply experienced with ARFF station design and concepts built and proven to work. Our team knows how to facilitate firefighter response through various design elements, including wider corridors and larger door openings. The vehicle bays should be positioned to support drive-through capability with larger 18x18 foot vehicle bay doors, and these doors will need to be wind and impact rated. We recommend interior low-level pathway lighting to assist with interior movement at night, allowing firefighters to maintain their "night vision" for response onto a darkened airfield. Spaces will be sized for function and use in accordance with FAA Advisory Circulars and to maximize funding. The design will locate the gear room interior to protect the gear from UV and carbon deterioration and in a location to support ease of access by staff on the way to their trucks. The project should include a decontamination space with a large stainless table

and sink, an overhead-mounted spray wand, and both interior and exterior access to facilitate clean-up upon return from an event. Storage for foam will require exterior access for ease of delivery and be sized to hold a minimum of twice the index requirement. We recommend a weather vestibule between conditioned living space and the less conditioned vehicle and support spaces to help with energy cost control.

The most critical focus is facilitating the movement of ARFF personnel from the living quarters to their vehicles and moving those vehicles onto the airfield within the 3-minute operational time parameters set in U.S. Department of Transportation / FAA Title 14 Code of Federal Regulations, Part 139 (14 CFR 139.319). The most important element for EOC and police is robust connectivity and real-time communication, supporting situational awareness and informing decision-making. Responsiveness and public safety are the primary goals of the proposed Public Safety Complex, and the Mead & Hunt team will remain keenly focused on that outcome.

#### Emergency Operation Centers

Our team has designed and constructed numerous multi-purpose Public Safety



Facilities that consist of various functions, including Airport Badging, Airport Operations Center, Emergency Operations Center, Police Department, and ARFF. Our staff consists of designers, consultants, and former airport management with experience in designing and operating these types of facilities. More specifically, our team includes Stephanie Lane, the former Director of Emergency Management at DFW International Airport.

With over 100 EOC activations under her belt, Stephanie possesses a deep understanding of how design influences the effectiveness of a multi-purpose response center. In an airport EOC, several critical elements are paramount to promoting efficient operations and effective emergency response, including state-of-the-art audio/visual equipment, such as video walls for monitoring real-time data and situational updates, video conferencing systems for remote coordination and briefings, and intuitive room layouts that offer flexible configurations to accommodate different functions as needed. Robust connectivity is also essential, with high-speed internet allowing seamless communication and data transfer, and redundant connections providing backup in case of primary network failure.

The success of an EOC activation hinges on fostering strong relationships with all airport stakeholders and implementing robust operational response plans. However, the true efficacy of an EOC is significantly enhanced when its design and technologies provide real-time situational awareness, facilitating informed decision-making and expediting recovery times.

Multi-agency response capabilities are crucial, with interoperable communication systems enabling coordination between various agencies and departments (e.g., having CJIS network accessibility for secure access to criminal justice information for law enforcement agencies). Our proven track record in enhancing operational excellence and resilience through innovative design and technology integration confirms that any EOC we design and collaborate on will be equipped to handle the most challenging disruptions with efficiency and effectiveness.

#### *Location Selection*

Based on the conceptual design, the proposed Public Safety complex will be located on the site of your existing ARFF. This appears to be an ideal location for speed and responsiveness, close to the intersection of runway 14-32 and runway 4-22, and directly across from the commercial terminal ramp.

This site is not without certain challenges, including its proximity to Dolphin Aviation/GA development to the north and west, creating conflict with parked aircraft. The runway visibility zone (RVZ) and Part 77 surfaces/BRL to the north and east, along with the taxiway object-free areas (TOFA) to the east and south, limit construction in those directions. With the ATCT location to the west, line of sight to pavements, and specifically the hotspot at the intersection, may limit vertical heights of the new complex.

Mead & Hunt will prepare site layout concepts that validate this location, including response times, turning radii, and maneuverability of vehicles to allow drive-through bays, and the consideration of parking and staging lanes for the additional vehicles associated with mutual aid response. We will survey existing ground elevations and facility heights to confirm compliance with airfield movements and suitability for site improvements, including widening the access road for vehicles onto the airfield, increasing the landside parking to handle the demands of shift change and visitors, and ensuring the site is elevated to manage stormwater and surge potential.

While the site of the existing ARFF may be the preliminary identified location for the facility, the team will thoroughly evaluate other site alternatives. This may include evaluating other tenants that may also be planning development in the

future and be interested in the existing ARFF Facility site. This would not only potentially allow a preferred location for the facility but also enable the facility to be constructed while the existing ARFF facility remains operational.

#### *Construction Phasing*

To utilize this site, demolition of the existing ARFF building is required to construct the new Public Safety complex. This will necessitate phasing of construction and likely require temporary facilities to maintain operations during construction. One option could be to house ARFF functions within the adjacent Dolphin Aviation site. As this tenant is in the process of further development, there may be an opportunity to utilize an existing facility (or their newly constructed facility) prior to their occupancy and the timing of the two projects.

Consideration should also be given to constructing portions of the facility as shell space with interior upfits later if the budget prohibits full buildout initially and those co-located functions can remain elsewhere. Mead & Hunt will lead intensive consideration of phasing options and operational alternatives to propose cost-effective solutions. The cost and impact of phasing will need to be accounted for in the project budget.

#### *Storm Shelter Design*

Essential in supporting preparation and recovery efforts from future hurricanes, tornadoes, and severe windstorm events, the proposed Public Safety and EOC complex will need to be designed in accordance with ICC 500/NSSA standards for Storm Shelters. This standard sets minimum requirements to safeguard public health, safety, and general welfare relative to the design, construction, and installation of storm shelter facilities to withstand these severe windstorm events.

The complex will be designed and built to withstand significant wind (200 mph) forces and flying debris and sited to mitigate storm surge forces on the envelope. The roof and wall design will be "hardened," likely suggesting masonry and concrete construction methods. The building floor will be elevated above flood and storm surge elevations and/or dry flood-proofed. Stormwater will be mitigated and moved away from the building. Exterior openings will be designed to be resistant to wind and water, as well as impact-rated for windborne debris. To support EOC and response functionality, the entire building will be placed on emergency standby power to remain fully operational during and following any event. The emergency generator will be placed interior to the facility or in another enclosed and protected structure.

The ICC 500 standard will require additional oversight to be procured by the Authority during design and construction to confirm compliance. Outside third-party peer review of the design will be required, as well as third-party structural observations during construction. Mead & Hunt recommends early coordination with Manatee County to ensure compliance with design requirements and get ahead of permitting.

#### *Interior Design*

Mead & Hunt's interior design staff will work with our architects to develop the spatial adjacencies that build the right relationship of rooms to support operations, views, access, security/control, and private/public spaces. The layout will consider future growth in staff numbers and changes in equipment to future-proof the building as much as possible and minimize costs later. We will select materials that are durable, long-lasting, cost-effective, and easy to maintain. Our team will select furniture, finishes, and colors that create a great environment, as it is vital to recognize the health and well-being of your teams that live and work in the new complex. SRQ will need to consider the transition from the existing facility into the new facilities, and Mead & Hunt can assist with this process.

#### *In-House Building Engineering*

In addition to Civil Engineering, Architecture, and Interior Design, Mead & Hunt offers a complete range of building engineering services. Our in-house structural, mechanical, electrical, fire-protection, and technology/systems engineers allow for ease of building system design and coordination of these systems to minimize and eliminate conflicts. Building systems will provide comfort to its occupants and be automatically controlled to not waste energy in unoccupied areas. Communication is seamless and without conflicting priorities. Notably, this allows our team to pay special attention to the proper sequencing of systems control in response to an alarm event. During design, we will thoroughly review and identify the communication, technology, safety, and security systems and requirements to provide backbone and infrastructure for the building to communicate alarm and response conditions. System responsibilities for the purchase and installation of components will be identified to ensure compatibility with existing airport systems and to avoid any operational gaps.

#### *Budget and Eligibility*

Our team will design the facility in accordance with FAA Advisory Circular 150/5210-15A and AIP Handbook Order 5100.38 to maximize your opportunity to receive federal grant funding in support of maintaining your project budget. We will review your program and complete a space-by-space analysis of the building plan confirming AIP eligibility.

We will confirm the scope of your program and construction budget at each stage of the design process and provide detailed cost estimates during design so that decisions are made in accordance with, and mindful of, your budget.

#### *Quality Control/Quality Assurance*

Mead & Hunt utilizes BIM software (REVIT) to produce design and construction documents. This 3D technology provides real-time coordination between systems and components during the design process and serves as a basis for layout and installation during construction. This results in a reduction of conflicts, errors, and omissions, leading to a smoother construction management process and fewer change order opportunities. This technology also serves as the basis for quantification of components to support detailed cost estimating at each phase of design.

Mead & Hunt puts our projects through a 360-degree review during each phase of the design process. Experienced professional colleagues who are not part of the project team will review your project for consistency and completeness of the documentation as well as for best practices, constructability, and innovative opportunities to improve the design.

This Public Safety complex will be one of your more heavily invested projects and most visible airport facilities, seen from your commercial terminal, airfield, and GA facilities. It is important that the new facility aesthetic reflects the pride and professionalism of your ARFF, police, and emergency command teams and supports the growth and beauty of the Sarasota Bradenton community. We will work with the Authority and SRQ staff to deliver a new Public Safety building you will be proud of!

#### *Site Design and Permitting*

Site design will include multiple components to provide a fully functional facility, including new parking and roadway access for both ARFF vehicles and personnel. Access in and out of the facility from both the landside and airside is critical in maximizing operational efficiency. Evaluation of existing utilities will also be completed in the preliminary design phase to determine what improvements will be necessary to water, sewer, power, and other communication infrastructure. Mead & Hunt and MDG bring experienced professionals who understand these challenges and will utilize past experience to deliver cost effective design solutions for site design elements.

While the amount of new impervious material is expected to be minimal since this new facility will most likely be built on the existing building site, there will still be required drainage and stormwater design. Permitting with SWFWMD

should be routine using a letter modification to adjust the ledger developed and permitted in the Master Drainage System Improvements Project (SWFWMD ERP No. 9458.045). Our learning partner for this project, EG Solutions, analyzed, designed, and permitted the master drainage system and jointly established the adjustment system with SWFWMD.

In addition to the SWFWMD ERP, the project will require permitting with Manatee County. With respect to stormwater, our team's experience is that assurances must be provided to the County that the design features of the project are consistent with those that the Master Drainage System Improvements were built to manage. This will be facilitated by obtaining the SWFWMD permit ahead of the County permit application(s). Early coordination with both SWFWMD and Manatee County regarding stormwater management for the project is a key step to maintaining the project schedule and budget.

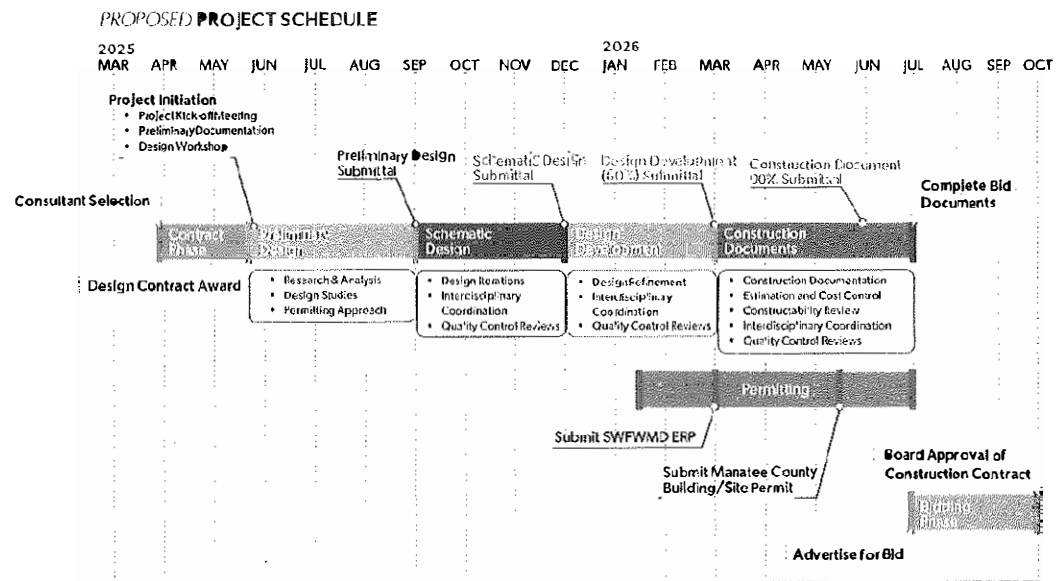
Building and site permitting with Manatee County will be a critical component of this project as SMAA has had challenges with permits being obtained in a timely manner on recent projects. To assist with this, team member, EG Solutions will help with the permitting effort. They have extensive experience permitting with Manatee County and, with a local office, they will be able to coordinate permit submittal packages and quickly respond to comments, as necessary. They are familiar with all County building and permitting requirements and will work closely with Mead & Hunt staff so that all documents have the necessary information to obtain a permit in a timely manner.

Our team will complete a Construction Safety and Phasing Plan for submittal to the FAA. This plan will address construction safety, project phasing, construction quality, and all other elements of the project that are inherent to safe and quality construction as mandated by the plans.

#### Project Schedule/ Timeline for Deliverables

Project submittals will be coordinated with a schedule that meets the goals of the Authority. With the understanding that design will begin upon a notice to proceed shortly after the May 2025 board meeting, a detailed design schedule will be developed prior to starting work. With the project currently planned to be constructed using

FDOT and Authority funds, it will be critical to meet any timelines associated with the issuance of the FDOT grant. We have Florida staff that specialize in funding solutions and can seek other potential funding sources for the project. Regardless of the funding source, we will develop an aggressive yet realistic design schedule so that the project can be ready to bid in 2026. The schedule above outlines a preliminary schedule based upon the above factors. Depending on the exact size and scope of the final design, construction is expected to be anywhere between 18-24 months.



## SECTION D

### PHONE INTERVIEW

The Mead & Hunt members that will participate in the interview are:



**Dave Schmidgall, PE**  
Project Manager  
813-210-8742



**Mitchell Walker, NCARB, Assoc. AIA**  
Design Lead  
952-641-8818

## SECTION E

# DEMONSTRATED ABILITY TO MEET THE DBE GOAL

Our commitment to our DBE partners, community outreach efforts, and Science, Technology, Engineering, Art, and Math (STEAM) initiatives goes beyond a checkmark on a requirement list. Mead & Hunt has consistently gone above and beyond the call of an SOQ, because we hold true to the ideal that we take care of people. We understand that SRQ holds these principles to be true as well, which is why our team is reflective of not only leading industry professionals but also a team that stands to gain invaluable experience from an opportunity such as this. Our company understands and is grateful for the position we are in and is always looking for opportunities to pay that forward.

Mead & Hunt is very proud of our long and proven track record of successfully promoting the participation of DBEs and our efforts to promote equity, accessibility, and inclusion. We are committed to the ongoing partnerships built with our DBE teammates, and our SOQ is illustrative of this.



Our firm has a long history of working with historically underutilized firms that can provide a broad range of services for any given project. We have successfully promoted the participation of DBE businesses and their overall growth through activities including:

- Being recognized in Oregon by the Port of Portland for completing their Small Business Development Mentor-Protégé Program. For over three years, our staff served as a mentor to a small business protégé, meeting monthly to review financials, projects, and practices.
- Having an active mentor-protégé agreement with A&M Engineering (DBE and HUBZone) since 2019 and working on two federal contracts through this agreement.

**We have four DBE team member firms and are prepared to easily exceed the 3% DBE goal for this project.** Our team will also work with the Authority to bring in any additional DBE firms that the Authority would like to see working at the Airport. We view this as a collaborative process and strive to provide meaningful roles to these firms. We have worked with many of these firms long enough to build strong relationships, which results in a comfort level with the service they provide that transcends their status of being a DBE. Some examples of goal achievements for projects are shown in the following tables.

**Examples of our DBE Participation**

Airport	Project	DBE Goal	Actual
Denver International Airport	On-Call Environmental Planning	15%	16%
King County International Airport - Boeing Field	SRE Building	25%	30.75%
Augusta Regional Airport	Connector Taxiway A3	13.3%	17.5%

**Our DBE Teaming Partners**

Firm	Role	Estimated %
MDG	Drainage And Stormwater Design, Civil Support, and Independent Peer Review	8%
Connico	Cost Estimating and Scheduling	3%
Hyatt	Topographic and Boundary Survey	4%
EG Solutions	SWFWMD/City/County Permitting and Construction Support	5%
<b>Total</b>		<b>20%</b>

**We are committed to providing valuable roles for these firms, and Mead & Hunt will work closely with these firms to see that they provide exceptional service.**

## SECTION F OTHER FACTORS

### *Energy Efficiency and Building Performance*

The new Public Safety building will be functional, but it should also be energy efficient and easy to maintain. While the FAA may fund a significant portion of the initial capital expense, operation and maintenance costs will come out of your pocket. Mead & Hunt has a dedicated Sustainability team that recognizes this and will provide life-cycle value and sustainable solutions. Our team can perform early energy analysis modeling during design and recommend building commissioning services during construction to ensure the building performs as intended.

We will meet Manatee County standards, as required, including LEED Silver standards, Energy Star tracking, and GHG tracking.

#### **Our team has your back!**

Incorporating energy-efficient systems and materials into the building design can drastically reduce the overall energy consumption of the facility.

High-performance insulation, glazing, energy-efficient lighting, and HVAC systems can maintain a comfortable indoor environment with minimal energy use.

### *Sustainability and Resiliency*

While both sustainable and resilient concepts are future-focused, sustainability generally focuses on resource efficiency and environmental protection, while resilience focuses on preparing for and recovering from future disruptions and disaster events.

**Our team has facilitated the green building certification process for over 200 LEED projects, as well as numerous WELL and Green Globes projects. We have assisted clients in achieving remarkable sustainability metrics, which include:**

- More than 20 net-zero energy projects
- 20 LEED Platinum projects
- More than 100 LEED Gold projects

Resilient design involves planning for change and hazards throughout the building's life and prioritizes design solutions that mitigate risk and vulnerability. Strategies for this facility will include designing the structure to withstand extreme weather events, such as hurricanes or floods, and ensuring that critical systems are protected from potential hazards.

This is a critical infrastructure facility that must remain fully operational during and after disaster events and emergencies, maintaining the ability to respond swiftly.

Incorporating innovative sustainable design features ensures not only the efficient use of resources but also the ability of the facility to withstand and recover from disruptions. Constructing to storm shelter standards will ensure operations remain viable and uninterrupted. Understanding the unique challenges and aspects of the site, region, and climate helps us to design responsibly. Our team will work to identify and develop pragmatic design solutions for both the historical risks as well as likely future risks, which are of greatest importance to the operation of the proposed facility.

### *On-Site Renewable Energy Systems*

Implementing on-site renewable energy sources can significantly contribute to the facility's operational power needs and enhance its micro-grid. Solar panels and geothermal energy systems can provide a reliable and sustainable power supply. These systems reduce dependence on external power sources and ensure that the facility remains functional during power outages. Additionally, combining these renewable sources with energy storage solutions can store excess energy for future use.



# APPENDIX

## INSURANCE CERTIFICATE



### CERTIFICATE OF LIABILITY INSURANCE

 DATE (MM/DD/YYYY)  
6/17/2024

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  
Holmes Murphy & Associates  
2727 Grand Prairie Pkwy  
Waukegan IA 50263

CONTACT  
NAME: Beau Murray  
PHONE (A/C No Ext): 808-242-2558 FAX (A/C No):  
E-MAIL ADDRESS: BMurray@holmesmurphy.com

INSURER(S) AFFORDING COVERAGE

NAIC #

INSURER A: XL Specialty Insurance

37885

INSURER B: Zurich American Insurance Company

16535

INSURER C: American Guarantee &amp; Liability Ins. Co.

26247

INSURER D:

INSURER E:

INSURER F:

INSURED  
Mead & Hunt, Inc.  
2440 Deming Way  
Middleton, WI 53582

MEAHUNFC

#### COVERAGES

CERTIFICATE NUMBER: 351621049

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 SUBR INSD YVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
B	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> ContLiab Per <input checked="" type="checkbox"/> Policy Form XCU GEN L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PRO-JECT <input checked="" type="checkbox"/> LOC <input type="checkbox"/> OTHER:		GLO138723202	7/1/2024	7/1/2025	EACH OCCURRENCE \$2,000,000 DAMAGE TO RENTED PREMISES (Each occurrence) \$500,000 MED EXP (Any one person) \$10,000 PERSONAL & ADV INJURY \$2,000,000 GENERAL AGGREGATE \$4,000,000 PRODUCTS - COMP/OP AGO \$4,000,000 \$
B	<input checked="" type="checkbox"/> AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY		BAP138723102	7/1/2024	7/1/2025	COMBINED SINGLE LIMIT (Each accident) \$2,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
C	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> EXCESS LIAB <input type="checkbox"/> DCD <input checked="" type="checkbox"/> RETENTION \$		AUC085226002	7/1/2024	7/1/2025	EACH OCCURRENCE \$10,000,000 AGGREGATE \$10,000,000 \$
C	<input checked="" type="checkbox"/> WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N N/A	WC138723302	7/1/2024	7/1/2025	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTHER E.L. EACH ACCIDENT \$1,000,000 E.L. DISEASE - EA EMPLOYEE \$1,000,000 E.L. DISEASE - POLICY LIMIT \$1,000,000
A	<input checked="" type="checkbox"/> Professional Liability (Claims-Made)		DIPR5030/40	7/1/2024	7/1/2025	Per Claim \$10,000,000 Per Aggregate \$1,000,000

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

CERTIFICATE HOLDER

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.

Master Certificate

AUTHORIZED REPRESENTATIVE

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APPENDIX  
RESUMES

## Dave Schmidgall, PE

**Project Manager | Point-of-Contact | FAA/FDOT/Airside Coordination**

Dave Schmidgall has more than 22 years of experience working in aviation engineering. He is very familiar with the market, the local FAA, and the Florida Department of Transportation (FDOT). Dave has served as a project manager on various types of projects, including airfield civil projects, multidiscipline building projects, landside improvements, and projects involving navigational aids (NAVAIDs) and airspace analysis. Work on these contracts has included the design of airside and landside facilities, planning and cost estimating, agency coordination, and other miscellaneous tasks to assist airports. He has been involved in assisting airports through the funding and grant application process and understands the challenges that airports face.

**EDUCATION**

- MBA, Florida International University
- BS, Civil Engineering, Georgia Institute of Technology

**REGISTRATIONS**

- Licensed Professional Engineer (PE) – Florida

**LOCATION**

- Tampa, Florida

With over 22 years of experience in aviation engineering, Dave's expertise, leadership, and hands-on approach have made him a trusted project manager and a key player in the successful completion of numerous aviation projects.

Dave has a rich history of working at airports in Florida and the Southeast and has completed numerous projects similar in size and complexity to those required under this contract. He has gained valuable experience in not only the technical design elements but also other project challenges, such as budget, schedule, and project phasing. Dave is a hands-on project manager who takes pride in ensuring projects are executed properly and that client expectations are exceeded. The combination of his role as a project manager, knowledge of detailed design elements for a variety of projects, and working experience at similar airports makes Dave the ideal candidate to lead the Mead & Hunt team.

Dave has been a key player in hundreds of aviation projects over his 20-year career, starting as a design engineer and evolving into a seasoned project manager and leader of the Mead & Hunt Southeast Aviation team. His technical expertise, leadership skills, and strategic vision have consistently ensured the successful completion of projects, earning him a reputation for reliability and excellence in the aviation industry. Whether it's coordinating with stakeholders, managing resources, or guiding his team, Dave knows what it takes to deliver outstanding results.

**Related Projects**

- Southwest Airlines – New MX Stores Facility, **Orlando International Airport**
- New Maintenance Facility, **St. Petersburg-Clearwater International Airport**
- New SRE, Maintenance, and EOC Facility, **Birmingham-Shuttlesworth International Airport**
- Multiple Aviation Projects, **Homestead Air Reserve Base**
- Private Hangar Facility, **Miami-Opa Locka Executive Airport**
- New Operations and Maintenance Facility, **Vero Beach Regional Airport**





**Matt Dubbe, AIA, NCARB, LEED AP**

### Principal-In-Charge | Quality Control Manager

Matt Dubbe has more than 35 years of experience in master planning, sustainability, facility design, and construction administration, with a focus on performance-driven building solutions within the aviation industry. He has completed various aviation projects throughout the United States, recognized for their regional and environmental excellence. Additionally, Matt has been selected for speaking engagements by various industry groups, including the FAA, Airport Consultants Council, various departments of transportation, and the American Association of Airport Executives (AAAE), to discuss global trends in aviation and sustainability.

Matt's unique strength lies in his ability to balance and integrate strong design and construction sensibility with specialized project delivery skills. His expertise allows him to seamlessly blend aesthetic considerations with practical construction requirements, ensuring that each project not only meets but exceeds client expectations. Over the years, Matt has cultivated long-term relationships with the FAA, leveraging these connections to maximize federal participation in projects through transparent and well-documented justifications. This strategic approach has enabled him to secure essential funding and support, facilitating the successful completion of numerous high-profile aviation projects.

Matt's holistic and consensus-based approach is central to his project management philosophy. He prioritizes collaboration and open communication, engaging all stakeholders in the decision-making process to ensure that the final outcome aligns with the collective vision and goals. By focusing on delivering client-focused long-term value, Matt ensures that each project is not only functional and flexible but also adaptable to future needs and challenges. His commitment to sustainability and innovation further enhances the overall impact of his work, contributing to the advancement of environmentally responsible and performance-driven building solutions within the aviation industry.

### Related Projects

- ARFF and SRE Facility, **Brainerd Lakes Regional Airport**
- New ARFF Facility, **Austin Straubel International Airport**
- New ARFF Facility, **Mason City Municipal Airport**

### EDUCATION

- M Arch, University of Washington
- BA, Architecture, Virginia Tech

### REGISTRATIONS

- Licensed Architect (AIA)–**Florida**
- National Council of Architectural Registration Boards (NCARB)
- Leadership in Energy and Environmental Design, Accredited Professional (LEED AP)

### LOCATION

- Bloomington, Minnesota

With over 35 years of experience, Matt excels in master planning, sustainability, and facility design, delivering performance-driven building solutions and fostering long-term value in the aviation industry.



## Mohsen Mohammadi, PE

### Independent Peer Review | Site & Utility Design

Mohsen Mohammadi has 35 years of diverse experience working on airports, roadways, and bridge projects throughout the transportation industry. Mohsen has been involved with multiple airside and landside and facilities projects at SRQ since late 1990. Over the course of his career, he has designed and managed numerous projects at over 35 airports in Florida and over 75 airports throughout the United States and the U.S. Virgin Islands. His extensive experience encompasses a wide range of activities, including the expansion of airside and landside facilities, rehabilitation, reconstruction, new construction, and extensions of runways, taxiways, and aprons. He has also been involved in the design and relocation of navigational aids, construction management, and the design of roadways, parking lots, and drainage systems, as well as other airfield-related projects.

Mohsen has provided Continuing Airport Engineering Services for numerous agencies, demonstrating his ability to handle complex and varied projects. Some of the airports he has worked with include Brooksville-Tampa Bay Regional Airport, Albert Whitted Airport, Zephyrhills Municipal Airport, Citrus County Airports (two airports), Venice Municipal Airport, Henry E. Rohlsen International Airport, Palm Beach County Department of Airports (four airports), St. Pete-Clearwater International Airport, Daytona Beach International Airport, Tallahassee International Airport, Jacksonville Aviation Authority (four airports), and Okaloosa County Airports (three airports). His role in these projects has often involved coordinating with the FAA and FDOT on grant funding and compliance, modifications to standards, and project closeouts, ensuring that all regulatory requirements are met and that projects are completed successfully.

Beyond his professional achievements, Mohsen is also a private pilot, which gives him a unique perspective on the projects he works on. His firsthand experience with aviation allows him to better understand the needs and challenges of airport operations, and this insight informs his approach to design and project management.

### Related Projects

- Hawthorne Global Aviation Services Dolphin Hangars and Apron Pavement Rehabilitation, **SRQ**
- New ARFF Facility, **Henry E. Rohlsen International Airport**
- Roper Technologies Hangar Development, **SRQ**
- FBO and Hangar Development, **Palm Beach International Airport**
- Ramp, Blast Deflectors, and Taxilane Improvements, **Miami International Airport**

#### EDUCATION

- PhD, Civil/Structural Engineering, University of South Carolina
- MS, Civil/Structural Engineering, University of South Carolina
- BS, Civil Engineering, University of South Carolina

#### REGISTRATIONS

- Licensed Professional Engineer (PE) – **Florida**

#### LOCATION

- Tampa, Florida

With 35 years of experience, Mohsen has expertly designed and managed projects at over 110 airports, ensuring compliance with FAA and FDOT standards while enhancing airport operations and safety.



## Mitchell Walker, NCARB, Assoc. AIA

### Design Lead

Mitch Walker has extensive aviation architecture experience, having spent his entire career in the aviation industry. With more than 15 years of experience in architectural design, master planning, project management, and construction administration, his work covers multiple aviation project types with an emphasis on sustainable design solutions within a regional context. He has designed and coordinated work with building systems engineers from design through construction, including the Net-Zero Energy General Aviation Terminal Building at Appleton International Airport in Appleton, Wisconsin.

His project management experience encompasses a wide range of responsibilities, including developing comprehensive funding plans and detailed cost estimates. He is adept at managing the scope, budget, and schedule for aviation projects, ensuring that each project stays on track and within financial constraints. His expertise extends to projects in both the Midwest and Western U.S., where he has successfully overseen numerous initiatives from inception to completion.

Mitch's deep understanding of FAA-specific funding constraints allows him to navigate the complexities of securing financial support for aviation projects. He is well-versed in alternative project delivery methods, which provide flexibility and efficiency in project execution. His knowledge of procurement and contracting requirements ensures that all legal and regulatory standards are met, facilitating smooth project progression.

Additionally, Mitch's familiarity with eligibility and justification criteria has been instrumental in helping clients across the country move from the design phase through to construction. By maximizing grant participation, he ensures that projects receive the necessary funding to achieve their goals. His strategic approach and meticulous attention to detail have earned him a reputation for delivering high-quality, sustainable aviation projects that meet the needs of diverse stakeholders.

### Related Projects

- ARFF and SRE Facility, **Brainerd Lakes Regional Airport**
- New ARFF Facility, **Austin Straubel International Airport**
- New ARFF Facility, **Mason City Municipal Airport**

### EDUCATION

- MA, Architecture, Montana State University
- BA, Environmental Design, Montana State University

### REGISTRATIONS

- National Council of Architectural Registration Boards (NCARB)
- Associate Member, AIA

### LOCATION

- Bloomington, Minnesota

With over 15 years of experience, Mitch Walker excels in aviation architecture, master planning, and project management, delivering sustainable design solutions and ensuring successful project completion within budget and schedule constraints.



## Robert Moore, Assoc. AIA

### Architecture | ARFF/FAA Standards

Robert Moore has over 27 years of experience in aviation architecture, with proven comprehensive design and management leadership skills.

Robert excels in understanding owner goals and turning ideas into real, tangible solutions. His experience includes aviation projects of all types, with unique expertise in the development of aircraft rescue and firefighting facilities, terminal area studies, commercial and general aviation terminal buildings, and both corporate storage and maintenance repair hangar facilities.

Robert's responsibilities encompass all phases of project development and management, including client consultation, contract development, programming and feasibility studies, preliminary planning, alternative development and conceptual design, project design and development, construction documentation and specification preparation, development of cost opinions, bidding phase assistance, and construction administration phase services. He is responsible for managing project schedules and budgets, invoicing and accounts receivable, and developing project staffing assignments.

#### RELATED PROJECTS

- Operations/ARFF Facility, **Dallas Love Field**
- ARFF and SRE Facility, **Brainerd Lakes Regional Airport**
- ARFF Facility, **State College Regional Airport**
- ARFF Facility, **Chippewa Valley Regional Airport**

Prior experience includes over **12 Public Safety/ARFF** facilities including:

- **McGhee Tyson Airport**
- **Columbia Metropolitan Airport**
- **Gainesville Regional**
- **Space Coast Regional Airport**

#### EDUCATION

- MArch, **Clemson University**
- BS, Design, **Clemson University**

#### REGISTRATIONS

- Associate Member, **AIA**

#### LOCATION

- **North Charleston, South Carolina**



## Andy Malanowski, AIA, CDT, NCARB, LEED AP BD+C

### Architecture

With over a decade of experience, Andrew Malanowski has worked on projects across multiple markets, including aviation, K-12, military, corporate, and civic. This diverse range of market experience allows Andrew to pull together best practices and insights from each sector, bringing high-quality solutions to every project he works on. He is known for his willingness to push his teams to provide creative and innovative solutions to solve project challenges, ensuring that each project meets the highest standards of excellence.

As a Project Architect, Andrew is responsible for ensuring code compliance of his projects, as well as conducting constructability and detailing reviews. He also oversees full coordination with the project's consultants, ensuring that all aspects of the project are seamlessly integrated. Andrew's meticulous attention to detail and commitment to quality have earned him a reputation for delivering projects that not only meet but exceed client expectations.

#### RELATED PROJECTS

- Multiple Aviation Projects, **Homestead Air Reserve Base**
- Operational Readiness Training Complex, **Camp Blanding National Guard Joint Training Center**
- Renovation Projects, **Camp Blanding National Guard Joint Training Center**

#### EDUCATION

- BArch, **University of Arizona**

#### REGISTRATIONS

- Licensed Architect (AIA) – **Florida**
- Construction Document Technologist (CDT)
- National Council of Architectural Registration Boards (NCARB)
- Leadership in Energy and Environmental Design, Accredited Professional, Building Design & Construction (LEED AP BD+C)

#### LOCATION

- **Milwaukee, Wisconsin**





## Ricardo Diaz, PE

### Site & Utility Design

Ricardo Diaz is an experienced Aviation Civil Engineer with over 10 years in the aviation industry. He has served GA clients, as well as medium-hub and large-hub airports. He has comprehensive knowledge of requirements, design, and specifications for FAA and International Civil Aviation Organization (ICAO) projects using AutoCAD Civil 3D.



Many of the projects Ricardo has worked on have incorporated safety area improvements. These projects have identified safety area deficiencies and required extensive regrading to bring the area within FAA criteria.

Ricardo has also been involved in projects with complex phasing and coordination with airlines, tenants, and stakeholders to ensure that impacts are minimized during construction. He has been extensively involved in Mead & Hunt airside and landside projects and leads our team's airfield design efforts, developing creative solutions to our most challenging projects.

#### RELATED PROJECTS

- Multiple Aviation Projects, Homestead Air Reserve Base
- Private Hangar Facility, Miami-Opa Locka Executive Airport
- North Employee Parking Lot Expansion, Tampa International Airport
- Economy Lot Parking Improvements, St. Pete-Clearwater International Airport

#### EDUCATION

- BS, Civil Engineering, University of Central Florida
- AS, Engineering, Valencia Community College

#### REGISTRATIONS

- Licensed Professional Engineer (PE) – Florida

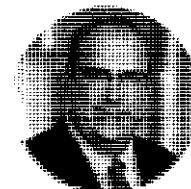
#### LOCATION

- Tampa, Florida

## Tom Pugh, PE, ENV SP

### Site & Utility Design

Tom Pugh has more than 35 years of engineering experience in various leadership roles, including vice president for an engineering firm, regional engineering manager for a water and wastewater engineering firm, and senior utility project manager for a planning and design firm. Tom is a Florida-licensed engineer and wastewater treatment plant operator, and he has completed certification programs through the National Association of Sewer Service Companies for pipeline, lateral, and manhole assessments.



Some of Tom's signature projects include the design, permitting, and construction oversight for the addition of gravity sewer throughout Hickory Island, along with communities west of U.S. 41 between the Imperial River and Bonita Beach Road in Bonita Springs for Bonita Springs Utilities. He oversaw the design, permitting, and construction of approximately four miles of 10- to 20-inch-diameter reclaimed water mains to serve Eastwood Golf Course, Heritage Palms Golf & Country Club, and The Forum, including a horizontal directional drill pipeline installation under I-75 for the City of Fort Myers. Tom also executed upgrades and rehabilitation to the Isle of Capri Potable Water Pumping Station and 5-MG Storage Tank for Pinellas County, which included raising critical components one foot above the current Category III storm surge elevation.

#### RELATED PROJECTS

- Central County Water Reclamation Facility, Sarasota County Utilities
- Venice Gardens Water Reclamation Facility Lift Station Rehabilitation, Sarasota County Utilities

#### EDUCATION

- BS, Civil Engineering, Pennsylvania State University

#### REGISTRATIONS

- Licensed Professional Engineer (PE) – Florida
- Envision Sustainability Professional (ENV SP), Institute for Sustainable Infrastructure

#### LOCATION

- Fort Myers, Florida



## Chris Lees, PE

### Roadway & Parking Lot Design

Chris Lees possesses 15 years of civil engineering experience, during which he has managed, designed, and provided construction administration for transportation projects across Florida. Throughout his career, he has assisted project managers in various civil engineering services, including plan preparation, right-of-way plans, hydraulic analysis, and construction inspection and supervision.



Chris has extensive experience working with OpenRoads Designer, a powerful tool for designing and managing transportation infrastructure projects. His expertise in this software has enabled him to efficiently handle complex design tasks and ensure the successful completion of numerous projects.

In addition to his technical skills, Chris is known for his strong leadership and communication abilities, which have been instrumental in coordinating with multidisciplinary teams and stakeholders. His dedication to delivering high-quality engineering solutions has earned him a reputation for excellence in the industry.

#### RELATED PROJECTS

- SR 30 from West of Paraiso Blvd to East of Regions Way, FDOT District 3
- SR 212 from St. Johns Bluff to Gerona Drive, FDOT District 2
- SR 111 from Beaver Street to Old Kings Road, FDOT District 2

#### EDUCATION

- BS, Civil Engineering, West Virginia University

#### REGISTRATIONS

- Licensed Professional Engineer (PE) – **Florida**

#### LOCATION

- Tampa, Florida

## Raed Salem, PE, LEED AP BD+C

### Mechanical

Raed Salem serves as a Senior Project Engineer specializing in mechanical engineering. With over 25 years of experience, Raed has been involved in all phases of planning, design, and construction, ensuring quality reviews at each stage. His extensive expertise spans a wide range of projects, making him a versatile and highly skilled engineer.



Raed has led the mechanical design for numerous educational, corporate, industrial, healthcare, and government projects. His portfolio includes academic buildings, performance spaces, laboratories, manufacturing and machine shops, classroom buildings, residence halls, office buildings, and healthcare facilities. His ability to handle such diverse projects showcases his adaptability and comprehensive understanding of mechanical engineering principles.

Raed's role also involves coordinating with multidisciplinary teams and stakeholders to ensure seamless project execution. Whether it's a large-scale industrial facility or a specialized healthcare building, Raed's contributions have consistently resulted in high-quality, efficient, and innovative solutions.

#### RELATED PROJECTS

- Private Hangar Facility, Miami-Opa Locka Executive Airport
- Concourse Expansion, Appleton International Airport
- ARFF & SRE Facility, Devils Lake Regional Airport
- Renovate Readiness Center, South Carolina National Guard

#### EDUCATION

- MS, Mechanical Engineering, The University of Akron
- BS, Mechanical Engineering, Kuwait University

#### REGISTRATIONS

- Licensed Professional Engineer (PE) – **Florida**
- Leadership in Energy and Environmental Design, Accredited Professional, Building Design & Construction (LEED AP BD+C)

#### LOCATION

- Middleton, Wisconsin

## Donny Matthews, PE, SE

### Structural | Florida Hurricane Provisions

With an impressive 23 years in the industry, Donny Matthews brings a wealth of experience and expertise in the structural design of both vertical and horizontal structures, as well as in project management. His extensive portfolio includes a diverse range of structures, such as residential buildings, medical office buildings, hospitals, commercial office buildings, retail shopping centers, and grocery store chains. Additionally, Donny has worked on specialized projects involving aviation and military facilities, showcasing his versatility and adaptability in handling various types of construction projects.



Donny's building experience is comprehensive, covering several types of construction materials and methods. He has worked with masonry, timber, concrete, steel, and light-gage vertical structures, demonstrating his proficiency in utilizing different materials to meet the specific needs of each project. His expertise in these areas ensures that the structures he designs are not only functional but also durable and aesthetically pleasing.

#### RELATED PROJECTS

- Private Hangar Facility, Miami-Opa Locka Executive Airport
- Multiple Aviation Projects, Homestead Air Reserve Base
- Operational Readiness Training Complex, Camp Blanding National Guard Joint Training Center
- Renovation Projects, Camp Blanding National Guard Joint Training Center

#### EDUCATION

- BS, Civil (Structural) Engineering, University of South Carolina
- AS, Architectural Engineering Technology, Midlands Technical College

#### REGISTRATIONS

- Licensed Professional Engineer (PE) – Florida
- Licensed Structural Engineer (SE) – Illinois

#### LOCATION

- Lexington, South Carolina

## Aaron Gudeyon, PE, Legacy LEED AP

### Electrical

Aaron Gudeyon is an experienced electrical engineer with over 15 years of expertise in building lighting, power distribution, and fire alarm engineering. Aaron organizes and manages electrical design efforts for significant, multiple, simultaneous projects in both single and multidisciplinary environments. He is responsible for managing and preparing construction bid documents that are delivered on time, within budget, and in accordance with applicable codes and client goals. Aaron also performs construction administration services, including shop drawing reviews and on-site field inspections. He has experience in a wide variety of project types, including aviation, healthcare, higher education, and industrial buildings.



#### RELATED PROJECTS

- ARFF Facility, State College Regional Airport
- Fire Crash Rescue Station, Milwaukee Mitchell International Airport, Wisconsin Air National Guard
- SRE Building, Rogue Valley International-Medford Airport

#### EDUCATION

- BS, Architectural Engineering, Milwaukee School of Engineering

#### REGISTRATIONS

- Licensed Professional Engineer (PE) – Wisconsin, Arizona, Colorado, Idaho, Illinois, Iowa, Kansas, Massachusetts, Michigan, Minnesota, Missouri, Montana, Nevada, New Jersey, New Mexico, North Dakota, Ohio, Oregon, Pennsylvania, Wyoming
- LEED Legacy Accredited Professional

#### LOCATION

- Milwaukee, Wisconsin



## Roger Porter, PE, LEED AP

### Plumbing/Fire Protection

Roger Porter boasts an impressive career spanning over 25 years in the design of mechanical systems for a diverse array of facility and project types including military, municipal, corrections, schools, airports, laboratories, industrial food and beverage plants, vehicle maintenance and storage, district heating and cooling plants, and commercial office space. His extensive background highlights his versatility and deep understanding of the mechanical engineering field.



Roger's responsibilities in mechanical system and HVAC design are comprehensive and multifaceted. He is adept at performing load calculations, which are crucial for determining the heating and cooling requirements of a building. His role also involves the meticulous preparation of project plans and specifications for bidding, ensuring that all project details are clearly outlined and ready for contractor evaluation. Roger is skilled in project cost estimating, providing accurate financial forecasts that help keep projects within budget.

#### RELATED PROJECTS

- Fire Crash Rescue Station, California Air National Guard
- Fire Crash Rescue Station, Milwaukee Mitchell International Airport, Wisconsin Air National Guard

#### EDUCATION

- BS, Mechanical Engineering, University of Wisconsin-Madison

#### REGISTRATIONS

- Licensed Professional Engineer (PE)– Florida
- Leadership in Energy and Environmental Design, Accredited Professional (LEED AP)

#### LOCATION

- Middleton, Wisconsin

## James Hall, PE, SE

### ICC 500 Storm Shelter

James Hall is a highly experienced structural engineer with an impressive career spanning more than 27 years. Throughout his extensive career, James has honed his expertise in designing a wide variety of structural systems and components. His proficiency encompasses structural steel framing, composite floor systems, and built-up plate girders, showcasing his ability to work with complex steel structures. Additionally, James has significant experience in designing concrete structures, including post-tensioned slabs, one-way and two-way slabs, and precast concrete elements, demonstrating his versatility in handling different types of concrete construction.



James's expertise extends to deep foundations with grade beam systems and spread footing foundations, ensuring that the structures he designs have a solid and stable base. He is also skilled in designing large earth retaining systems, which are crucial for projects involving significant changes in elevation or the need to support large soil masses. His experience with post-tension slab-on-grade systems highlights his ability to design efficient and durable ground-level slabs that can withstand various loads and stresses. Whether working on residential, commercial, or industrial projects, James consistently demonstrates his commitment to creating safe, efficient, and innovative structural designs.

#### RELATED PROJECTS

- ARFF Garage, La Crosse Municipal Airport
- SRE Facility and Sand Storage Building, Sioux Gateway Airport
- Aircraft Rescue Fire Trainer Building, WK Kellogg Airport

#### EDUCATION

- BS, Civil Engineering, University of Nevada Reno

#### REGISTRATIONS

- Licensed Professional Engineer (PE)– Wisconsin, Iowa, Michigan, Minnesota
- Licensed Structural Engineer– Illinois

#### LOCATION

- Middleton, Wisconsin





## Stephanie Lane, CBCP, GRCP, CM

### EOC Logistics

Stephanie Lane is a strategic and results-driven operational leader who excels in creating innovative, high-performing projects. Her expertise in emergency management and business continuity leads to significant improvements through advanced risk assessments, process enhancements, and technology integration. By unifying business continuity, emergency management, and cybersecurity, Stephanie ensures robust organizational resilience, minimizes disruptions, and maintains seamless operations in high-stakes environments.



Stephanie is a results-driven security and cybersecurity professional with experience in promoting operational efficiency and mitigating disruptions in airport environments. She worked at Dallas-Fort Worth International Airport for more than six years, enhancing operational excellence and resilience by developing an advanced business continuity and disaster recovery program. This included conducting comprehensive risk assessments, formulating robust incident response plans, and developing procedural controls for regulatory compliance. She has more than six years of experience performing comparable services under this solicitation.

#### RELATED PROJECTS

- Integrated Operations Center, Dallas-Fort Worth International Airport
- Cybersecurity Policy Development, San Luis Obispo County Airport
- Terminal One Cybersecurity, John F. Kennedy International Airport

#### EDUCATION

- M, Public Administration, Tarleton State University
- BS, Criminal Justice Administration, Tarleton State University

#### REGISTRATIONS

- Certified Business Continuity Professional (CBCP)
- Certified Member, American Association of Airport Executives (CM)

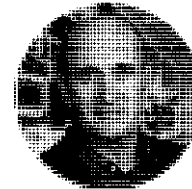
#### LOCATION

- Dallas, Texas

## Kevin Flynn, AIA, LEED Fellow

### Sustainability

Kevin Flynn has over 40 years of architectural experience, with more than 28 years focused on sustainable design. Throughout his extensive career, Kevin has established himself as a collaborative thought leader and sustainability champion. He works closely with clients, contractors, developers, companies, and governmental agencies to enhance and advance their sustainability processes, practices, designs, and reporting metrics. He engages with stakeholders to identify and connect opportunities that lead to solutions that are environmentally responsible, economically sound, and socially fair. His ability to bring together diverse perspectives and expertise ensures that the projects he oversees are not only innovative but also aligned with the principles of sustainability.



To ensure that Mead & Hunt leads by example, Kevin spearheaded the effort for the company to become a signatory to the AIA 2030 Commitment. This pledge represents a dedication to working towards carbon-neutral buildings by the year 2030. As part of his role, Kevin oversees Mead & Hunt's 2030 Commitment by managing the integration of sustainability principles into every project as early as possible. He ensures that sustainability goals and strategies are established at the outset and followed through diligently throughout the course of each project.

#### RELATED PROJECTS

- Fire Crash Rescue Station, Milwaukee Mitchell International Airport, Wisconsin Air National Guard
- Add/Alter Hangar 3 and Fire Suppression, Selfridge Air National Guard Base

#### EDUCATION

- BS, North Dakota State University
- BArch, North Dakota State University

#### REGISTRATIONS

- Licensed Architect (AIA) – Wisconsin and Minnesota
- LEED FELLOW

#### LOCATION

- Bloomington, Minnesota



## Jason McCann, RCDD, PSP

### Technology

Jason McCann has been working in the technology industry for over 20 years, utilizing extensive continuing education, field experience, and a strong support staff of manufacturers to lead clients through the constant changes in industry standards. Jason's primary goal has always been to keep his clients' telecommunication infrastructure ahead of the curve.



Jason's diverse background on both the contracting and distribution sides of the industry gives him a unique perspective on his design work. His time spent on job sites has given him the ability to understand the intricacies of an installation, the importance of job site coordination, and allows him to put real-world insight into his design work.

Jason's design experiences include many aspects of the technology space, with a focus on cabling infrastructure and pathways. He believes in having an open mind when it comes to his clients' needs, as there may often be several solutions to what a client is looking to accomplish. Jason takes the time to research each solution and works with his clients to review their options, ensuring the design fits their requirements for today and into the future.

#### RELATED PROJECTS

- ARFF Building Design, **Chippewa County International Airport**
- ARFF Building Design, **Devils Lake Regional Airport**
- ARFF and SRE Facility, **Brainerd Lakes Regional Airport**

#### REGISTRATIONS

- Bicsi Registered Communications Distribution Designer (RCDD)
- Physical Security Professional (PSP)

#### LOCATION

- Myrtle Beach, South Carolina

## Graham Feland, PE

### Grading/Drainage/Stormwater

Graham Feland is highly proficient in stormwater requirements at airports in Florida. He has extensive experience with the various stormwater management districts for commercial and residential projects. Graham is well-acquainted with navigating the stormwater and special basin criteria for new development ERPs, Major Permit Modifications, and Minor Permit Modifications. Due to his years of working with Florida's water management districts, Graham has relationships with the permitting review staff, allowing him to streamline the permitting process. He has over eight years of experience working in the Florida area, where he has designed master stormwater models for multi-phase developments, worked on projects to meet the stormwater quality and quantity requirements set by the AHJ, and updated master stormwater models developed by the governing municipalities to take into account proposed project development.



#### RELATED PROJECTS

- Hawthorne Global Aviation Services **Dolphin Hangars and Apron Pavement Rehabilitation, SRQ**
- New Hangar Development, **Atlantic City International Airport**
- Bluewater Aviation Hangar Development, Phase 1, **Brooksville-Tampa Bay Regional Airport**
- FBO Terminal and Hangar Development, **Stewart International Airport**

#### EDUCATION

- BS, Civil Engineering, University of Central Florida

#### REGISTRATIONS

- Licensed Professional Engineer (PE)– **Florida**

#### LOCATION

- Tampa, Florida



## Scott Brady, PE

### SWFWMD/City/County Permitting

Scott Brady has over 46 years of experience in civil engineering, with an emphasis on public sector projects. More than 35 years of his total experience is in airport projects, which include assignments as a program manager, project engineer, and consultant. His varied engineering functions have included engineering analysis, preparation of design documents, permitting, cost estimating, CPM scheduling, bid analysis, grant assistance, field observation, construction claims evaluation and resolution, forensic engineering, expert testimony, research, and instruction. He has worked on over 175 airport projects at more than 50 airports. These projects have been located in 11 states across four FAA regions, with a concentration in the FAA Southern Region.



#### RELATED PROJECTS

- Airport Stormwater Study (FDOT), **Statewide**
- Stormwater Management System Improvements - Planning, Design, Permitting, and Construction, **SRQ**

#### EDUCATION

- MS, Civil Engineering, Georgia Institute of Technology
- BS, Civil Engineering, Georgia Institute of Technology

#### REGISTRATIONS

- Licensed Professional Engineer (PE) – **Florida**
- Commercial Pilot, single engine

#### LOCATION

- Lakewood Ranch, Florida



## Russell Hyatt, PSM

### Topographic Survey

As Vice President of Hyatt Survey Services, Inc., Russell's duties encompass local, state, and federal contract administration, as well as overall quality control. In addition to his administrative responsibilities, Russell is also tasked with the production of boundary, hydrographic, and topographic surveys. He combines over 35 years of surveying experience with a four-year degree in Surveying and Mapping, making him a highly knowledgeable and skilled professional in his field.



Russell's experience extends to providing survey services to a variety of local, state, and federal agencies. He has worked with counties such as Manatee, Sarasota, Pinellas, Hillsborough, and Charlotte, as well as state agencies like FDOT and the Florida Department of Environmental Protection.

#### RELATED PROJECTS

- Runway 14 Rehabilitation, **SRQ**
- National Car Rental Site, **SRQ**
- Airport Terminal Entrance, **SRQ**

#### EDUCATION

- BS, Survey and Mapping, University of Florida

#### REGISTRATIONS

- Professional Surveyor and Mapper – **Florida**

#### LOCATION

- Bradenton, Florida



## Kevin Scott, PE

### Geotechnical/Materials Testing

Kevin Scott has 23 years of experience in geotechnical investigation and evaluation, encompassing a wide range of projects such as roadway and bridge design, industrial facilities, landfills, borrow sites, commercial developments, high-rise buildings, and residential projects. His extensive background in geotechnical engineering has equipped him with the skills and knowledge to tackle complex challenges and deliver effective solutions across various sectors.



Throughout his career, Kevin has conducted numerous shallow and deep foundation analyses, ensuring that structures are supported by stable and reliable foundations. His expertise in retaining wall design has been instrumental in preventing soil erosion and maintaining the integrity of various construction projects. Additionally, he has performed settlement analyses to predict and mitigate ground movement, thereby safeguarding the longevity and stability of structures.

#### RELATED PROJECTS

- Runway 15-33 Rehabilitation and Extension, **Punta Gorda Airport**
- Runway 9-27 Lighting and Other Facilities Improvements, **Lakeland Linder International Airport**
- Runway 1L-19R Approaches, **Tampa International Airport**

#### EDUCATION

- BS, Civil Engineering, University of South Florida

#### REGISTRATIONS

- Licensed Professional Engineer (PE) – **Florida**

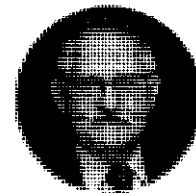
#### LOCATION

- Tampa, Florida

## Charl Nesor, MRICS

### Cost Estimating

Charl Nesor boasts over 40 years of experience in the construction industry, with a specialization in cost estimating, cost management, litigation support, quantity surveying, contractor reconciliation, value engineering/management, change order analyses, and project management services. His extensive career has equipped him with a deep understanding of the complexities and nuances of construction projects, making him a highly sought-after expert in his field.



Charl's expertise in cost estimating and cost management ensures that projects are financially viable and stay within budget. He meticulously analyzes project costs, providing accurate estimates and effective cost control measures. His skills in litigation support and quantity surveying further enhance his ability to manage financial aspects of construction projects, ensuring that all expenditures are justified and accounted for.

Over the past 10 years, Charl has worked on projects at more than 100 airports, demonstrating his extensive experience in the aviation sector. His work in this area includes managing complex construction projects, coordinating with airport authorities, and ensuring compliance with stringent regulatory requirements.

#### RELATED PROJECTS

- ARFF Replacement, **Palm Beach International Airport**
- ARFF Study, **Charlotte-Douglas International Airport**
- ARFF and Vault Generators, **Bill and Hillary Clinton National Airport**

#### EDUCATION

- BS, Quantity Surveying, University of the Free State, South Africa

#### REGISTRATIONS

- Member, Royal Institution of Chartered Surveyors (MRICS)

#### LOCATION

- Roswell, Georgia



## Dale Simmers

### Construction Management Support



Dale Simmers is a resident project representative (RPR) at EG Solutions. He spends the majority of his time in the field performing construction management duties. These duties include reviewing progress schedules, attending conferences and meetings, serving as a liaison between the client and all prime contractors, maintaining shop drawings and samples, observing work in progress to ensure it conforms to contract documents and reporting any discrepancies, making initial interpretations of contract documents, considering and evaluating contractors' suggestions for modifications and discussing them with the client, accompanying regulatory inspectors onsite and reporting findings, maintaining a jobsite log book, producing reports as required, reviewing and endorsing pay requests, and organizing, preparing for, and leading the substantial completion and final inspection, as well as verifying completion.

#### RELATED PROJECTS

- Commercial Apron Expansion, **SRQ**
- West Apron Expansion, **SRQ**
- Runway I3-31 Rehabilitation, **Venice Airport**

#### CERTIFICATIONS

- CPN Nuclear Gauge
- ACI Level 1 FTT
- CTQP Earthwork Construction Inspection, Level 1
- CTQP Concrete Field Technician, Level 1
- CTQP Asphalt Paving, Levels 1 and 2
- CTQP LBR Technician

#### LOCATION

- Lakewood Ranch, Florida

## AGENDA ITEM NO. 5.5

**SARASOTA MANATEE AIRPORT AUTHORITY  
MARCH 31, 2025 MEETING  
STAFF NARRATIVE**

**REQUEST FOR APPROVAL: RFQ-01-2025-TWA, PROFESSIONAL ENGINEERING SERVICES TO  
REHABILITATE TAXIWAY ALPHA & ALPHA CONNECTORS**

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**EXECUTIVE SUMMARY:** Staff publicly noticed a Request for Qualifications ("RFQ") for Professional Services of a qualified firm capable of providing engineering design, permitting, bidding, and construction phase services to Rehabilitate/Reconstruct Taxiway Alpha & the Alpha Connectors. Three (3) firms were deemed by staff to be the most qualified firms and will present to the Authority's Board.

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**NARRATIVE:** The Sarasota Manatee Airport Authority (SMAA), henceforth referred to as "Authority", is seeking professional consulting services to provide design, permitting, bidding, and construction phase services for the Rehabilitate/Reconstruction of Taxiway Alpha & the Alpha Connectors. Airfield pavements are assessed every two years and are rated based upon the PCI index. Through this assessment, it was determined that Taxiway Alpha and its connectors should be rehabilitated. During this rehabilitation effort, two holding aprons will be constructed, edge lights will be replaced, and minor geometry modifications will be made to meet the latest advisory circular standards.

The selection of the professional firm shall be based upon qualifications, specifically the firm's experience with similar type projects, team experience and organization, clear articulation of the project scope, and other factors unique to each firm. The top three (3) proposing firms were short-listed by staff and are required to make a public presentation to the Authority's Board on March 31, 2025, at which time the Board will rank the firms. Authority staff will then be responsible to negotiate a contract for said services within the project budget.

The Authority shall have the right to review, comment upon and approve respective project components, decisions and documentation with respect to the contract including, without limitation, all schematic designs, plans and specifications and any other material amendments to the project.

Staff has submitted a grant pre-application to FAA to fund up to 90-percent of the project costs.

In response to the publicly noticed Request for Qualifications RFQ-01-2025-TWA issued in December 2024 five (5) firms submitted responses. The following three (3) firms have been shortlisted for presentation:

AVCON, Inc.  
5550 Idlewild Avenue, Suite 102  
Tampa, FL 33634

C&S Engineers, Inc.  
2203 N. Lois Avenue, Suite 400  
Tampa, FL 33607

Kimley-Horn and Associates  
201 N. Franklin Street, Suite 1400  
Tampa, FL 33602

Each firm has 10 minutes to complete their presentation.

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**RECOMMENDATION:** It is hereby recommended that the Sarasota Manatee Airport Authority rank the three qualified vendors. Staff also requests authorization to prepare all documents necessary to implement this action. Staff will negotiate scope and fees and will present to the Board for approval at the next Board Meeting.

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**ATTACHMENTS:** Short-list Firm Submittals



**AVCON, INC.**  
ENGINEERS & PLANNERS  
5550 Idlewild Ave, Suite 102  
Tampa, Florida 33634  
813.321.5588 | avconinc.com

February 28, 2025

Mr. Kent D. Bontrager, A.A.E., P.E.  
Senior Vice President, Engineering, Planning & Facilities  
Sarasota Manatee Airport Authority  
6000 Airport Circle  
Sarasota, FL 34243

**RE: Professional Engineering Services to Rehabilitate Taxiway Alpha & Alpha Connectors | RFQ-01-2025-TWA**

Dear Mr. Bontrager and Authority Members:

The Airport Authority will reduce risk, simplify project implementation, and maximize your resources by engaging the AVCON Team for the rehabilitation of Taxiway Alpha and its connectors.

With AVCON's specialized airport design expertise, grant administration support, and on-site advocacy during construction, your project will be efficiently managed and aligned with your interests. AVCON's knowledge of airport processes and ability to phase the project will minimize disruptions, allowing you to continue serving your customers throughout the project.

To help you make informed decisions and responsibly manage project funding, AVCON will provide you with a decision matrix describing your options with respect to individual project components, along with recommendations based on our experience conducting similar and related projects at more than 100 airports in the Southeastern United States.

Mike Coppago, PE will be your single point of contact and will be responsible for our team's technical, financial, and schedule performance. Mike is the right person to deliver your desired outcomes through his specialized blend of leadership, technical skills, and hands-on experience. His expertise includes organizational, communication, interpersonal, and financial skills, backed by nineteen years of coordinating multidisciplinary teams for similar projects.

Under Mike's leadership, this team was formed based on our prior success of working together, their shared commitment to your needs, and their specialized capabilities. The team members are as follows:

- ✓ **AVCON, INC. (AVCON).** Overall project leadership and accountability, technical leadership of all disciplines required of the project, and specialized expertise in pavement rehabilitation, taxiway and connector design, and airfield lighting will be provided by AVCON. Additionally, you will also have the support of AVCON's specialized FAA/FDOT funding assistance advisors.
- ✓ **Diversified Professional Services Corporation (DPS, a DBE firm).** Critical design basis data pertaining to subsurface conditions will be provided by DPS, who will apply their specialized capabilities to perform required subsurface geotechnical investigations, including characterization and classification of soils by drilling and coring.
- ✓ **ECHO UES, Inc. (ECHO).** Risks to ongoing operations will be reduced by ECHO conducting Subsurface Utility Explorations (SUE) to locate existing underground utilities, which will also serve as design basis data.
- ✓ **Tierra, Inc. (Tierra).** Tierra's specialized materials testing and data will help reduce total project costs by supporting AVCON's technical and economic evaluation of pavement rehabilitation options.

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TRANSFORMING TODAY'S IDEAS INTO TOMORROW'S REALITY



- ✓ **Hyatt Survey Services, Inc. (Hyatt, a DBE firm).** Topographic data required as part of the basis for AVCON's design will be provided by Hyatt, who specializes in this type of land survey.
- ✓ **Hansen Professional Services, Inc. (Hanson).** Specialized technical assistance in the areas of electrical, lighting, and signage, as well as peer review of AVCON's work, will be provided by Hanson. Additional technical capacity is will also be provided by Hanson, if needed, to reliably meet schedule requirements.

In addition to meeting technical and administrative requirements, the AVCON team:

- ✓ Offers the best of both worlds: large enough to handle all aspects of this significant project, yet small enough to prioritize you as an important client.
- ✓ Is certified by the State of Florida Board of Professional Engineers, certified as a Minority Business Enterprise by the State of Florida Office of Supplier Diversity, and pre-qualified by the Florida Department of Transportation in seventeen planning and design work areas.

By our signature below we acknowledge our receipt of Addendum No. 1 dated February 11, 2025.

Thank you for your time and consideration in reviewing our proposal. We would like very much to collaborate with you on this project and are happy to provide additional information, if needed. You may reach me on my cell phone at any time at (407) 947-1585.

Sincerely,

**AVCON, INC.**

*Sandeep Singh*

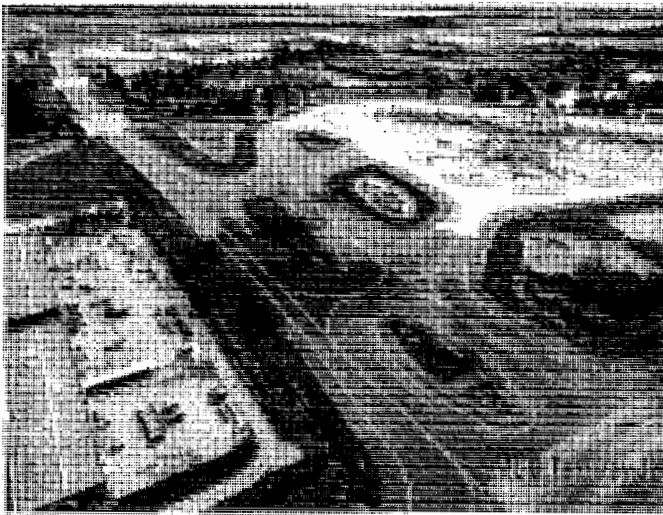
Sandeep Singh, PE  
President/Principal-in-Charge  
407.599.1122 | ssingh@avconinc.com

*Michael Coppage*

Michael Coppage, PE  
Senior Project Manager  
727.902.3938 | mcoppage@avconinc.com

## A EXPERIENCE WITH SIMILAR AIRPORT PROJECTS

# Key Expertise



### TEAM QUALIFICATIONS AND CAPABILITIES

With over three decades of airport general consulting, on-call services, planning, design, and construction management experience at more than 100 airports throughout the southeast, AVCON's professionals have completed essentially every type of airport project, including over 65 taxiway projects in the past 10 years as both a prime and subconsultant. Project roles have ranged from pavement evaluation to asphalt and concrete rehabilitation, geometry corrections, extensions, widening and strengthening, shoulder repairs, and crack and joint repairs to airfield lighting, signage, and vault work. Additional services have included taxiway edge and threshold lighting and circuiting, NAVAIDs, markings, and drainage elements.

AVCON has been recognized for the quality design and construction of its projects and for the introduction of cost savings as well as new, innovative, and sustainable solutions to create better, long-lasting design results on its engineering projects. These solutions have included highly modified asphalt binders to reduce rutting, enhanced asphalt fuel resistance, and increased pavement life; introduction of widespread LED lighting solutions; LED airfield signage using independent electrical circuits to eliminate lightning-prone intensity controller panel boards; and use of junction can plaza designs to safely separate multiple lighting circuits. AVCON's similar experience is provided on the following pages.



#### Taxiway Design

AVCON's taxiway experience includes several projects with unusual airspace, geometric, and operational challenges.



#### Pavement Rehabilitation

AVCON's knowledge of pavement rehabilitation ranges from traditional mill and overlay and reconstruction to more sustainable methods such as cold in place recycling.



#### Construction Management

AVCON has a strong history of innovative solutions to aviation construction challenges.



#### Grant Management & FAA/FDOT Compliance

AVCON's advisory staff can assist the Authority with maximizing grant funding eligibility.



#### Permitting

AVCON is well-versed in development permitting processes, engaging permitting agencies early in design.

**TAXIWAY C REHABILITATION Orlando International Airport**

The first component of the project comprised the **\$18.3M** enhancement and rehabilitation of Taxiway C from Runway 18L to Taxiway E, which incorporated several improvements to the airfield geometry to accommodate both ADG V and ADG VI aircraft. The work included the replacement of more than 800 in-pavement lights, considerable project phasing to accommodate aircraft traffic in the heart of the airport's west airfield, milling of approximately 1" of existing surface to eliminate cracking and surface oxidation, construction of a new Asphalt Rubber Membrane Interlayer (ARM!), placement of 3"-6" of new HMA P-401 SuperPave, corrections to the airport shoulders and turfod areas, video and grout restoration and repairs to taxiway drainage swales and piping, and re-striping. The second component comprised the **\$6.2M** rehabilitation of the southern 2,000 ft of Taxiway C, as well as the rehabilitation of Taxiway B9. The work consisted primarily of improving existing pavement section(s) and geometry for taxiway-taxiway and runway-taxiway intersections. In addition, electrical improvements included replacing centerline lighting with LED fixtures, replacing electrical manholes with junction can plazas, and new LED edge lights and LED signage as well as new circuiting and a new grounding grid.

**Key Team Members Involved:**

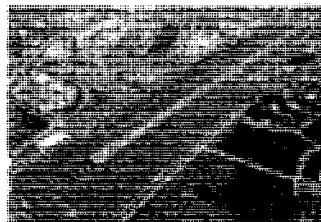
- Sandeep Singh, Principal-In-Charge
- Carl Johnson, Sr. Airfield Lighting Specialist
- Robert Palm, Sr. Project Engineer
- Daniel Cruz, Construction Inspector

**Relevance:**

- Taxiway design
- Pavement rehabilitation
- Construction management
- Grant management & FAA/FDOT compliance
- Permitting

**TAXIWAYS N AND A IMPROVEMENTS****Daytona Beach International Airport**

Taxiway N is a 75-foot wide by 10,000-foot-long primary parallel taxiway serving Runway 7L-25R and the air carrier apron at DAB. This **\$32.6M** project included rehabilitating the entire Taxiway N pavement, including the eleven connector taxiways. Major geometry updates were included to meet the new design criteria in FAA AC 150/5300-13A, requiring the removal and reconstruction of Taxiway N5, P4, and P5 to eliminate a direct runway access. Taxiway A, an existing angled taxiway, was realigned away from Taxiway N to a perpendicular alignment with Taxiway W to conform to -13A. The project necessitated over 115,000 tons of asphalt, 9,780 feet of concrete pipe, 816 LED lights, and a new Airfield Lighting Control System. From a sustainability viewpoint, the energy usage on the airfield was reduced by over 50%. Multiple construction phasing and sequencing alternatives were developed, and the project was divided into 24 construction phases over a two-year construction period. The result was an "incident-free" significant airfield enhancement on an otherwise uniquely active airfield.

**Key Team Members Involved:**

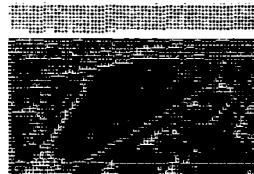
- Sandeep Singh, Principal-In-Charge
- Rob Hambrecht, Project/Construction Manager
- Carl Johnson, Sr. Airfield Lighting Specialist
- Robert Palm, Sr. Project Engineer
- Russ Holliday, Sr. Project Engineer

**Relevance:**

- Taxiway design
- Pavement rehabilitation
- Construction management
- Grant management & FAA/FDOT compliance
- Permitting

**NEW AIRCO TAXIWAYS****St. Pete-Clearwater International Airport**

This **\$15M** project includes the construction of partial Parallel Taxiway D, Connector Taxiways D1 and D2, relocation of Taxiway G3, and relocation of a portion of the airport's perimeter road and perimeter fence. Airfield lighting, marking and signage is also being added and drainage improvements are being made throughout the limits of the project. The project is a necessary first step to enable aeronautical development on the adjacent Airco parcel, a former golf course located on airport property. Many aspects of the project presented unusual complexities. The taxiway intersects with the airport's main air carrier runway at the physical end of a 930 ft displaced threshold, presenting challenges to TERPS and other airspace surfaces that were coordinated with FAA and airport staff. Stormwater permitting was intensive and complex due to riverine floodplain impacts associated with the taxiway construction, requiring preparing a revised stormwater model for the entire riverine watershed the airport is located in. Water quality treatment met Pinellas County development code requirements that far exceeded the local water management district criteria.

**Key Team Members Involved:**

- Sandeep Singh, Principal-In-Charge
- Michael Coppage, Project Manager
- Mark Waller, QA/QC
- Robert Palm, Sr. Project Engineer
- Russ Holliday, Sr. Project Engineer
- Tierra, Geotechnical
- Diversified Professional Services, Materials Testing
- ECHO UES, SUE

**Relevance:**

- Taxiway/Pavement design
- Grant management & FAA/FDOT compliance
- Stormwater and development

### **TAXIWAY J REHABILITATION**

#### **Orlando International Airport**

Taxiway J (6,000' long and 150' wide) is MCO's only crossing taxiway connecting the airfield's eastern and western campuses north of the airport. Key design elements for this **\$20.3M** project included milling and repaving existing asphalt pavement (P-401GY-RM Recycle Mix) for the taxiway shoulder sections and the bottom lifts of the taxiway's mainline, taxiway geometry updates, and improving existing taxiway lighting, marking, and signage to comply with current FAA standards. Due to the importance of Taxiway J to the airfield's operations, the design team generated a comprehensive and detailed phasing plan that allowed for the continuation of airfield operations with minimal obstruction. The taxiway lighting was upgraded and updated to conform to the geometry changes, and all centerline and edge lights were upgraded to LED lights resulting in a 60% increase in energy efficiency. The taxiway markings were also redesigned to conform to the geometry changes and multiple non-movement markings were relocated to prevent confusion for service vehicles entering the airfield.



#### **Key Team Members Involved:**

- Sandeep Singh, Principal-in-Charge
- Carl Johnson, Sr. Airfield Lighting Specialist
- Robert Palm, Sr. Project Engineer
- Russ Holliday, Sr. Project Engineer

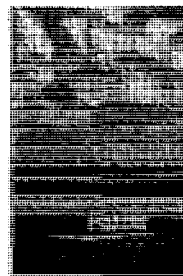
#### **Relevance:**

- Taxiway design
- Pavement rehabilitation
- Construction management
- Grant management & FAA/FDOT compliance
- Permitting

### **TAXIWAY R RECONSTRUCTION AND TERMINAL APRON EXPANSION**

#### **Orlando Sanford International Airport**

This **\$12.3M** project included design services to expand the existing apron to accommodate additional aircraft parking near the Terminal as it had reached its expansion limit to the east (parallel to Taxiway C). The Air Traffic Control Tower (ATCT) needs to be relocated in order to build the terminal apron expansion contiguous to the existing apron pavement, as shown in the ALP. As the airport is not prepared to complete the ATCT relocation, the apron expansion is aligned with the future terminal apron expansion beyond the existing ATCT. Therefore, access to the Terminal Apron Expansion is via Taxiway R. To support the proposed ADG V, TDG 6 aircraft, Taxiway R needed to be widened and strengthened from Taxiway C to the apron expansion entrance. The design also included associated edge lighting, airfield signage, apron lighting infrastructure, existing asphalt pavement demolition and construction, clearing, grading and drainage improvements, and permitting. The geometry of the apron was optimized to provide ideal aircraft maneuvering and maximum parking capacity, and a ramp utilization plan was completed.



#### **Key Team Members Involved:**

- Sandeep Singh, Principal-in-Charge
- Carl Johnson, Sr. Airfield Lighting Specialist
- Robert Palm, Sr. Project Engineer
- Daniel Cruz, Construction Inspector

#### **Relevance:**

- Taxiway design
- Pavement rehabilitation
- Construction management
- Grant management & FAA/FDOT compliance
- Permitting

### **TAXIWAYS B, C, AND L REHABILITATION**

#### **Orlando Sanford International Airport**

This **\$25.8M** project involved the rehabilitation of the primary parallel taxiway to Runway 9L-27R (Taxiway B), the terminal apron edge taxiway (Taxiway C), and the main connector taxiway to the north development area (Taxiway L). This taxiway system provides access from the primary runway to the Terminal Apron and the Avocet MRO facility. The goal of this project was to rehabilitate the pavements exhibiting distress and upgrade the geometry to meet the most recent FAA design criteria. The airfield drainage system was expanded in the areas adjacent to the pavement rehabilitation to provide adequate stormwater drainage and treatment per the Saint Johns River Water Management District's (SJRWMD) requirements. New LED taxiway edge lights and new airfield signage were installed. These greatly increase the airfield's safety by providing easily identifiable visual aids to pilots during periods of low visibility. The project was designed together but broken into three bid packages to take advantage of available funding. Phase 1 included rehabilitating Taxiway L and Taxiway B (from Runway 9L to Taxiway Connector B3). Phase 2 included rehabilitating Taxiway C and Taxiway B (from Taxiway Connector B3 to Runway 18-36). Phase 3 comprised the remaining Taxiway B pavement from Runway 18-36 to the end of Runway 27R.

#### **Key Team Members Involved:**

- Sandeep Singh, Principal-in-Charge
- Mark Waller, QA/QC
- Carl Johnson, Sr. Airfield Lighting Specialist
- Robert Palm, Sr. Project Engineer
- Russ Holliday, Sr. Project Engineer
- Daniel Cruz, Construction Inspector

#### **Relevance:**

- Taxiway design
- Pavement rehabilitation
- Construction management
- Grant management & FAA/FDOT compliance
- Permitting

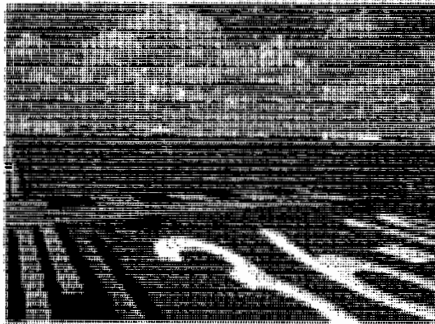
REHABILITATE TAXIWAY ALPHA & ALPHA CONNECTORS

AVCON, INC. | A-5

## **TAXIWAY REHABILITATION, PHASE 2 - CONSTRUCTION MANAGEMENT**

St. Pete-Clearwater International Airport

This \$8M project included performance of full-time inspection and Quality Assurance testing as well as general project administration and coordination. The AVCON Team also served as the liaison between the Airport and the Contractor. The areas of work included Taxiway A South of Runway 4-22 and Taxiways F and M (Base Bid); Taxiways B and T (Additive Bid #1); and Taxiways M, J, K and U (Additive Bid #2). Additional services included review of project documentation, conducting the Pre-Construction Conference, submittal reviews and requests for information, contractor pay applications, change orders, site visits and meetings, and Resident Project Representation (RPR).



### **Key Team Members Involved:**

- Sandeep Singh, Principal-in-Charge
- Michael Coppage, Construction Manager
- Russ Holliday, Sr. Project Engineer/Construction Inspector
- Robert Palm, Sr. Project Engineer
- Carl Johnson, Sr. Airfield Lighting Specialist
- Tierra, Construction Materials Testing

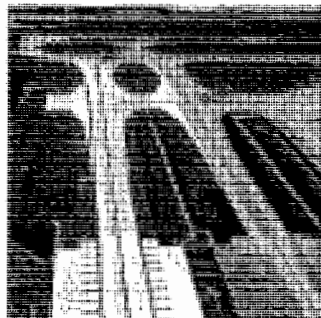
### **Relevance:**

- Construction management

## **NEW TAXIWAY A AND BRIDGE**

Tampa International Airport

This \$44M project consisted of design and construction of a new Crossfield Taxiway A, parallel to Taxiway B, from Taxiway V to Taxiway C. The previous Taxiway A was terminated on either side of the existing roadway crossing between the two airfields and the taxiway will be renamed. The project also included the reconfiguration of service roads with associated security system to provide for secured AOA access to the airfields for authorized personnel, and non-AOA access from the employee parking lot to the terminal. As a subconsultant, AVCON was responsible for preparation of construction plans for the different phases of work during construction: airfield geometry; airfield joint layout plans and details; airfield marking plans and details; airfield signage plan; roadway civil engineering; roadway signage and marking; maintenance of traffic; temporary and permanent AOA fencing; CSPP; preparation and submittal of Form 7460-1; QA/QC; and construction inspection.



### **Key Team Members Involved:**

- Sandeep Singh, Principal-in-Charge
- Michael Coppage, AVCON Project Manager
- Russ Holliday, Sr. Project Engineer
- Rob Hambrecht, Sr. Project Engineer
- Carl Johnson, Sr. Airfield Lighting Specialist

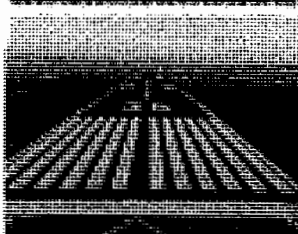
### **Relevance:**

- Taxiway design
- Operationally challenging
- Pavement rehabilitation
- Construction management

## **RUNWAY 18-36 REHABILITATION**

Tallahassee International Airport

This \$46M award-winning project included reconstructing and rehabilitating a large portion of the runway and taxiway system west of the existing North, Central, and South General Aviation Aprons, including geometry upgrades, lighting improvements, and safety improvements to comply with the most recent Airport Layout Plan (ALP) for Runway 18-36, parallel Taxiway A, and multiple connector Taxiways. Additionally, several existing taxiway connectors (TW A5, A6, A8, A9, A10) were removed due to safety concerns and compliance with ALP criteria. The rehabilitation program also included marking, signage, lighting, drainage, and other airfield improvements.



### **Key Team Members Involved:**

- Sandeep Singh, QA/QC
- Carl Johnson, Sr. Airfield Lighting Specialist
- Rob Hambrecht, Construction Manager
- Russ Holliday, Sr. Project Engineer

### **Relevance:**

- Taxiway design
- Pavement rehabilitation
- Construction management
- Grant management & FAA/FDOT compliance
- Permitting

### **RUNWAY REHABILITATION PROGRAM Melbourne Orlando International Airport**

The first project included the **\$3.5M** rehabilitation of Runway 9L-27R, which consisted of a 1.75-inch mill, 2.5-inch overlay, and new LED edge lighting. The runway was also grooved to accept air carrier aircraft. That same month, work began on the **\$1.3M** rehabilitation of Runway 5-23. Runway 5-23 is utilized primarily by FIT for Pilot training. As this second runway was completed, night work on Runway 9R-27L was initiated. FDOT stepped forward to fund the first two runways with a 50/50 grant, which enabled the airport to use FAA (and FDOT) funds to complete the third and primary air carrier runway rehabilitation. These three runways are critical to the airport's operations and MLB's \$2.7B total economic impact. The **\$18.6M** Runway 9R-27L project involved the rehabilitation of mainline and shoulder (25') asphalt pavements and the interface with several connector taxiways. In addition, the runway lighting (both in-pavement and elevated) and signage were upgraded to LED fixtures. The project also included replacing dual 30-inch reinforced concrete pipes and reconstructing the blast pads on both runway ends. All three Runways were completed safely, under budget, with minimal impact to air operations and ready to serve the airport well into the future.

#### **Key Team Members Involved:**

- Sandeep Singh, QA/QC
- Rob Hambrecht, Project Manager
- Michael Coppage, Design Manager
- Russ Holliday, Sr. Project Engineer
- Robert Palm, Sr. Project Engineer
- Carl Johnson, Sr. Airfield Lighting Specialist
- Daniel Cruz, Construction Inspector

#### **Relevance:**

- Pavement rehabilitation
- Construction management
- Grant management
- Permitting

### **RUNWAY/TAXIWAY REHABILITATION PROGRAM Tampa Executive Airport**

The **\$5.7M** Runway 5-23 Rehabilitation project was the first project in a multi-year rehabilitation program implemented to eliminate asphalt distress caused by age and environmental wear. The taxiway connectors (E1, E2, E3, and E4) were also fully reconstructed to modify the fillet geometry between Runway 5-23 and parallel Taxiway E. The project included an upgrade of the runway lighting system and navigational aids (NAVAIDs), which involved replacing the runway edge lights, MALSR, PAPIs, and REILs with all new LED fixtures, cables, conduits, and lightning protection. A large area of vegetation located within wetlands was cleared from the runway's primary surfaces and required wetland permitting and mitigation with the Southwest Florida Water Management District (SWFWMD) and the Hillsborough County Environmental Protection Council (EPC). The **\$9.7M** Taxiways A, D, E, and J Rehabilitation project is the second phase of the rehabilitation program. It includes pavement mill and overlay, rehabilitation of several taxiways, reconstruction of taxiway intersections to meet current FAA geometric standards, reconfiguration of unmarked aircraft runup areas, and replacement of taxiway edge lighting and directional signage systems. The program's final phase includes the **\$13.2M (Est.)** rehabilitation of Apron C, Runway 18-36, and Taxiways C and F.

#### **Key Team Members Involved:**

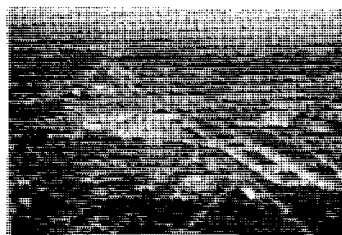
- Sandeep Singh, Principal-in-Charge
- Michael Coppage, Project Manager
- Rob Hambrecht, Construction Manager
- Mark Waller, QA/QC
- Carl Johnson, Sr. Airfield Lighting Specialist
- Russ Holliday, Sr. Project Engineer

#### **Relevance:**

- Pavement rehabilitation
- Construction management
- Grant management & FAA/FDOT Compliance
- Permitting

### **TAXIWAYS C AND F REHABILITATION**

**Sarasota Bradenton International Airport**  
Hanson provided design, bidding, permitting, and construction phase services for the **\$6M** rehabilitation of asphalt pavement for approximately 8,000 feet of Taxiway C and reconstruction of approximately 1,400 of Taxiway F. This project required a detailed construction safety and phasing plan due to impacts to the airport's primary, air carrier runway and navigational aids, which included coordination with airport operations, airlines, and airport traffic control tower. Services for this project include topographic surveys, geotechnical subsurface exploration, pipe video inspection and recommendation for repairs, geometric layouts, and pavement design. Hanson also designed airfield lighting and signage improvements including replacement of existing taxiway edge lighting and guidance signs, vault improvements, and airfield markings. The project included preparation of plans and specifications, cost estimates, bidding services, construction phase services, and grant assistance. Funding was provided by an FAA grant.



#### **Key Team Members Involved:**

- Blake Swafford, Project Manager
- Kevin Lightfoot, Electrical Engineer

#### **Relevance:**

- Taxiways
- Pavement rehabilitation
- Construction safety and phasing

REHABILITATE TAXIWAY ALPHA & ALPHA CONNECTORS

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## B TEAM ORGANIZATION

# Project Manager



### PROJECT MANAGER COMMITMENT

Mike is committed to prioritizing SRQ as a devoted, highly responsive client liaison, project manager, and team leader. Mike's priorities lie in delivering a successful outcome for this taxiway improvement project. He is available to begin work immediately and will remain highly available and responsive throughout the term of service.

### MICHAEL COPPAGE, PE

Mike Coppage, PE has over 19 years of hands-on airfield engineering experience at air carrier and general aviation airports, including recent experience at SRQ. He has comprehensive knowledge of the latest FAA design criteria and regulations, familiarity with Sarasota and Manatee County departments and development requirements, and working relationships with Southwest Florida Water Management District permitting staff. This, coupled with his knowledge of a wide range of construction projects at airports throughout Florida, ensures project elements such as pavement and in-field grading, airfield lighting and signage, pavement marking, safety areas, and object-free areas meet FAA standards and also include the needs of Airport Operations and Maintenance staff. Mike is well-versed in the Part 139 inspection process and will ensure this project conforms to Part 139 requirements both during and after construction.

Mike is also conscious of construction impacts on standard airfield traffic patterns and excels in acting as a liaison between the Airport, Contractor, and FAA ATCT staff.

With Mike, you can be confident of exceptional client/consultant continuity. He will lead the AVCON Team and their compliance with the project schedule and budget. Project deliverables in the form of plans, specifications, engineer's reports, opinions of probable cost, and similar airport-related support documentation will be thorough, accurate, and informational. Subconsultants will be managed proactively and mentored, and funding and regulatory agencies will be informed of project activities regularly. There will be no surprises, and project engagement with involved stakeholders and staff will be achieved at key milestones throughout the project.

AVCON has assembled an outstanding team of professionals to plan, design, and implement this taxiway rehabilitation project. The assembled team has years of experience working on dozens of projects throughout the Southeast, as demonstrated in their resumes in the Appendix. Additionally, this team of engineers and planners has significant depth and capacity to ensure project delivery on schedule, on budget, and with superb attention to detail.



# Key Team Members



## **SANDEEP SINGH, PE**

### **Principal-in-Charge**

Sandeep is a Principal with AVCON and has experience in nearly every aspect of airport design and planning for air carrier and general aviation airports. Under Sandeep's leadership, AVCON has won several design awards, and the firm has promoted the best in asphalt and concrete pavement specifications and state-of-the-art LED airfield lighting systems. Sandeep has a strong hands-on approach and will work closely alongside Mike to ensure this important project receives the attention and resources necessary for success.



## **BART VERNACE, PE**

### **Senior Advisor: FAA/Funding Assistance**

Bart Vernace, PE brings 33 years of experience with the Federal Aviation Administration, most recently as the Orlando Airports District Office Manager. Bart will utilize his in-depth knowledge of FAA funding programs, FAA standards and policies, and environmental and sustainability initiatives, combined with his long-standing relationships with prior FAA colleagues, to provide advice in the areas of federal funding programs, project development, and phasing, planning, and environmental programs, and airport compliance.

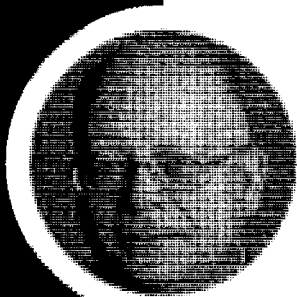


## **JACK THOMPSON, CM, LEED AP**

### **Senior Advisor: FDOT/Funding Assistance**

Jack has 39 years of experience, including 26 years of aviation project and airport management experience. He is an active member of the Florida Airports Council and numerous FDOT Airport Advisory Groups. Jack provides grant management and JACIP assistance to a number of airports in Florida. He supports FDOT on both the statewide and district levels, providing grant eligibility and reimbursement guidance and assistance.





## **RUSS HOLLIDAY, PE**

### **Senior Project Engineer: Taxiway Design/Pavement Rehabilitation**

Russ has 32 years of experience performing engineering and providing project management for a variety of pavement rehabilitation projects and a diverse array of geometry configurations. He has worked on multiple runway and taxiway projects which have included pavement rehabilitation, replacing/upgrading lighting, marking, signage, and drainage improvements.



## **ROBERT (BOBBY) PALM, PE**

### **Senior Project Engineer: Drainage Systems/Permitting**

Bobby has over 41 years of experience as a project engineer and manager supporting civil, stormwater, water and wastewater, utilities, and new paving and pavement rehabilitation projects at airports throughout Florida. Bobby also has special expertise with stormwater system rehabilitation projects utilizing trenchless technologies which can reduce the expense of pipe replacement by conventional trenching and backfilling.



## **ROB HAMBRECHT, PE**

### **Construction Manager**

Rob oversees AVCON's construction management and inspection team. He has experience in almost every aspect of aviation projects, including construction administration, construction engineering and inspection (CEI), and project closeout. His experience includes work on runways, taxiways, and aprons. Of note, all of Rob's construction projects have been completed without major challenges or legal claims.



## **DANIEL CRUZ, PE**

### **Construction Inspector**

Daniel Cruz, PE, is a Resident Engineer with 20 years of experience in managing, inspecting, and performing quality control on construction projects. He has strong organizational and follow-up skills, including the ability to prioritize. He also possesses excellent communication skills and is bilingual in Spanish and English.

# Subconsultants

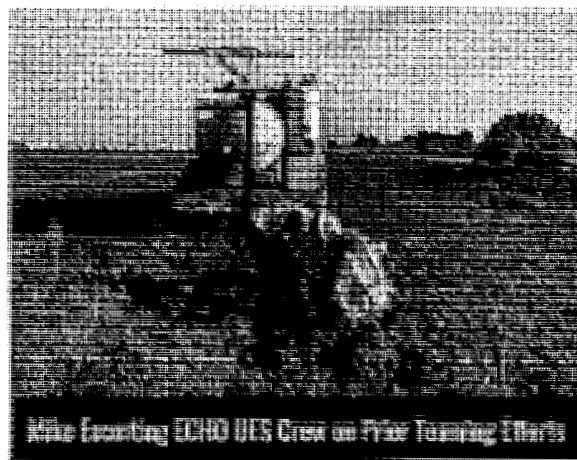
**Hanson Professional Services Inc. (Hanson)** is an employee-owned consulting firm providing engineering, planning, and related services. Founded in 1954, the firm employs engineers, land acquisition specialists, planners, water resource specialists, scientists, surveyors, and technicians. Hanson has completed hundreds of airport projects, including design and construction services for projects ranging from apron expansions to new runways with associated navigational aids. With over 50 years of experience in working with airports both large and small, they continue to be a national leader in aviation planning, engineering, and construction. Hanson has provided engineering, planning, and construction phase services to the Sarasota Bradenton International Airport (SRQ) since 2008, with more than 25 projects spanning a range of services. Additionally, AVCON and Hanson have been working together since 2017 and have completed two projects.

**Diversified Professional Services Corp. (DPS)** is an FDOT and DMS State Certified Woman owned Minority Business Enterprise (W/MBE) and Disadvantaged Business Enterprise (DBE) as well as a certified SBE. They provide a wide variety of construction, drilling and environmental support services. Geotechnical field services include land clearing for drilling operations, Standard Penetration Test (SPT) borings, test pits, and field sampling assistance. DPS has experience and is licensed to provide General Contracting, Pollutant Storage Contracting, and Asbestos Abatement. AVCON and DPS recently worked together on the PIE New Airco Taxiways project.

**ECHO UES, Inc. (ECHO)** was founded in 2017 to provide Subsurface Utility Engineering, survey, and mapping professional services throughout Florida for a variety of projects. They assist Owners, Engineers, and Constructors in improving their performance throughout the project cycle, from design to construction and infrastructure maintenance. Their experience at SRQ includes the Blast Fence Construction, West Commercial Apron Hardstand Expansion and SMAA Employee Parking Lot Relocation and Improvements, and the Master Plan Development projects. AVCON and ECHO have been working together since 2018 on 65 aviation and transportation projects.

**Hyatt Survey Services, Inc.** is a full-service certified woman-owned professional surveying and mapping company with a professional staff possessing extensive surveying experience. Hyatt Survey Services is also a certified W/MBE with the State of Florida Office of Supplier Diversity and DBE with the Florida Department of Transportation. Their Florida headquarters in Manatee County has convenient access to Southwest Florida and across the State of Florida, where they have provided professional surveying services for more than 22 years for municipal, commercial, and private sector clientele. AVCON and Hyatt have been working together since 2021 and have completed two projects.

**Tierra, Inc. (Tierra)** is a full-service consulting geotechnical, environmental, and construction materials testing engineering firm with capabilities to provide test borings, install piezometers and monitoring wells, engineering analyses and reports, AutoCAD and MicroStation plan sheets, laboratory soils testing, and construction materials testing. Tierra is committed to providing quality, responsive service and establishing a reputation for sound approaches and professional competence in a wide range of technically demanding areas. Tierra has significant experience at SRQ, having worked on the Air Cargo Expansion, West Apron Expansion, Concourses A and B, and Drainage Pipe Scour projects, to name a few. Additionally, AVCON and Tierra have been working together since 2011 and have completed over 15 projects.

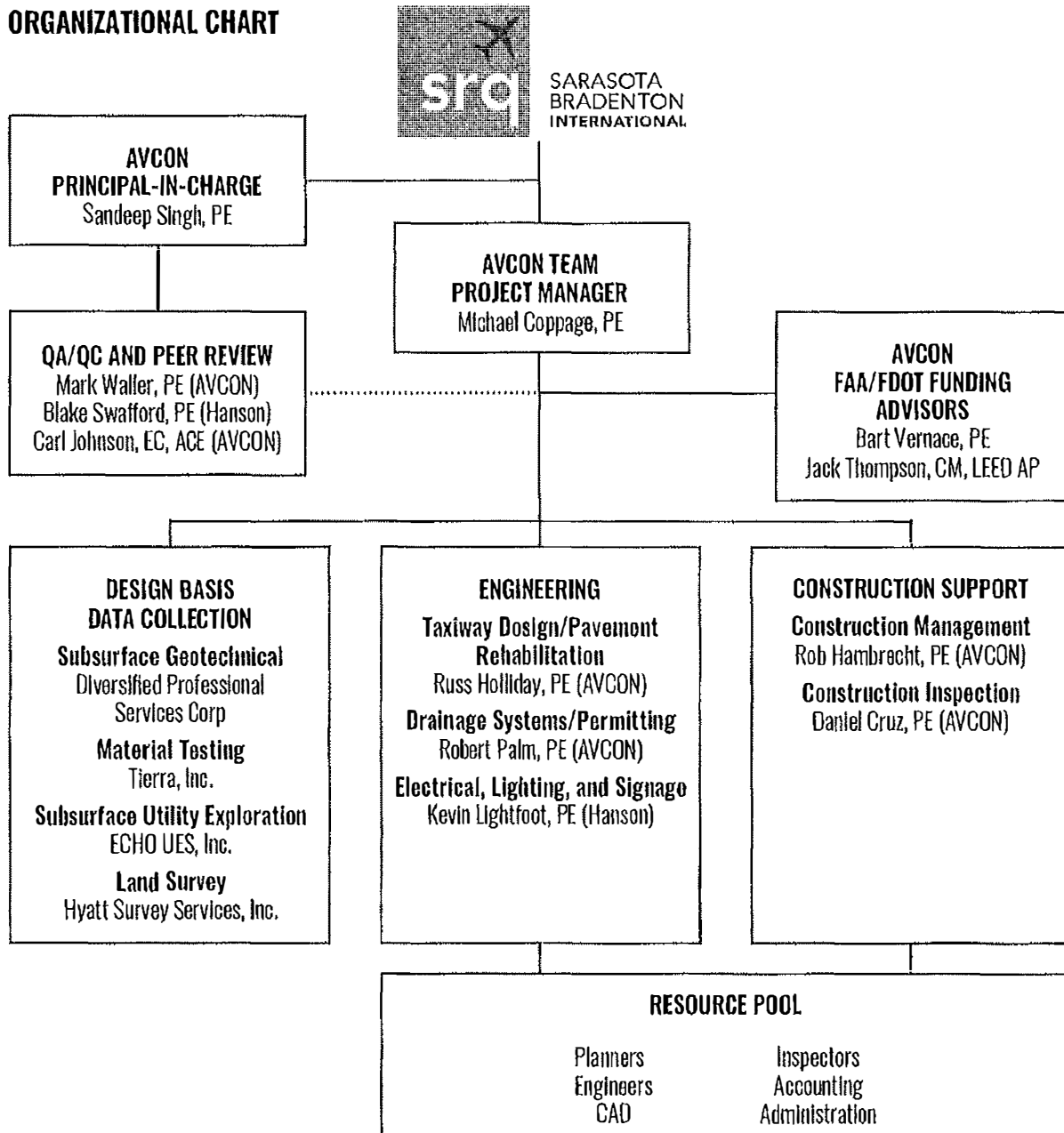


The proposed project team organizational structure was chosen for its following attributes:

- ✓ Clear lines of responsibility, communication, authority, and accountability
- ✓ Direct access to the Principal-in-Charge in case of any issues with the Project Manager's performance

- ✓ QA/QC and Peer Review personnel report directly to the Principal-in-Charge, safeguarding quality
- ✓ Complete use of FAA and FDOT funding advisors to secure funds and meet reporting requirements
- ✓ Seamless accountability through an integrated team of skilled professionals and subconsultants

## ORGANIZATIONAL CHART



## C APPROACH

# Understanding & Approach

### PROJECT OBJECTIVE

Taxiway A is the main parallel taxiway to Runway 14-32, which is the primary runway at SRQ. Most air carrier traffic at the airport utilize Runway 14-32, and therefore Taxiway A, for arrivals and departures. The taxiway abuts the airport's terminal apron, one of the busier Fixed Base Operators at the airport in Dolphin Aviation, and the fire station access drive.

The previous rehabilitation of Taxiway A was constructed in 2009 for the portion between Taxiways A2 and A9, consisting primarily of mill and overlay of existing asphalt pavements. Portions of Taxiway A north of Taxiway A2 and south of Taxiway A9 were constructed in 2001-2002 as part of the Runway 14-32 Extension project including these portions of Taxiway A, for which AVCON had a role in designing and delivering.

The primary objective of the project is to rehabilitate the pavement to restore structural integrity, restore and extend pavement life, replace airfield lighting and signage with new LED fixtures, and accomplish the project at a reasonable construction cost with the least inconvenience to airport users.

### PROJECT PLANNING

In order to remain on schedule and on budget, AVCON prepares a work plan for all projects. An achievable work plan starts with the identification of goals and objectives. AVCON will set a kickoff meeting with Operations and Engineering staff during the scope and fee negotiations to discuss documentation gathering, plan and schedule design phase field work, and gain a clear understanding of any other goals of the project (or assist the Authority with defining them), such as ways to mitigate the impacts of this project on typical operations of air carriers, FBOs, and other tenants.

AVCON will also conduct a preliminary field visit to familiarize the team with site-specific features and constraints.

This initial collaborative effort with the Authority will facilitate:

- The critical thinking necessary to develop the roadmap for a successful project.
- Discussion of outside agencies that will need to be coordinated with during the design, such as location, protection, and/or relocation of FAA-owned utilities, and SRQ Fiber optic utilities.
- Obtaining the records and institutional knowledge from Authority staff that may reduce the cost, effort, and/or impacts needed for design-phase field investigative activities.
- Discussion of typical operations of the users likely to be impacted by construction, including air carriers, FBOs such as Dolphin Aviation, T-Hangar tenants, and Aircraft Rescue and Firefighting (ARFF).

### COORDINATION WITH STAKEHOLDERS

The construction of this project will temporarily impact tenants in several ways, which could include:

#### AIRLINES

- Adjustments for increased taxi time to/from RW 14-32 or alterations to tug operations
- Limit overnight operations

#### FBOs

- Reduced access points to GA Aprons
- Reduced parking space adjacent to work zones

#### ATCT

- Unusual traffic patterns
- Increased communication/coordination with pilots

#### ARFF

- Altered response routes
- Slightly increased response time

As alluded to above, coordination with these stakeholders during design will be of paramount importance to set expectations, obtain feedback, and provide information for the AVCON team to tailor the project construction requirements and sequencing to limit disruptions. Each of these stakeholders should be included in construction-phase progress meetings to keep apprised of upcoming activities that may impact their operations.

## PHASING

This project by definition involves the rehabilitation of the main air carrier taxiway, and will impact airfield access to one of the busier FBD operators at the airport (Dolphin Aviation) as well as the airfield access from the ARFF station.

Accordingly, it is essential that the continuity of operations be maintained to reduce impacts and inconvenience to airlines and other tenants and users of the airfield. AVCON's team considers this task critical to the success of the project and will undertake a meticulous and well-coordinated approach to phasing the project to reduce the duration and severity of disruptions to the airfield.

Due to the long procurement time associated with airfield lighting materials, and typical contracting community processes for buyout of subcontractors and preparation of submittals, an Initial Phase 0 will serve as a submittal and procurement process, with Phase 1 construction to begin immediately thereafter. The project is anticipated to be constructed in five overall phases. Each phase will contain a subphase A for daytime work, and a subphase B for overnight work within Runway Safety Areas.

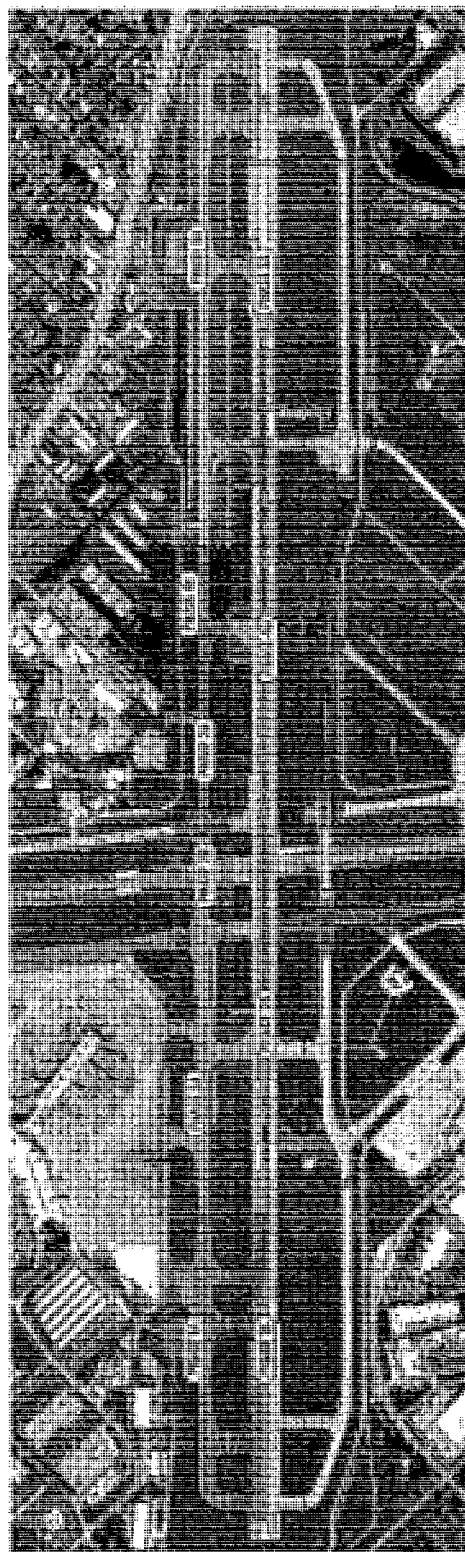
**1** **PHASE 1** will consist of the Rehabilitation of Taxiway A between Taxiway R4 and the end of Runway 32, rehabilitation of Taxiways A9 and A10, and construction of the holding bay near Taxiway R4.

**2** **PHASE 2** will consist of the Rehabilitation of Taxiway A between Taxiway R4 and Runway 4-22, the Reconstruction of Taxiways R3 and R4, and Rehabilitation of Taxiway A7.

**3** **PHASE 3** will include Rehabilitation of Taxiway A between Taxiway A4 and Taxiway B, including the construction of the Dolphin Aviation connector and the ARFF station access driveway to Taxiway A.

**4** **PHASE 4** will include demolition and relocation of the northern Dolphin Aviation connector, rehabilitation of T-hangar taxiway entrance T1, rehabilitation of Taxiway A4, and rehabilitation of Taxiway A at the intersections with these connectors. Phase 4A would consist of daytime work outside the Runway 14-32.

**5** **PHASE 5** will include the remaining rehabilitation of Taxiway A, rehabilitation of Taxiways A1 and A2, Reconstruction of Taxiway A3, rehabilitation of taxiway connector T2, and construction of the northern holding bay near Taxiway A2.



This approach to the phasing of the project will allow for:

- Large work areas available to the construction contractor.
- Reduced disruption to normal operations by maintaining airfield access to users adjacent to construction areas.
- Alternate taxi routes to reduce back-taxi operations typically considered unfavorable by ATCT staff.
- A sequence of construction that permits airfield signage installation, taxiway renaming to comply with EB 89A guidance, and airport diagram update coordination with Operations, all without the confusion of simultaneous duplicate taxiway connector names. e.g. Two Taxiways named "A3".

## KEY ISSUES

### TAXIWAY CONNECTOR NOMENCLATURE

Currently, the connector taxiway between the physical end of Runway 14 forms a part of Taxiway A. A similar condition exists at the physical end of Runway 32. According to FAA guidance issued in FAA Engineering Brief (EB) 89A these connector taxiways are to have their own Taxiway names. As part of this project, the taxiway nomenclature will be updated to conform with EB 89A by renumbering taxiways as A1 beginning at the physical end of Runway 14 through A10 at the end of Runway 32.

This may require multiple airport diagram updates over the course of the construction process, which AVCON will coordinate closely with SRQ Airport Operations as various phases of the project are completed.

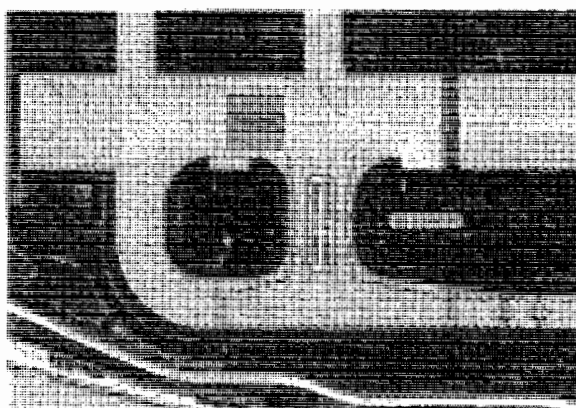
### TAXIWAY GEOMETRY

According to the recently completed Airport Master Plan Update, the critical aircraft at SRQ are generally classified as Aircraft Design Group (ADG) III, Taxiway Design Group (TDG) 3. However, recent FAA Traffic Flow Management System Counts (TFMSC) indicate that SRQ is now receiving over 500 operations of ADG IV, TDG 4 aircraft. For example, in 2024 there were nearly 1,000 operations of B757-200 aircraft.

The nominal width of Taxiway A is 75 ft, which exceeds the 50 ft width required for both TDG 3 and TDG 4 aircraft.

Many of the taxiway connectors and associated fillets have more pavement than required by current standard.

Typically, FAA funds can only be used to construct taxiways up to the ADG and TDG of the critical aircraft. In effect, the FAA could require a narrowing of Taxiway A to 50 ft from the current 75 ft width.



Very early in the design process, AVCON will discuss the appropriate design standards with both SRQ and FAA staff (i.e. ADG III or IV, TDG 3 or 4). AVCON will develop a cost analysis of taxiway narrowing and compare it to the cost of keeping the existing taxiway geometry, with the goal of providing to funding agencies justification for maintaining the existing geometry. Such an approach is likely to have lower construction cost than to narrow the taxiway to the FAA TDG 3 or TDG 4 standard.

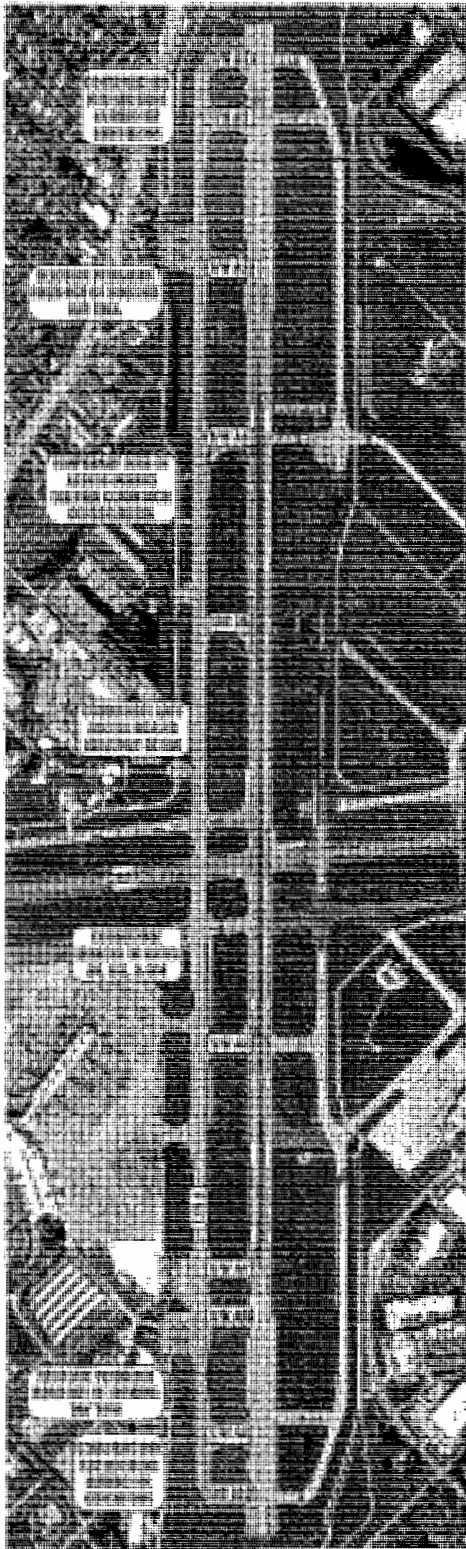
This approach provides an added benefit of maintaining greater flexibility to accept flights of larger aircraft such as on occasion at SRQ.

### GROUND TAXI TRAFFIC CIRCULATION AND ROUTES

The phasing of the project will likely result in multiple phases where a portion of Taxiway A is closed which will impact the normal ground taxi traffic for air carriers and GA traffic. A couple of options exist to mitigate the access to runway ends:

- Back taxi to runway ends or between active connector taxiways to circumvent the current work zone. This approach would require advance coordination with local Air Traffic Controllers, who typically discourage such operations due to increased runway occupancy and potential safety concerns.
- Use of alternate taxiways for access to runway ends.





Specifically, AVCON would analyze the existing geometry and pavement strength of Taxiway C and its connector taxiways to Runway 14-32 to determine whether air carrier traffic could operate using alternate taxi routes for a limited period of time without damage to the existing pavements.

- As construction is occurring on the ARFF station driveway access to Taxiway A, emergency response times may be affected. A temporary asphalt-paved access from the ARFF station to the airfield should be considered, which may include a connection to the Dolphin Aviation apron or to Taxiway D.

#### TEMPORARY RESTRICTIONS TO EXISTING FACILITIES

During the demolition and reconstruction of Taxiway R3, the construction zone will be directly behind an aircraft parked at passenger Gate B11, and in close proximity to aircraft push-backs and arrivals to Gates B9 and B14. This could present a hazard to construction personnel, equipment, and material due to jet blast from operations at these three gates. AVCON will assist SRQ with engaging the affected airlines to determine an acceptable solution, which could include temporarily modifying tug procedures at these gates to prevent jet blast impact.

As the construction of the new Dolphin Aviation connector is in progress, approximately 10 T-Hangar units will not have access to the airfield under their own power due to the proximity of the taxiway to the new connector construction. These tenants may need to be temporarily relocated, or the construction of the Dolphin Aviation connector could be completed during overnight hours (at higher construction cost to the project).

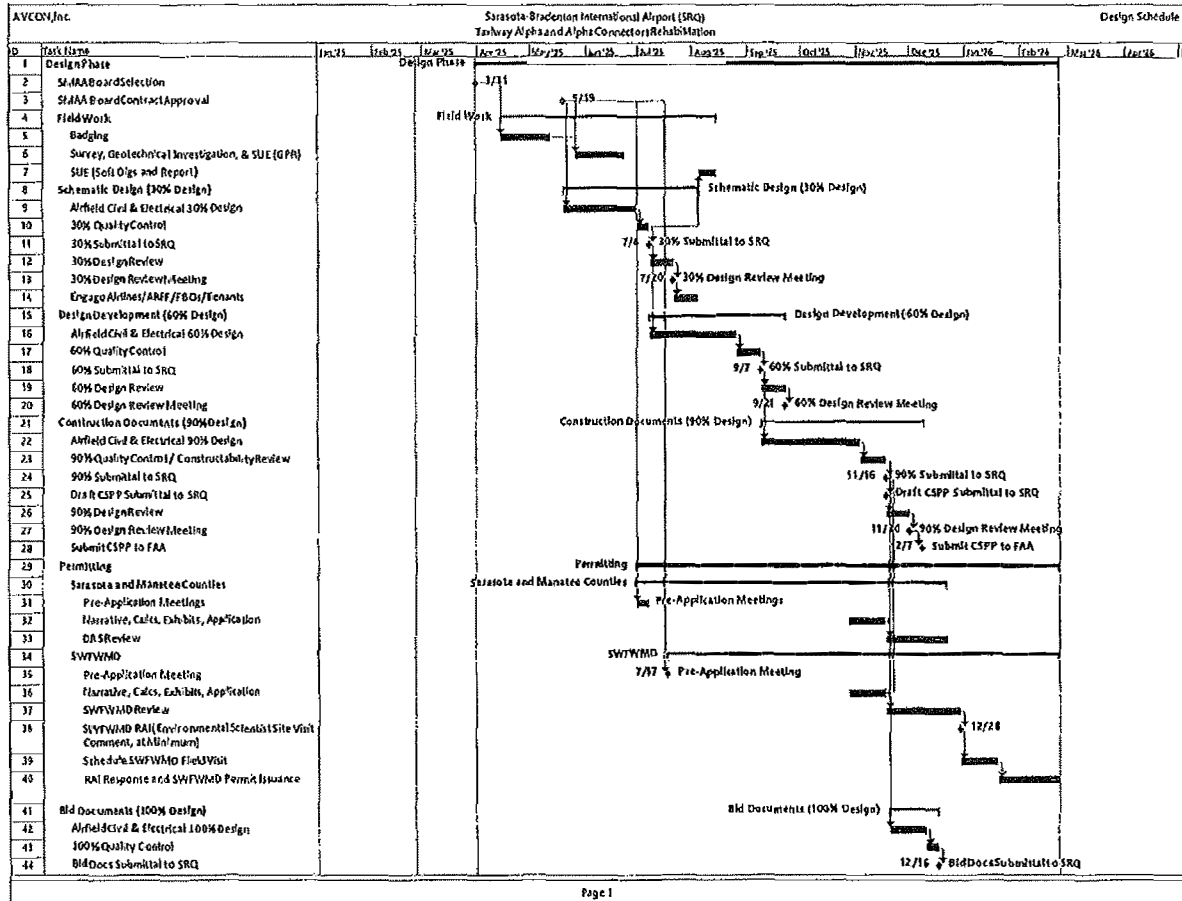
#### LIMITATIONS TO CONSTRUCTION DURING IFR CONDITIONS

The portion of Taxiway A north of Taxiway A2 is restricted to aircraft during low-visibility conditions (Instrument Flight Rules – IFR Conditions) due to the displacement of the Runway 14 threshold. The portion of Taxiway A south of Taxiway A9 is similarly restricted due to the displacement of the Runway 32 threshold. During construction of these portions of Taxiway A, this restriction would also extend to construction personnel, equipment and materials.

#### TIMELINE FOR DELIVERABLES

SRQ would like to have bidding documents prepared by the end of calendar year 2025. The AVCON team is fully committed to meeting this schedule. Permitting is perhaps the most impactful outside influence to the timely delivery of the design. A backlog of residential permit applications, due to impacts from the 2024 Atlantic hurricane season in Manatee and Sarasota counties is resulting in abnormally long and unpredictable permit approval times.

SWFWMD pre-application meetings are typically scheduled 60 days from the date a request is made. Additionally, despite a 30-day review period in state statute, many SWFWMD permit reviews are 45 days due to application volume and availability of staff. Accordingly, the AVCON team will engage with these agencies early and as often as necessary, to include both formal and informal conversations, to support timely approvals. Below is the AVCON team's proposed schedule for delivery of the project, incorporating compressed design deliverables early start of administrative (i.e. badging) tasks.



## QUALITY CONTROL

AVCON has identified Mark Waller as the Quality Control Manager for the overall project. In addition, Carl Johnson will serve as Quality Control for the airfield lighting and electrical design to be performed by Hanson. Those involved with QC of a project are largely detached from the day-to-day efforts of delivering a project, ensuring a truly independent review. AVCON's QC Review Process, further illustrated in the graphic displayed on the next page, uses a multi-step approach to identify and prevent omissions, conflicts, inconsistencies, and constructability issues throughout the project.

At each project milestone, a draft set of deliverables is sent to the designated reviewer(s) ten days before submission to the Authority. Reviewers provide written comments within a few days of receiving the documents. The Project Manager then collates all reviews and shares the comments with the team. The comments are addressed by providing responses, making modification, and/or ensuring necessary discussions occur. All comments are resolved before submitting the milestone deliverable to the Authority.



## D PHONE INTERVIEW

# Participants

Should the Authority decide to conduct phone interviews, the following two key team members will represent AVCON:



**MICHAEL COPPAGE, PE**  
Project Manager  
813.321.5588  
mcoppage@avconinc.com



**SANDEEP SINGH, PE**  
Principal-In-Charge  
407.599.1122  
ssingh@avconinc.com

Both Michael and Sandeep will be able to describe their experience and approach to this project during the interview.

## AVCON TEAM'S QUALITY PROCESS

### DATA GATHERING PHASE

1. Subconsultants gather data and perform their internal quality control checks
2. Subconsultants submit data to AVCON ten days before design data need
3. AVCON checks subconsultant data for anomalies and provides feedback
4. Subconsultant responds to feedback as needed to correct errors and resubmits to AVCON

### ENGINEERING PHASE

1. AVCON Project Manager proactively obtains constructability input and communicates clear objectives to design team
2. AVCON design team develops the design and determines it's ready for QC review
3. AVCON's QC team reviews the design, obtains additional constructability review input, and provides comments to the design team
4. The design team and QC team resolve any conflicts of opinion
5. The design team implements the needed changes
6. A QC team member confirms the changes were made

### CONSTRUCTION PHASE

1. The Project Manager and Construction Manager request to contractor frequently for information
2. The Construction Manager monitors and documents progress in the field, and identifies and reports concerns
3. The Construction Manager advises owners to SMO and enables to recover issues with the contractor

## E DEMONSTRATED ABILITY TO MEET THE DBE GOAL

# DBE Participation

AVCON has teamed with the disadvantaged firms listed below to maximize the opportunity for these businesses and to fulfill the 8% DBE Participation Goal set by the Authority.

FIRM	ROLE	GOAL
Diversified Professional Services Corp.	Geotechnical Testing (Borings)	4%
Hyatt Survey Services, Inc.	Surveying	4%

## DBE ACTION PLAN

Founded as a DBE certified aviation civil engineering firm, AVCON "graduated" from the federal DBE program and evolved into a full-service engineering and planning firm. This history has provided AVCON with a strong understanding of the Disadvantaged Business Program. During AVCON's time in the DBE program, the firm was the recipient of a significant transfer of technology, expertise, and hands-on experience from its corporate mentors, which allowed the firm to grow and develop its business. AVCON's promise is to provide a similar mentoring approach, which will enable these DBE firms to obtain and retain a foothold in areas within the consultant community.

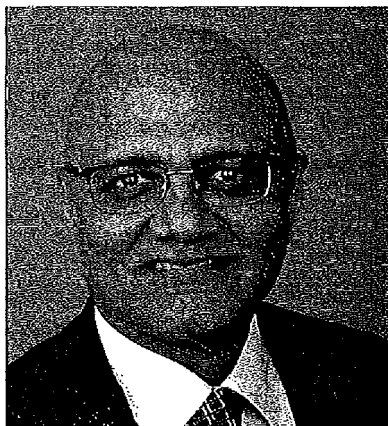
AVCON's DBE teaming partners were carefully hand-picked, based on their location, qualifications, and working relationship with AVCON, to provide the highest value to SRQ.

## PAST PERFORMANCE COMPLYING WITH DBE GOALS

AVCON has demonstrated its commitment to achieving these and similar DBE participation goals on other projects, some examples of which are provided below.

PROJECT	GOAL %	FINAL DBE UTILIZATION %
GSP Air Carrier Terminal Apron Replacement	10%	50%
MCO Airfield Pavement Marking Condition Assessment & Audit	17%	65.04%
MCO Update Airfield Pavement Management Program	17%	20.81%
OBE Rehabilitate Taxiways A & C	10%	17.95%
ZPH Rehabilitate Runway 4-22	10%	16.68%





**EDUCATION:**

MBA, 1992, Rollins College

MS Structural Engineering, 1985,  
University of California Berkeley

BS Civil Engineering, 1984, Indian  
Institute of Technology  
New Delhi, India

**PROFESSIONAL  
REGISTRATION(S):**

Professional Engineer, FL  
No. 42868

**YEARS OF EXPERIENCE:**

40

**YEARS WITH AVCON:**

33

**AVCON**

## SANDEEP SINGH, PE

### PRINCIPAL-IN-CHARGE

Mr. Singh is a Principal with AVCON and has 40 years of experience in nearly every aspect of airport design and planning for both general aviation and air carrier airports. He has a civil, structural and electrical engineering background and has special expertise in airfield pavements, lighting and NAVAIDS. He is well-versed in airport development issues including planning and funding and has long-standing relationships with FAA and FDOT staff. Under Mr. Singh's Leadership, AVCON has won several design awards and the firm has promoted the best in asphalt and concrete pavement specifications and state-of-the-art LED airfield lighting systems.

### RELEVANT EXPERIENCE:

#### TAXIWAY J REHABILITATION

Orlando International Airport | Principal-in-Charge

This \$20.3M project included rehabilitation of the midfield portion of Taxiway J, including two (2) taxiway bridges, and consisted of improving existing pavement section(s) and geometry for taxiway-taxiway and apron-taxiway intersections, electrical enhancements, replacement of electrical manholes with junction can plazas, new LED edge lights and signage, and new circuiting and grounding grid.

#### TAXIWAY R RECONSTRUCTION AND TERMINAL APRON EXPANSION

Orlando Sanford International Airport | Principal-in-Charge

This \$12.3M project included expanding the existing apron and widening and strengthening Taxiway R from Taxiway C to the apron expansion entrance. Work also included associated edge lighting, airfield signage, apron lighting infrastructure, existing asphalt pavement demolition and construction, clearing, grading, drainage improvements, and permitting.

#### TAXIWAYS N AND A IMPROVEMENTS

Daytona Beach International Airport | Principal-in-Charge

The objectives of this \$32.6M project were to extend the useful life of the taxiway pavements, update the pavement geometry, and enhance the safety of air operations. The project included pavement rehabilitation, replacing/upgrading lighting, marking, and signage, and drainage improvements.

#### TAXIWAY C REHABILITATION

Orlando International Airport | Principal-in-Charge

The first component of the \$18.3M project comprised enhancement and rehabilitation of Taxiway C from Runway 18L to Taxiway E, which included the replacement of more than 800 in-pavement lights, considerable project phasing, milling, a new Asphalt Rubber Membrane Interlayer (ARMI), SuperPave, corrections to the shoulders and turf areas, video and grout restoration, repairs to taxiway drainage swales and piping, and re-striping. The second component comprised the \$6.2M rehabilitation of the southern 2,000 ft of Taxiway C, as well as the rehabilitation of Taxiway B9 which included improving existing pavement section(s) and geometry as well as replacing centerline lighting with LED fixtures, replacing electrical manholes with junction can plazas, and new LED edge lights and LED signage.

#### NEW AIRCO TAXIWAYS

St. Pete-Clearwater International Airport | Principal-in-Charge

This \$15M project includes the construction of partial Parallel Taxiway D, Connector Taxiways D1 and D2, relocation of Taxiway G3, and relocation of a portion of the airport's perimeter road and perimeter fence. Airfield lighting, marking, and signage are also being added, and drainage improvements are being made throughout the limits of the project. The project requires significant stormwater and floodplain permitting efforts and environmental and wetland support.

#### TAXIWAYS B, C, AND I REHABILITATION

Orlando Sanford International Airport | Principal-in-Charge

This \$25.8M project involved rehabilitating the primary parallel taxiway to Runway 9L-27R (Taxiway B), the terminal apron edge taxiway (Taxiway C), and the main connector taxiway to the north development area (Taxiway I). The airfield drainage system was expanded, and new LED taxiway edge lights and new airfield signage were installed.



**EDUCATION:**

B.S. Civil Engineering, 2006  
Youngstown State University

**PROFESSIONAL  
REGISTRATION(S):**

Professional Engineer, FL  
No. 73428

**YEARS OF EXPERIENCE:**

19

**YEARS WITH AVCON:**

9

**AVCON**

## MICHAEL COPPAGE, PE

### PROJECT MANAGER

Mr. Coppage has over 19 years of hands-on airfield engineering experience at air carrier and general aviation airports. He has comprehensive knowledge of the latest FAA design criteria and regulations, is adept at Civil 3D design, and is also versed in Water Management District permitting. Of particular interest is Mike's understanding of FAA Part 139 inspections. This coupled with his knowledge of construction at airports throughout Florida ensures project elements such as pavement and in-field grading, airfield lighting and signage, pavement marking, safety areas, and object free areas meet FAA standards including Part 139 certification requirements, but also include the needs of Airport Operations and Maintenance staffs. Mike is also conscious of construction impacts to standard airfield traffic patterns, and excels in acting as a liaison between the Airport, Contractor, and FAA ATCT staff.

### RELEVANT EXPERIENCE:

#### NEW AIRCO TAXIWAYS

St. Pete-Clearwater International Airport | Project Manager

This \$15M project includes the construction of partial Parallel Taxiway D, Connector Taxiways D1 and D2, relocation of Taxiway G3, and relocation of a portion of the airport's perimeter road and perimeter fence. Airfield lighting, marking, and signage are also being added, and drainage improvements are being made throughout the limits of the project. The project requires significant stormwater and floodplain permitting efforts and environmental and wetland support.

#### TAXIWAY REHABILITATION PHASE 2, CONSTRUCTION MANAGEMENT

St. Pete-Clearwater International Airport | Construction Manager/Resident Engineer

This \$8M project included performance of full-time inspection and Quality Assurance testing as well as general project administration and coordination. The AVCON Team also served as the liaison between the Airport and the Contractor. The areas of work included Taxiway A South of Runway 4-22 and Taxiways F and M (Base Bid); Taxiways B and T (Additive Bid #1); and Taxiways M, J, K and U (Additive Bid #2). Additional services included review of project documentation, conducting the Pre-Construction Conference, submittal reviews and requests for information, contractor pay applications, change orders, site visits and meetings, and Resident Project Representation (RPR).

#### NEW TAXIWAY A AND BRIDGE

Tampa International Airport | Project Manager

This \$44M project consisted of design and construction of a new Crossfield Taxiway A, parallel to Taxiway B, from Taxiway V to Taxiway C as well as the reconfiguration of service roads with associated security system. AVCON was responsible for preparation of construction plans for the different phases of work during construction: airfield geometry; airfield joint layout plans and details; airfield marking plans and details; airfield signage plan; roadway civil engineering; roadway signage and marking; maintenance of traffic; temporary and permanent AOA fencing; CSPP; preparation and submittal of Form 7460-1; QA/QC; and construction inspection.

#### AIRFIELD REHABILITATION PROGRAM

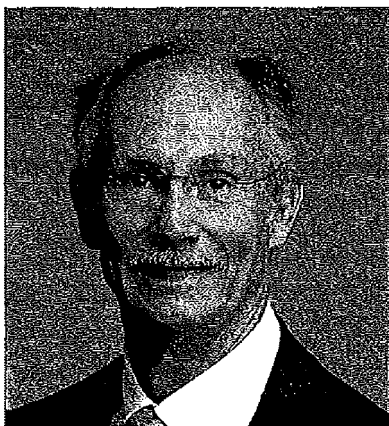
Tampa Executive Airport | Project Manager/Engineer

The first phase of this multi-year program comprised the \$5.7M Runway 5-23 Rehabilitation and Taxiway Connectors, the second phase consisted of the \$9.7M Taxiways A, D, E, and J Rehabilitation, and the final phase included the \$13.2M Apron C, Runway 18-36, and Taxiways C and F Rehabilitation. The program also included upgrading the Runways 5-23 and 18-36 lighting system and navigational aids (NAVAIDS), replacement of taxiway edge lighting and directional signage systems, and clearing a large area of vegetation from Runway 5-23's primary surfaces.

#### ACCESS CONTROL REPLACEMENT

Sarasota Bradenton International Airport | Airfield Engineer

The scope of work for this \$2M project included evaluating the Airport's existing security system infrastructure and replacing the access control system. Work also included improvements to the existing perimeter security fencing, which involved replacing approximately 35,425 linear feet of fencing along with 28 vehicle gates.



**EDUCATION:**  
B.S. in Civil Engineering, 1983  
University of Tennessee

**PROFESSIONAL  
REGISTRATION(S):**  
Professional Engineer, FL  
No. 41256

**YEARS OF EXPERIENCE:**  
38

**YEARS WITH AVCON:**  
5

**AVCON**

## MARK WALLER, PE

### QUALITY CONTROL

Mark Waller, PE has over 38 years of experience in engineering design, project management, construction management and personnel management, including 10 of those years serving in the role as Director of Planning & Development at a commercial service airport. Specific areas of expertise include grant application and Infrastructure Capital Improvement Plan preparation, and the design/project management of airside projects including development of airfield construction safety and phasing plans, rigid and flexible pavement design, runway/taxiway geometric configuration, stormwater design, and airfield lighting and NAVAID layout. He also possesses expertise in airport landside construction projects including new and reconfigured entrance roadways and parking lots, development of critical landside project construction phasing, traffic control and passenger wayfinding plans to minimize the impact to the airport's passengers during construction, roadway and parking area pavement design, stormwater design, roadway and parking lot geometry, traffic signing, and lighting. He has successfully managed over 200+ airport construction projects at both large and small airports.

### RELEVANT EXPERIENCE:

#### NEW AIRCO TAXIWAYS

##### St. Pete-Clearwater International Airport | Quality Control

This \$15M project includes the construction of partial Parallel Taxiway D, Connector Taxiways D1 and D2, relocation of Taxiway G3, and relocation of a portion of the airport's perimeter road and perimeter fence. Airfield lighting, marking, and signage are also being added, and drainage improvements are being made throughout the limits of the project. The project requires significant stormwater and floodplain permitting efforts and environmental and wetland support.

#### TAXIWAYS N AND A IMPROVEMENTS

##### Daytona Beach International Airport | Quality Control

The objectives of this \$32.6M project were to extend the useful life of the taxiway pavements, update the pavement geometry, and enhance the safety of air operations. The project included pavement rehabilitation, replacing/upgrading lighting, marking, and signage, and drainage improvements. Mark was responsible for developing a preliminary construction phasing plan and completed constructibility and quality control reviews during the design phases.

#### TAXIWAYS B, C, AND L REHABILITATION

##### Orlando Sanford International Airport | Quality Control

This \$25.8M project involved rehabilitating the primary parallel taxiway to Runway 9L-27R (Taxiway B), the terminal apron edge taxiway (Taxiway C), and the main connector taxiway to the north development area (Taxiway L). The airfield drainage system was expanded, and new LED taxiway edge lights and new airfield signage were installed. Mark completed constructibility and quality control reviews during the design phase.

#### AIRFIELD REHABILITATION PROGRAM

##### Tampa Executive Airport | Quality Control

The first phase of this multi-year program comprised the \$5.7M Runway 5-23 Rehabilitation and Taxiway Connectors, the second phase consisted of the \$9.7M Taxiways A, D, E, and J Rehabilitation, and the final phase included the \$13.2M Apron C, Runway 18-36, and Taxiways C and F Rehabilitation. The program also included upgrading the Runways 5-23 and 18-36 lighting system and navigational aids (NAVAIDs), replacement of taxiway edge lighting and directional signage systems, and clearing a large area of vegetation from Runway 5-23's primary surfaces. Mark completed constructibility and quality control reviews during the design phase.

#### TAXIWAY A REHABILITATION

##### Zephyrhills Municipal Airport | Quality Control

This \$3.1M project included rehabilitating the existing Taxiway "A" pavement, reducing the overall taxiway width from 50 feet to 35 feet to accommodate ADG-II aircraft, reconfiguring the taxiway intersections to meet FAA AC 150/5300-13A taxiway fillet geometry and replacing the existing taxiway edge lights with new LED lighting.



#### EDUCATION:

A.S. Civil Engineering Technology, Seminole Community College, 1997

A.A. General Education, Seminole Community College, 1997

#### PROFESSIONAL CERTIFICATION(S):

Certified Member (C.M.), American Association of Airport Executives

Leadership in Energy and Environmental Design Accredited Professional (LEED AP)

#### PROFESSIONAL AFFILIATIONS:

- American Association of Airport Executives (AAAE)
- Florida Airports Council (FAC), GA & Facilities Committees
- Airport Cooperative Research Program (ACRP) Panelist

#### YEARS OF EXPERIENCE:

39

#### YEARS WITH AVCON:

2

**AVCON**

## JACK E. THOMPSON, JR, CM, LEED AP

### SENIOR ADVISOR (FDOT)

Mr. Thompson has 39 years of experience, including 26 years of aviation project and airport management experience. He has served as Project Manager on numerous aviation projects and as Airport Director for Flagler County Airport-the busiest non-towered airport in the U.S. at the time. He coordinates and participates with clients, teammates, and stakeholders to monitor progress, performance, and compliance with commitments. Mr. Thompson is a Certified Member of the American Association of Airport Executives and a Leadership in Energy and Environmental Design Accredited Professional. He is also an active member of the Florida Airports Council and numerous FDOT Airport Advisory Groups.

### RELEVANT EXPERIENCE:

#### ON-CALL AVIATION SERVICES

##### FDOT Central Office | Program Manager

Program Manager responsible for support services comprising planning, engineering, environmental, emergency response, security, technical analysis and services related to the statewide aviation system and individual airports. Recently completed an assignment to redefine the risk assessment process used for project selection by FDOT District Aviation coordinators. Contract scope also included reviewing airport master plans and airport feasibility studies.

#### ON-CALL AVIATION SERVICES

##### FDOT District Five | Program Manager

Responsibilities included assisting FDOT District Five with grant eligibility reviews and developing the scope of services for several projects throughout the District. Tasks included representing the District on the Terminal Expansion and Northside Development projects at Melbourne-Orlando International Airport; a design-build project for Ocala International Airport's new General Aviation Terminal Building; the Taxiway S construction project at Daytona Beach International Airport; a hangar/office refurbishment project at Orlando International Airport; and for grant oversight on the \$48 million Project Summit at Melbourne-Orlando International Airport, which included review of sponsor reimbursement requests, contractor change orders, and construction site visits.

#### ON-CALL AVIATION SERVICES

##### FDOT District Four | Program Manager

Completed a study to document and monitor the features and performance of the solar aviation lighting system installed at Belle Glade Airport (X10). This project captured the benefits and costs associated with solar lighting systems so that potential users of these systems can make more informed decisions about similar systems.

#### PROFESSIONAL ENGINEERING SERVICES

##### DeLand Municipal Airport | Senior Adviser

AVCON has served as a Prime Consultant to the City of DeLand and the DeLand Municipal Airport since 2019 providing planning, design, bidding support, and construction administration and inspection services. Recent projects have included Master Plan Update, Runway 5-23 Rehabilitation, Apron Rehabilitation, Property Management Plan, Airfield Lighting Map, and DBE Plan.

#### ON-CALL ENGINEERING AND CONSTRUCTION SERVICES

##### Leesburg International Airport | Program Manager

Served as Program Manager for various projects and provided Joint Automated Capital Improvement Program (JACIP) assistance and grant management for projects funded by FAA and FDOT. Projects completed under this on-call contract included construction administration for the rehabilitation of the airport's USCBP Facility, construction of the Aircraft Parking Apron Rehabilitation, design for the rehabilitation of the Fuel Farm Facility, design for future hangar development, construction observation for the Runway 13-31 Rehabilitation project, and design and construction administration of two 5-unit box hangar buildings and associated paving, grading, and drainage improvements.





**EDUCATION:**

MBA, Adelphi University, 1985

B.S. Civil Engineering, NYU Tandon School of Engineering, 1982

**PROFESSIONAL REGISTRATION(S):**

Professional Engineer, FL No. 47439

**YEARS OF EXPERIENCE:**

39

**YEARS WITH AVCON:**

1

**AVCON**

## BART VERNACE, PE

SENIOR ADVISOR (FAA)

Bart Vernace, PE recently joined AVCON and brings 33 years of experience with the Federal Aviation Administration. During his time with the FAA, he oversaw various projects across Florida, Puerto Rico, and the Virgin Islands, which allowed him to become personally familiar with airport personnel and airport concerns in Florida and the Caribbean. His responsibilities included managing an office of civil engineers, community planners and environmental protection specialists in administering various federal funding programs for airports. This included the areas of environmental, airspace, planning, design standards, construction, and compliance with grant obligations for airport sponsors in Florida.

For this project, Bart will utilize his in-depth knowledge of FAA funding programs, FAA standards and policies, and environmental and sustainability initiatives, combined with his long-standing relationships with prior FAA colleagues to provide advice in the areas of federal funding programs, project development and phasing, planning and environmental programs, and airport compliance. He will serve the team and the Airport as a Senior Advisor. He is a proven asset in streamlining the process for airports to obtain FAA funding and knows the steps to take and the people to engage when projects require critical attention.

### PROFESSIONAL EXPERIENCE:

#### FEDERAL AVIATION ADMINISTRATION

Orlando Airports District Office | Manager (2012 –2024)

Managed an office of civil engineers, community planners and environmental protection specialists in administering various federal funding programs for airports. This included the areas of environmental, airspace, planning, design standards, construction and compliance with grant obligations for airport sponsors in Florida.

#### FEDERAL AVIATION ADMINISTRATION

Orlando Airports District Office | Assistant Manager (1999 –2012)

Managed the community planners and environmental protection specialists in support of administering various federal funding programs for airports. Served in the office's oversight role in all compliance matters regarding grant and surplus property obligations with airport sponsors in Florida, Puerto Rico and the Virgin Islands.

#### FEDERAL AVIATION ADMINISTRATION

Orlando Airports District Office | Community Planner (1991 –1999)

Oversight on the planning, environmental and compliance requirements for airports in southwest and southeast Florida. This also included the preparation of the agency's Airport Capital Improvement plan and the programming of federal funds for airport planning and development grants.

### RELEVANT EXPERIENCE:

#### NEW AIRCO TAXIWAYS

St. Pete-Clearwater International Airport | Senior Advisor

This \$15M project includes the construction of partial Parallel Taxiway D, Connector Taxiways D1 and D2, relocation of Taxiway G3, and relocation of a portion of the airport's perimeter road and perimeter fence. Airfield lighting, marking, and signage are also being added, and drainage improvements are being made throughout the limits of the project. The project requires significant stormwater and floodplain permitting efforts and environmental and wetland support.





**EDUCATION:**

M.S. Civil Engineering, University of Central Florida

B.S. Civil Engineering, University of Central Florida

**PROFESSIONAL REGISTRATION(S):**

Professional Engineer, FL No. 56825

**YEARS OF EXPERIENCE:**

32

**YEARS WITH AVCON:**

14

**AVCON**

## **RUSS HOLLIDAY, PE**

### **SENIOR PROJECT ENGINEER (TAXIWAY/PAVEMENT)**

Russ brings over 30 years of hands-on experience performing engineering and providing project management for a variety of pavement rehabilitation projects and a diverse array of geometry configurations. He has worked on multiple runway and taxiway projects which have included pavement rehabilitation, replacing/upgrading lighting, marking, signage, and drainage improvements utilizing AutoCAD, Civil 3D, and other industry standard design software packages. He also has extensive experience working with State Water Management Districts, the Florida Department of Transportation and Federal Aviation Administration personnel.

### **RELEVANT EXPERIENCE:**

#### **NEW AIRCO TAXIWAYS**

St. Pete-Clearwater International Airport | Senior Project Engineer

This \$15M project includes the construction of partial Parallel Taxiway D, Connector Taxiways D1 and D2, relocation of Taxiway G3, and relocation of a portion of the airport's perimeter road and perimeter fence. Airfield lighting, marking, and signage are also being added, and drainage improvements are being made throughout the limits of the project. The project requires significant stormwater and floodplain permitting efforts and environmental and wetland support.

#### **TAXIWAYS N AND A IMPROVEMENTS**

Daytona Beach International Airport | Senior Project Engineer

The objectives of this \$32.6M project were to extend the useful life of the taxiway pavements, update the pavement geometry, and enhance the safety of air operations. The project included pavement rehabilitation, replacing/upgrading lighting, marking, signage, and drainage improvements.

#### **TAXIWAY J REHABILITATION**

Orlando International Airport | Senior Project Engineer

This \$20.3M project included rehabilitation of the midfield portion of Taxiway J, including two (2) taxiway bridges, and consisted of improving existing pavement section(s) and geometry for taxiway-taxiway and apron-taxiway intersections, electrical enhancements, replacement of electrical manholes with junction can plazas, new LED edge lights and signage, and new circuiting and grounding grid.

#### **TAXIWAYS B, C, AND L REHABILITATION**

Orlando Sanford International Airport | Senior Project Engineer

This \$25.8M project involved rehabilitating the primary parallel taxiway to Runway 9L-27R (Taxiway B), the terminal apron edge taxiway (Taxiway C), and the main connector taxiway to the north development area (Taxiway L). The airfield drainage system was expanded, and new LED taxiway edge lights and new airfield signage were installed.

#### **TAXIWAY REHABILITATION PHASE 2, CONSTRUCTION MANAGEMENT**

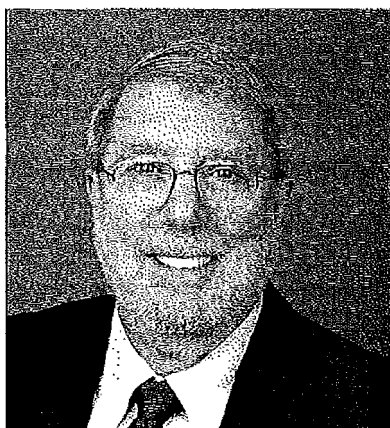
St. Pete-Clearwater International Airport | Senior Project Engineer/Inspector

This \$8M project included performance of full-time inspection and Quality Assurance testing as well as general project administration and coordination. The AVCON Team also served as the liaison between the Airport and the Contractor. Additional services included review of project documentation, conducting the Pre-Construction Conference, submittal reviews and requests for Information, contractor pay applications, change orders, site visits and meetings, and Resident Project Representation (RPR).

#### **NEW TAXIWAY A AND BRIDGE**

Tampa International Airport | Senior Project Engineer

This \$44M project consisted of design and construction of a new Crossfield Taxiway A, parallel to Taxiway B, from Taxiway V to Taxiway C as well as the reconfiguration of service roads with associated security system. AVCON was responsible for construction phasing plans; airfield geometry; airfield joint layout plans and details; airfield marking plans and details; airfield signage plan; roadway civil engineering; roadway signage and marking; maintenance of traffic; temporary and permanent AOA fencing; CSPP; preparation and submittal of Form 7460-1; QA/QC; and construction inspection.



**EDUCATION:**

A.S. Computer Integrated Manufacturing,  
Valencia Community College

**PROFESSIONAL  
REGISTRATION(S):**

Electrical Contractor, FL  
No. EC13003002

**YEARS OF EXPERIENCE:**

46

**YEARS WITH AVCON:**

25

**AVCON**

## CARL JOHNSON, EC, ACE

### ELECTRICAL, LIGHTING, AND SIGNAGE (QA/QC, PEER REVIEW)

Mr. Carl Johnson, EC, ACE, has more than 40 years of experience in the planning, design, construction, and maintenance of electrical distribution systems and airfield lighting systems. For the last 30+ years, his primary focus has been the design and construction/ inspection of area lighting, airfield lighting and NAVAID systems. Mr. Johnson's background in construction and design experience on a wide variety of general aviation, military, and air carrier facilities gives him unique expertise in the planning and detailed design of lighting facilities. He has an extensive knowledge of NFPA, NEC, IES, FAA, and military standards.

Mr. Johnson serves as a member on the IES Technical Committee for the Illuminating Engineering Society's Recommended Practice 37 (RP-37) Outdoor Lighting for Airport Environments. RP-37 provides FAA and industry recognized guidelines for lighting all aspects of an outdoor airport environment. In addition, he is a Principal Member of the NFPA 780 Technical Committee for Lightning Protection and Underwriters Laboratories Standards Technical Panel 96 which covers activity for UL 96, Standard for Lightning Protection Components, and UL 96A, Standard for Installation Requirements for Lightning Protection Systems. Mr. Johnson was instrumental in the creation and development of the new Chapter 11, Protection for Airfield Lighting Circuits in the NFPA 780 Standard for the Installation of Lightning Protection Systems. Mr. Johnson has presented several papers on airfield lighting, electrical maintenance and electrical safety and he serves as the lead instructor for the FAC's Basic Airfield Electrical Safety Workshop.

### RELEVANT EXPERIENCE:

#### TAXIWAY C REHABILITATION

Orlando International Airport | Senior Airfield Lighting Specialist

The first component of the \$18.3M project comprised enhancement and rehabilitation of Taxiway C from Runway 18L to Taxiway E, which included the replacement of more than 800 in-pavement lights, considerable project phasing, milling, a new Asphalt Rubber Membrane Interlayer (ARMI), SuperPave, corrections to the shoulders and turfed areas, video and grout restoration, repairs to taxiway drainage swales and piping, and re-striping. The second component comprised the \$6.2M rehabilitation of the southern 2,000 ft of Taxiway C, as well as the rehabilitation of Taxiway B9 which included improving existing pavement section(s) and geometry as well as replacing centerline lighting with LED fixtures, replacing electrical manholes with junction can plazas, and new LED edge lights and LED signage.

#### TAXIWAYS N AND A IMPROVEMENTS

Daytona Beach International Airport | Senior Airfield Lighting Specialist

The objectives of this \$32.6M project were to extend the useful life of the taxiway pavements, update the pavement geometry, and enhance the safety of air operations. The project included pavement rehabilitation, replacing/upgrading lighting, marking, and signage, and drainage improvements.

#### TAXIWAY J REHABILITATION

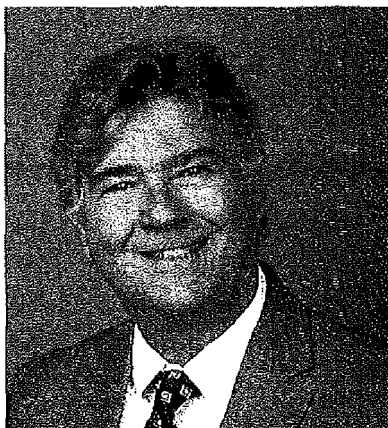
Orlando International Airport | Senior Airfield Lighting Specialist

This \$20.3M project included rehabilitation of the midfield portion of Taxiway J, including two (2) taxiway bridges, and consisted of improving existing pavement section(s) and geometry for taxiway-taxiway and apron-taxiway intersections, electrical enhancements, replacement of electrical manholes with junction can plazas, new LED edge lights and signage, and new circuiting and grounding grid.

#### TAXIWAY R RECONSTRUCTION AND TERMINAL APRON EXPANSION

Orlando Sanford International Airport | Senior Airfield Lighting Specialist

This \$12.3M project included expanding the existing apron and widening and strengthening Taxiway R from Taxiway C to the apron expansion entrance. Work also included associated edge lighting, airfield signage, apron lighting infrastructure, existing asphalt pavement demolition and construction, clearing, grading, drainage improvements, and permitting.



**EDUCATION:**

B.S. Civil Engineering, 1988, University of Central Florida

**PROFESSIONAL REGISTRATION(S):**

Professional Engineer, FL No. 45963

**YEARS OF EXPERIENCE:**

41

**YEARS WITH AVCON:**

26

**AVCON**

## ROBERT (BOBBY) PALM, PE

SENIOR PROJECT ENGINEER (DRAINAGE SYSTEMS/PERMITTING)

Mr. Palm has 40+ years of experience as a project engineer and manager supporting general civil and related airport development. His design experience includes civil, stormwater, water and wastewater utilities, and new paving and pavement rehabilitation design projects. He has worked on both landside and airside facilities, including security projects, aircraft hangars, stormwater facilities, roadways and parking projects, and airside paving at numerous airports throughout the State of Florida. Mr. Palm also has special expertise with stormwater system rehabilitation projects utilizing trenchless technologies including pipe sealing by chemical grout injection, pipe structural rehabilitation by cured-in-place pipe liner (CIPP), centrifugally cast concrete pipe overlays (CCCP), and pipe slip-lining method utilizing fusible PVC pipe and low-molecular weight grout of the annular space between the host and slip-lined pipe. Each of these methods are applied according to project specific conditions, and avoid the high expense of pipe replacement by conventional trenching and backfilling.

### RELEVANT EXPERIENCE:

#### NEW AIRCO TAXIWAYS

St. Pete-Clearwater International Airport | Senior Project Engineer

This \$15M project includes the construction of partial Parallel Taxiway D, Connector Taxiways D1 and D2, relocation of Taxiway G3, and relocation of a portion of the airport's perimeter road and perimeter fence. Airfield lighting, marking, and signage are also being added, and drainage improvements are being made throughout the limits of the project. The project requires significant stormwater and floodplain permitting efforts and environmental and wetland support.

#### TAXIWAYS N AND A IMPROVEMENTS

Daytona Beach International Airport | Senior Project Engineer

The objectives of this \$32.6M project were to extend the useful life of the taxiway pavements, update the pavement geometry, and enhance the safety of air operations. The project included pavement rehabilitation, replacing/upgrading lighting, marking, and signage, and drainage improvements.

#### TAXIWAY C REHABILITATION

Orlando International Airport | Senior Project Engineer

The first component of the \$18.3M project comprised enhancement and rehabilitation of Taxiway C from Runway 18L to Taxiway E, which included the replacement of more than 800 in-pavement lights, considerable project phasing, milling, a new Asphalt Rubber Membrane Interlayer (ARMI), SuperPave, corrections to the shoulders and turfed areas, video and grout restoration, repairs to taxiway drainage swales and piping, and re-striping. The second component comprised the \$6.2M rehabilitation of the southern 2,000 ft of Taxiway C, as well as the rehabilitation of Taxiway B9 which included improving existing pavement section(s) and geometry as well as replacing centerline lighting with LED fixtures, replacing electrical manholes with junction can plazas, and new LED edge lights and LED signage.

#### TAXIWAY J REHABILITATION

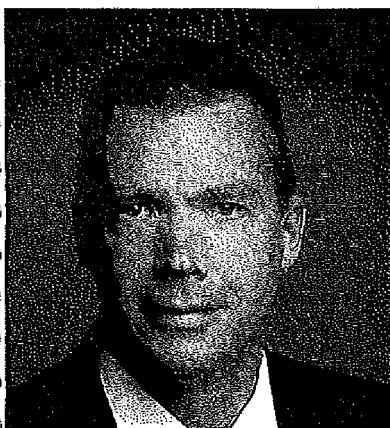
Orlando International Airport | Senior Project Engineer

This \$20.3M project included rehabilitation of the midfield portion of Taxiway J, including two (2) taxiway bridges, and consisted of improving existing pavement section(s) and geometry for taxiway-taxiway and apron-taxiway intersections, electrical enhancements, replacement of electrical manholes with junction can plazas, new LED edge lights and signage, and new circuiting and grounding grid.

#### TAXIWAY R RECONSTRUCTION AND TERMINAL APRON EXPANSION

Orlando Sanford International Airport | Senior Project Engineer

This \$12.3M project included expanding the existing apron and widening and strengthening Taxiway R from Taxiway C to the apron expansion entrance. Work also included associated edge lighting, airfield signage, apron lighting infrastructure, existing asphalt pavement demolition and construction, clearing, grading, drainage improvements, and permitting.



**EDUCATION:**

B.S. Civil Engineering, State University of New York at Buffalo, 2001

**PROFESSIONAL REGISTRATION(S):**

Professional Engineer, FL No. 63985

**YEARS OF EXPERIENCE:**

25

**YEARS WITH AVCON:**

12

**AVCON**

## ROB HAMBRECHT, PE

### CONSTRUCTION MANAGER

Rob Hambrecht, PE has over 25 years of professional engineering and planning consulting experience in almost every aspect of aviation and roadway projects, including project funding assistance, conceptual development, project management, contracts, budgeting, engineering design, specification and plan preparation, cost estimates, utility coordination, construction administration, inspection and closeout. He has a strong background in construction and is well rounded with a successful history of project design and construction administration.

### RELEVANT EXPERIENCE:

#### TAXIWAYS N AND A IMPROVEMENTS

Daytona Beach International Airport | Project/Construction Manager

The objectives of this \$32.6M project were to extend the useful life of the taxiway pavements, update the pavement geometry, and enhance the safety of air operations. The project included pavement rehabilitation, replacing/upgrading lighting, marking, and signage, and drainage improvements.

#### NEW TAXIWAY A AND BRIDGE

Tampa International Airport | Senior Project Engineer

This \$44M project consisted of design and construction of a new Crossfield Taxiway A, parallel to Taxiway B, from Taxiway V to Taxiway C as well as the reconfiguration of service roads with associated security system. AVCON was responsible for preparation of construction plans for the different phases of work during construction; airfield geometry; airfield joint layout plans and details; airfield marking plans and details; airfield signage plan; roadway civil engineering; roadway signage and marking; maintenance of traffic; temporary and permanent AOA fencing; CSPP; preparation and submittal of Form 7460-1; QA/QC; and construction inspection.

#### RUNWAY 18-36 REHABILITATION

Tallahassee International Airport | Construction Manager

This \$46M award-winning project included reconstructing and rehabilitating a large portion of the runway and taxiway system west of the existing North, Central, and South General Aviation Aprons, including geometry upgrades, lighting improvements, and safety improvements to comply with the most recent Airport Layout Plan (ALP) for Runway 18-36, parallel Taxiway A, and multiple connector Taxiways. Additionally, several existing taxiway connectors (TW A5, A6, A8, A9, A10) were removed due to safety concerns and compliance with ALP criteria. The rehabilitation program also included marking, signage, lighting, drainage, and other airfield improvements.

#### RUNWAY REHABILITATION PROGRAM

Melbourne Orlando International Airport | Project/Construction Manager

The first project included the \$3.5M rehabilitation of Runway 9L-27R, which consisted of a 1.75-inch mill, 2.5-inch overlay, and new LED edge lighting. The runway was also grooved to accept air carrier aircraft. That same month, work began on the \$1.3M rehabilitation of Runway 5-23. The \$18.6M Runway 9R-27L project involved the rehabilitation of mainline and shoulder (25') asphalt pavements and the interface with several connector taxiways. In addition, the runway lighting (both in-pavement and elevated) and signage were upgraded to LED fixtures. The project also included replacing dual 30-inch reinforced concrete pipes and reconstructing the blast pads on both runway ends.

#### RUNWAY/TAXIWAY REHABILITATION PROGRAM

Tampa Executive Airport | Construction Manager

The \$5.7M Runway 5-23 Rehabilitation project was the first project in a multi-year rehabilitation program. The taxiway connectors (E1, E2, E3, and E4) were also fully reconstructed. The project included an upgrade of the runway lighting system and navigational aids (NAVAIDs) and a large area of vegetation located within wetlands was cleared. The \$9.7M Taxiways A, D, E, and J Rehabilitation project is the second phase of the rehabilitation program and the final phase includes the \$13.2M (Est.) rehabilitation of Apron C, Runway 18-36, and Taxiways C and F.



**EDUCATION:**

Masters, Construction Management  
Engineering, Polytechnic University of  
Puerto Rico, 2014

B.S. Civil Engineering, University of Puerto  
Rico, Mayaguez Campus, 2005

**PROFESSIONAL  
REGISTRATION(S):**

Professional Engineer, FL  
No. 78313

**YEARS OF EXPERIENCE:**

20

**YEARS WITH AVCON:**

10

**AVCON**

## DANIEL CRUZ, PE

### CONSTRUCTION INSPECTOR

Daniel Cruz, PE is a Residential Engineer with extensive experience in management, inspection and quality control of construction projects. His areas of expertise include promoting safety; ensuring contract documents are properly executed; Owner / Client, contractor, subconsultant, and stakeholder coordination; preparation of daily reports, weekly status reports, meeting minutes, change orders, certification logs, and submittal and RFI logs; evaluation and breakdown of certifications for payment; project schedule updates; preparation of cost estimates; and preparation of as-built drawings. Daniel has strong organization and follow-up skills including the ability to prioritize. He possesses excellent communication skills and is bilingual in Spanish and English.

### RELEVANT EXPERIENCE:

#### TAXIWAY C REHABILITATION

Orlando International Airport | Construction Inspector

The first component of the \$18.3M project comprised enhancement and rehabilitation of Taxiway C from Runway 18L to Taxiway E, which included the replacement of more than 800 in-pavement lights, considerable project phasing, milling, a new Asphalt Rubber Membrane Interlayer (ARMI), SuperPave, corrections to the shoulders and turfed areas, video and grout restoration, repairs to taxiway drainage swales and piping, and re-striping. The second component comprised the \$6.2M rehabilitation of the southern 2,000 ft of Taxiway C, as well as the rehabilitation of Taxiway B9 which included improving existing pavement section(s) and geometry as well as replacing centerline lighting with LED fixtures, replacing electrical manholes with junction can plazas, and new LED edge lights and LED signage.

#### TAXIWAY J REHABILITATION

Orlando International Airport | Construction Inspector

This \$20.3M project included rehabilitation of the midfield portion of Taxiway J, including two (2) taxiway bridges, and consisted of improving existing pavement section(s) and geometry for taxiway-taxiway and apron-taxiway intersections, electrical enhancements, replacement of electrical manholes with junction can plazas, new LED edge lights and signage, and new circuiting and grounding grid.

#### TAXIWAY R RECONSTRUCTION AND TERMINAL APRON EXPANSION

Orlando Sanford International Airport | Construction Inspector

This \$12.3M project included expanding the existing apron and widening and strengthening Taxiway R from Taxiway C to the apron expansion entrance. Work also included associated edge lighting, airfield signage, apron lighting infrastructure, existing asphalt pavement demolition and construction, clearing, grading, drainage improvements, and permitting.

#### RUNWAY REHABILITATION PROGRAM

Melbourne Orlando International Airport | Construction Inspector

The first project included the \$3.5M rehabilitation of Runway 9L-27R, which consisted of a 1.75-inch mill, 2.5-inch overlay, and new LED edge lighting. The runway was also grooved to accept air carrier aircraft. That same month, work began on the \$1.3M rehabilitation of Runway 5-23. The \$18.6M Runway 9R-27L project involved the rehabilitation of mainline and shoulder (25') asphalt pavements and the interface with several connector taxiways. In addition, the runway lighting (both in-pavement and elevated) and signage were upgraded to LED fixtures. The project also included replacing dual 30-inch reinforced concrete pipes and reconstructing the blast pads on both runway ends.

#### TAXIWAYS B, C, AND L REHABILITATION

Orlando Sanford International Airport | Construction Inspector

This \$25.8M project involved rehabilitating the primary parallel taxiway to Runway 9L-27R (Taxiway B), the terminal apron edge taxiway (Taxiway C), and the main connector taxiway to the north development area (Taxiway L). The air field drainage system was expanded, and new LED taxiway edge lights and new airfield signage were installed.



## BLAKE SWAFFORD, PE

### PEER REVIEW

Blake is a vice president and senior project manager for Hanson's aviation market. With 26 years of experience, he has comprehensive knowledge in the administration and operation of commercial service and general aviation airports, airport and aviation related project design, project management and construction management of aviation projects. Those projects include runway extensions, runway safety area expansions, taxiway widening and extensions, apron rehabilitations, terminal improvements and industrial parks. Additionally, Blake has served as the director of Silver Comet Field at Paulding Northwest Atlanta Airport and the executive director of the Paulding County Industrial Building Authority in Dallas, Georgia. His relevant experience includes:

#### EDUCATION

MS/1997/Civil Engineering/  
University of Tennessee  
BS/1996/Civil Engineering  
Technology/Southern Polytechnic  
State University

#### PROFESSIONAL REGISTRATIONS

Professional Engineer/FL, GA

#### PROFESSIONAL AFFILIATIONS

Florida Airports Council  
American Association Airport  
Executives  
Georgia Airport Association  
President 2010-11  
Board Member 2007-16  
Legislative Committee Chair  
2009-16  
Recipient of the James Stogner  
Award 2016  
National Business Aviation  
Association

#### Taxiways C and F Rehabilitation, Sarasota Bradenton International Airport, Sarasota, FL.

Project principal for project to rehabilitate Taxiway C and F. The project included the design, bidding, and permitting for the rehabilitation of asphalt pavement for approximately 8,000 feet of Taxiway C and reconstruction of approximately 1,400 of Taxiway F. This project required a detailed construction safety and phasing plan due to impacts to the airport's primary, air carrier runway, and navigational aids, which includes coordination with airport operations, airlines, and ATC. Services for this project included topographic surveys, geotechnical subsurface exploration, pipe video inspection and recommendation for repairs, geometric layouts, and pavement design. The project also included designing airfield lighting and signage improvements including replacement of existing taxiway edge lighting and guidance signs, vault improvements, and airfield markings. The project included preparation of plans and specifications, cost estimates, bidding services, and grant application assistance. This project was primarily funded through an FAA grant.

#### Mid-Field Drainage Study, Vero Beach Regional Airport, Vero Beach, FL.

Project manager. The specific purpose of the study was to establish understanding of potential impacts associated with proposed development within the study area. Hanson used existing elevation data and permitted as built to develop an existing-conditions drainage basin delineation specifically focusing on the midfield area. Hanson provided a review of one such proposed development that recommended to partially fill an existing drainage conveyance canal in the midfield area. Hanson met on site and coordinated with the client and developer to reach a mutual understanding of the proposed development and agreed it would not have a significant impact on the drainage system performance.

#### Construction Owner's Authorized Representative, BP-400, Cell Lot, Taxi Hold, Bus Hold and Terminal A Road, Orlando International Airport, Orlando, FL.

Oversaw project management and inspection services during the project pre-construction, construction and closeout phases for the new north cell lot. Work for the new cell lot included modifications to the existing retention pond, new restrooms, a new retention pond, landscape and irrigation, electrical, Wi-Fi capabilities and roadway coordination including a new Terminal A road. The project also included the demolition of an existing portable restroom facility at the Taxi and Bus Hold and the construction of a new permanent restroom facility at the existing Taxi Hold and Bus Hold including a covered outdoor seating area and flight information display system (FIDS), a new lift station with related force main and sanitary piping as well as a communications duct bank. The lighting system was refurbished.

**Taxiway E Ramp, Vero Beach Regional Airport, Vero Beach, FL.** Project manager responsible for the design, bidding and construction phase services for the construction of the Taxiway E Ramp Phases 1 and 2 to accommodate large private jet activity and potential MRO. Services included field surveys, geotechnical subsurface exploration, environmental evaluations and permitting, environmental mitigation, geometric layout, pavement design, ramp lighting, stormwater management design and permitting, electrical modifications, signage, pavement markings, cost analysis, bidding services and construction phase services. The project consisted of approximately 300,000 square feet of new pavement and included connections to the adjacent taxiway.

HANSON PROFESSIONAL SERVICES INC.



HANSON

#### EDUCATION

BS/1986/Electrical Engineering/  
Southern Illinois University at  
Carbondale

AS/1983/Science/John A. Logan  
College

#### PROFESSIONAL REGISTRATIONS

Professional Engineer/FL, AL, IL, IN,  
KY, LA, MN, MO, NV, OH, WA, WI

### KEVIN LIGHTFOOT, PE AIRFIELD ELECTRICAL/LIGHTING/SIGNAGE

Kevin has more than 35 years of electrical engineering experience. His vast experience includes designing airfield lighting and navigational aid systems, service entrance and power distribution, emergency/standby power systems, motor control systems, lighting, heating and ventilation, lightning protection, surge protection and grounding systems. He has worked on projects for a variety of facilities including airports, railroads, roadways, telecommunication facilities, schools, water and wastewater treatment plants, pump stations and fuel storage and dispensing facilities. His relevant experience includes:

**Airport Traffic Control Tower (ATCT) Fiber-Optic Transmission System (FOTS), Sarasota Bradenton International Airport, Sarasota, FL.** Electrical engineer of a fiber-optic transmission system (FOTS) to connect the new ATCT to the instrument landing system (ILS) and NAVAIDs at both ends of Runway 14/32. The FOTS project was an amendment to the new ATCT and associated administrative base building design project and included design of duct banks, handholes and cabling, as well as preparation of an engineer's report, construction cost estimates, and construction plans and specifications.

**Taxiway E Ramp, Vero Beach Regional Airport, Vero Beach, FL.** Electrical engineer for the construction of the Taxiway E Ramp Phases 1 and 2 to accommodate commercial airline traffic. Services included field surveys, geotechnical subsurface exploration, environmental evaluations and permitting, environmental mitigation, geometric layout, pavement design, ramp lighting, stormwater management design and permitting, electrical modifications, signage, pavement markings, cost analysis, bidding services and construction phase services. The project consisted of approximately 300,000 square feet of new pavement and included connections to the adjacent taxiway.

**Taxiway D Extension, Naples Airport, Naples, FL.** Electrical engineer for the construction of an extension to existing Taxiway D. The extension is from Taxiway C to the intersection of the Runway 5 extension, opposite the taxiway A connector. No intermediate connectors or run-up pads are included. Services include: field surveys, geotechnical subsurface exploration, geometric layouts, pavement design, stormwater management design and permitting, electrical modifications, signage, pavement markings, bidding services and construction plans preparation and specifications.

**Taxiway A Improvements and Holding Bay, Naples Airport, Naples, FL.** Electrical engineer for improvements to Taxiway A at Runway End 5 at the Naples Airport. The project included reconstruction of the taxiway A connection at the Runway 5 approach end to comply with revised FAA design standards for 90-degree entrances to runways. The project also included construction of a new holding bay to improve ground movement operations and reduce delays to departing jet traffic caused by piston aircraft run-up checks and holds for IFR clearance for all aircraft types. The project required relocation of a 16-inch sanitary sewer force main and eight-inch water main. Coordination with NAA, FAA, FDOT, SFWMD, and City of Naples Utilities Department was required throughout the project.

**Runway 14/32 Safety Area Drainage Improvements, Naples Airport, Naples, FL.** Electrical engineer for project consisting of drainage improvements in the turf areas between Runway 14/32 and parallel Taxiways B and C. Electrical project tasks included electrical design services to accommodate airfield lighting and NAVAID circuit adjustments, relocations, and replacements associated with the drainage work improvements.

**Taxiway B Rehabilitation, Indianapolis International Airport, Indianapolis, IN.** Electrical engineer for rehabilitation of Taxiway B. Services provided included a Pavement Evaluation Report along with the design and preparation of two sets of construction documents detailing how to repair areas of failing pavement. The two smaller repair projects allowed the Authority time to establish a direction for Taxiway B pavement rehabilitation with respect to justifying funding eligibility. The Phase 2 effort included designing and preparing construction documents for the reconstruction of the mainline pavement of Taxiway B, including associated drainage and lighting issues.

HANSON PROFESSIONAL SERVICES INC.





**Sandra L. Polanis**  
**President**

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Years experience with other firms: 3  
Year started with DPS: 2007

**Certifications/Registrations/Technical Training**

- FDOT Chapter 22 PD&E, Level I & II CSER Training
- OSHA 29 CFR 1910.120 40 Hour HAZWOPER
- OSHA 29 CFR 1910.120 8 Hour refresher
- TSCA Title II Asbestos & Mechanical Inspector #004695
- NESHAP Asbestos Building Inspector #326141
- Environmental Site Assessor – Phase I ESA
- FDEP NPDES Certification # 223-334-32
- Heavy Equipment Operation Training 2013 #4232
- QuickBooks, 2007, 2010, & 2014 training

**Professional Experience**

Ms. Polanis has experience in business management, construction management and environmental construction and consulting services and is responsible for the daily operations and project management of DPS Corp. She is capable of completing Level I contamination screening evaluations, environmental and geotechnical drilling support services, stormwater system inspections and associated corrective action, construction management and contract management for both the private and public sectors. She has successfully managed contracts involving large land parcels and several mile corridor evaluations. She has a working knowledge of property management and land acquisition processes. Ms. Polanis evaluates and provides quality assurance review for standard operating procedures used at DPS. As the President of DPS, she is responsible for the planning, oversight and technical review of all assessment and construction projects, as well as the employment and mentoring of staff professionals.

**Relevant Project Experience**

- Sarasota Bradenton International Airport, Taxiway Bravo Rehabilitation, Sarasota County. This project included the evaluation and rehabilitation of Taxiway Bravo at the Sarasota-Bradenton International Airport. Ms. Polanis was responsible for the oversight of the field activities performed by DPS including three (3) SPT borings, 29 pavement cores and collection of two (2) CBR samples. The work was completed to support the design team in preparing their recommendations for the project.
- FDOT District 1, I-75 Rest Area, Charlotte County. The proposed project included the construction of two new rest areas (one NB and one SB) along I-75. Specific improvements included new rest area buildings with associated canopy structures, new entry and exit ramps, rest area circulation roadways, truck/auto parking areas and stormwater ponds to accommodate the proposed I-75 roadway and rest area site drainage. Ms. Polanis was responsible for oversight of subsurface explorations performed by DPS including more than 100 auger borings and more than 30 SPT borings to support the design team.
- FDOT District 1, SR 60 from CR 630 to Grape Hammock Road, Polk and Osceola Counties. The project consisted of widening SR 60 from CR 630 to Grape Hammock Road. The improvements involved widening the existing two (2) lane undivided roadway to a four (4) lane divided roadway with a median and inside and outside paved shoulders. Additional improvements to this section included replacing the existing bridge structure over Buttermilk Slough and extending an existing concrete box culvert over Ice Cream Slough to accommodate the widening. Ms. Polanis was responsible for oversight of subsurface explorations performed by DPS including more than eighty-four (84) hand auger borings completed at select locations along the project alignment.
- Florida's Turnpike Enterprise, Florida's Turnpike Mainline Widening from MP 279 to 289.3, Lake County. This project included the widening of Florida's Turnpike (SR 91) in Lake County from an existing divided four-lane facility to a divided eight-lane facility (two general toll lanes and two express lanes) for a total distance of approximately 10.5 miles. Ms. Polanis was responsible for oversight of subsurface explorations performed by DPS including more than one-hundred fifty (150) Standard Penetration Test (SPT) borings completed at select locations along the project alignment.





**Jeraldo Comellas, Jr., PE  
President**

**Contract Role:** SUE Lead

**Years' Experience:** 39

**Education**

- B.S., Civil Engineering,  
University of South Florida, 1986
- A.A., Engineering, Hillsborough  
Community College, 1982

**Professional Registrations**

- Professional Engineer (PE) –  
Florida - #45838
- Professional Engineer (PE) –  
Mississippi - #27049
- Professional Engineer (PE) –  
Louisiana - #41310

**Professional Affiliations**

- Florida Engineering Society
- American Society of Civil  
Engineers
- American Society of Highway  
Engineers
- Society of Hispanic Professional  
Engineers

**Summary of Experience**

Mr. Comellas has 39 years of civil engineering and survey experience and orchestrates the hiring of leadership and expansion of the business as well as risk management. Mr. Comellas is highly experienced in managing multi-service projects, ensuring clients' needs and deadlines are met. Mr. Comellas founded ECHO as President and, with a few strategic partners, established three offices located in Tampa, Oviedo, and Gainesville. He has played an instrumental role in launching and growing ECHO's footprint for subsurface utility engineering and surveying services in the transportation design and design-build project industry. Mr. Comellas' knowledge and experience obtained during his nearly 20 years with the Florida Department of Transportation (FDOT D1 & D7) and his 19 years in the private consultant engineering sector has contributed to his past success serving various clients in managing subsurface utility engineering and utility coordination contracts. Mr. Comellas will serve as SUE Lead on this contract. In this role, he will support the Engineer of Record, as needed, with scope and estimate development, the financial oversight of the projects in addition to ensuring adequate equipment and staff are available to meet scheduled tasks.

**Significant Projects**

**SRQ Blast Fence Construction, Sarasota, FL:** This project consisted of various design work for the blast fence construction at Sarasota Bradenton Airport. ECHO provided survey and subsurface utility engineering services in support of the project. Mr. Comellas led the SUE effort.

**SRQ West Apron Expansion and Employee Parking Lot Expansion at Sarasota Bradenton Airport, Sarasota, FL:** This project consisted of design and bidding services to construct an expansion of the West Apron and Employee Parking Lot area of SRQ's airfield. ECHO was requested to provide Subsurface Utility Engineering services for various project sites at the airport where we provided deliverables developed from the designating (CI/ASCE 38-02 Quality Level B) and locating (CI/ASCE 38-02 Quality Level A) subsurface utility engineering and supporting survey services to map the horizontal and vertical position of underground utilities to support the engineer of record efforts associated with the final design and completion of final construction documents. Mr. Comellas led the SUE effort.

**SRQ Master Plan Development, Sarasota County, FL:** This project consists of various improvements and design work for the SRQ Master Plan Development. ECHO provides topographic survey and subsurface utility engineering services. Mr. Comellas leads the SUE effort.

**PGD New GA Terminal Facility Capital Improvement Project, Punta Gorda, FL:** This project consisted of the design and construction of an 8" sewer main at the Punta Gorda Airport in Charlotte County, FL. ECHO's professional services were requested to provide subsurface utility engineering (SUE) services to support this design and construction activity. Mr. Comellas led the SUE effort.

**TPA Main Terminal Curbside Expansion, New FAA Parking Lot, New Energy Plant and Loading Dock Replacement, Demolition of Administrative Building, Tampa, FL:** For this project, Mr. Comellas was project manager where his responsibilities were QA/QC reviews of deliverables developed from the designating (CI/ASCE 38-02 Quality Level B) and locating (CI/ASCE 38-02 Quality Level A) subsurface utility engineering and supporting survey services to map the horizontal and vertical position of underground utilities to support the engineer of record efforts associated with the final design and completion of final construction documents for the Hensel Phelps/HNTB/Beck design build team.

Grow, Inspire, Make a Difference

## HYATT SURVEY SERVICES, INC.

### **Russell Hyatt, PSM**

#### **Survey and Mapping Support**

*Hyatt Survey Services, Inc.*

**Years of Experience: 36**

#### **Education:**

Bachelor of Science, Survey and Mapping, University of Florida, 1990

26 years of continuing education in Florida Law, standards of practice, land title, environmental, GIS, GPS and business and professional development

#### **Distinguishing Attributes:**

- Mr. Hyatt has 36 years of professional surveying and mapping experience relating to transportation planning, construction and engineering. He, also has experience as an expert witness in depositions regarding survey and property titles.

#### **Certifications/Registrations:**

- Professional Surveyor and Mapper, FL, LS#5303

#### **Affiliations:**

- Florida Surveying and Mapping Society (Past President)
- Manasota Chapter of the Florida Surveying and Mapping Society
- Tampa Bay Chapter of the Florida Surveying and Mapping Society (Past President)
- University of Florida Surveying and Mapping Advisory Committee
- The Hydrographic Society of America
- National Society of Professional Surveyors
- American Society of Civil Engineers

#### **EXPERTISE:**

##### **SRQ Project Experience:**

**SMAA Property, Tree Removal Verification & Tallevast Road Rezone:**

Client: SMAA

Description: Provided FPL legal descriptions & sketch, tree removal verification survey & boundary survey of Tallevast Rd.

##### **SRQ Ready Return Lot**

Client: SMAA

Description: Provided topographic survey of pad and light poles.

##### **SRQ Suncoast Golf Course Easement**

Client: SMAA

Description: Provided topographic survey of the golf course easement and Lockheed Martin Tallevast site.

##### **SRQ Monitoring Well Locations**



Client: SRQ Manatee Airport Authority

Description: Determined the locations of 175 monitoring wells within the SRQ properties.

##### **SRQ FEMA Elevation Certifications**

Client: SRQ Manatee Airport Authority

Description: Provided FEMA Elevation certifications for several buildings located on airport property.

##### **SRQ Runway 14 Rehab**

Client: Michael Baker, Inc.,

Description: Topographic Survey of a portion of Runway 14 for future rehab.

##### **SRQ Commercial Park Connector**

Client: American Infrastructure Development

Description: Topographic survey for the proposed offsite commercial park and connecting roadway.

##### **SRQ National Car Rental Site**

Client: JJK Construction, Hyatt Survey

Description: Provided a Boundary and topographic survey for proposed fuel tank.

##### **SRQ Airport Terminal Entrance**

Client: The LPA Group

Description: Provided a Topographic survey for new sidewalks.

##### **SRQ Taxiways "G", "J"**

Client: Woodruff & Sons, Inc.

Description: Provided construction Stakeout & Asbuilt surveys

##### **SRQ Aircraft Pavement Marking**

Client: Aero Bridgeworks

Description: Provided layout and asbuilt of aircraft striping at airline gates

##### **SRQ Airport Mode S**

Client: Federal Aviation Administration (FAA)

Description: Radar calibration survey

##### **SRQ Airport Fiber Optic Tower**

Client: J. Ranck Electric

Description: Provided construction layout & asbuilts

##### **SRQ Airport Ready Return Lot Improvements**

Client: AECOM

Description: Provided a topographic survey for the shade structures ready return lot mods

**Current Availability: 60%**

#### **TOPOGRAPHIC/DESIGN PHASE PROJECTS:**

##### **SRQ Runway 14 Rehab**

Client: Michael Baker, Inc.,

Description: Topographic Survey of a portion of Runway 14 for future rehab.



## KEVIN H. SCOTT, P.E.

Senior Geotechnical Engineer



### Summary of Capabilities

Geotechnical Engineering  
Civil Engineering  
Foundation Engineering  
Project Management  
Engineering Management  
Ground Subsidence Investigations  
Construction Materials Testing and Inspection

### Years of Experience

With Tierra: 16 Years  
With Other Firms: 7 Years

### Education

BS, Civil Engineering, University of South Florida, 2000

### Professional Organizations/Registrations

Florida Professional Engineer, No. 65514  
National Society of Civil Engineers

Mr. Scott has 23 years' experience in geotechnical investigation and evaluation for roadway and bridge design, industrial, landfill, borrow sites, commercial, high rise, and residential projects. His experience includes shallow and deep foundation analyses, retaining wall design, settlement analyses, and pavement evaluation. In addition to his geotechnical experience, Mr. Scott has also provided project management and project consulting services for construction materials testing and inspection projects including high rise, industrial, roadway, commercial and residential projects.

### Airport Project Experience

Hillsborough County Aviation Authority Continuing Services Contract

- Peter O' Knight Airport Taxiway G Extension
- Tampa International Airport Taxiway B MSE Wall Evaluation
- Tampa Executive Airport Hangar 5300 Evaluation
- Tampa International Airport Electric Bus Conversion
- Tampa International Airport Grass Parking Lot Potential Unmarked Burial Site
- Peter O' Knight Airport Review of Potential Settlement Area

- Tampa International Airport Taxiway B MSE Wall Backfill Area Evaluation
- Tampa International Airport Runway 1R-19L
- Tampa Executive Airport Pond C Design

St. Petersburg-Clearwater International Airport Continuing Services Contract

- Air Operations Area Fence Replacement
- Parking Lot Expansion and Modification, North and South Lots

St. Petersburg-Clearwater International Airport Taxiway Rehabilitation, Phase 2

St. Petersburg-Clearwater International Airport New Maintenance Facility

St. Petersburg-Clearwater International Airport Taxiway T, Phase 2

St. Petersburg-Clearwater International Airport Terminal Hardstand Expansion, Phase 2

St. Petersburg-Clearwater International Airport Gates 7-10 Holding Areas, Terminal Improvements

St. Petersburg-Clearwater International Airport Remote Parking Lot Expansion

St. Petersburg-Clearwater International Airport Runway 18-36 Rehabilitation

Sarasota Bradenton International Airport Taxiway Bravo Rehabilitation

Sarasota-Bradenton International Airport Exterior Signage and Wayfinding

Sarasota-Bradenton International Airport Jet Blast Deflector

Sarasota-Bradenton International Airport Park-N-Ride Parking Expansion

Sarasota-Bradenton International Airport Refrigerated Warehouse Site

Sarasota-Bradenton International Airport Rental Car Maintenance Facility

Sarasota-Bradenton International Airport Terminal Concourse B Expansion

Sarasota-Bradenton International Airport General Aviation Federal Inspection Station

Sarasota-Bradenton International Airport Phase 1 Apron

Sarasota-Bradenton International Airport Ground Transportation Center

Sarasota Bradenton International Airport Parking Lot Expansion

Sarasota Bradenton International Airport North Quad Access Roadway

Sarasota Bradenton International Airport Fuel Tank Improvements

## Letter of Interest

February 28, 2024

Mr. Kent D. Bontrager, AAE, PE  
Senior Vice President, Engineering, Planning & Facilities  
Sarasota Manatee Airport Authority  
6000 Airport Circle  
Sarasota, FL 34243

**Re: Professional Engineering Services to Rehabilitate Taxiway Alpha & Alpha Connectors**

Dear Mr. Bontrager and Members of the Selection Committee:

The Sarasota Manatee Airport Authority (SMAA) will be undertaking a critical airfield project to rehabilitate Taxiway A and the related connectors. This project is a key component to maintain the airfield to handle the significant growth that Sarasota Bradenton International Airport (SRQ) is experiencing. The success of this project will depend upon the experience, project leadership, and FAA relationships of the consulting team selected by SMAA. Over the last 57 years, C&S has built a significant aviation practice of over 120 full-time aviation specialists who design and improve airfield infrastructure for airports across the country, including many projects in Florida. *Benefits of the C&S team you will notice in our submission include:*

### Effective Project Leadership

Lori Steiner, PE brings 27 years of airfield design and construction experience to this project, including experience at SRQ. She can leverage her experience on similar projects with similar challenges to bring effective solutions. Lori will use her knowledge of SMAA's processes and her current relationships with SMAA staff to hit the ground running. Lori is a very detail-oriented project manager and is highly respected by her clients and peers in the industry as a thoughtful, thorough, and engaging project leader and will use her experience to address your challenges, listen to your concerns, and provide sound recommendations.

### Innovative & Proactive Approach

We have done our homework and come fully prepared to assist you with this important project. Our proposal fully outlines our technical approach and some of the important options to consider for phasing the project. Our plan is to keep the phasing simple to minimize impacts to SRQ operations, maintain security, and provide the contractor the opportunity to maximize production. This results in lower construction cost and expedited completion.

### National Expertise, Local Team

Our Florida-based team includes industry leaders who specialize in airfield projects. Between C&S and our subconsultants, we also bring local expertise of not only the airport, but Manatee County and Sarasota County. We are also backed by our national team of experts that we can bring in to support the local team as necessary, which will allow us to meet a fast-paced schedule, while still delivering a quality design.


### Significant DBE Participation

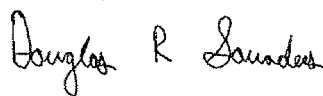
This significant project provides an opportunity for C&S to partner with small and disadvantaged businesses so they can utilize their talents to deliver for SMAA. We are exceeding the required 8% DBE participation goal with a planned 15% DBE participation. We recognize the importance of providing additional opportunities to DBE firms so that SMAA can rely on them in the future. Providing opportunities for these firms is important to SMAA, and it is important to C&S.

When choosing C&S, you get more than a consultant team—you get a dedicated partner that puts you first, looks out for your interests and those of the surrounding community, and strives every day to exceed your expectations. We are excited about the opportunity to continue to serve SMAA and look forward to discussing it further. Please contact me directly at (813) 675-3476 or lsteiner@cscos.com if you have any questions.

Sincerely,

C&S Engineers, Inc.

  
Lori Steiner, PE, ENV SP  
Project Manager



Doug R. Saunders, PE  
Principal in Charge

**C&S**  
**acknowledges**  
**all addenda.**

## Brief Firm Profile

### Overall Firm Experience

Airport services have been the cornerstone of our professional practice since our founding in 1968. For more than 55 years, C&S has served diverse airport clients across Florida and the country, including many airports similar to yours. Our client list includes over 200 airports nationwide, ranging from general aviation to commercial service, hub, and military installations. We conduct almost all of our Florida airport projects through term contracts like this one. **C&S's in-house expertise is extremely broad, allowing us to deliver almost any type of airport project from start to finish.** With staff dedicated to planning, environmental, airfield and landside engineering, architecture, grants administration, construction services, and other specialized disciplines, we have the necessary resources to help clients realize the vision they have for their facilities.

Our aviation group features more than 120 staff dedicated completely to airport projects. They are supported by hundreds of additional experts who regularly contribute their specialized technical skills to airport projects.

#### Capabilities

C&S's staff of more than 600 professionals (120 dedicated to aviation services) includes engineers, architects, geologists, landscape architects, scientists, planners, designers, computer programmers, and construction managers and inspectors. Our staff includes more than 100 licensed professionals and nearly 30 LEED accredited professionals. They are supported by a full administrative staff, state-of-the art field equipment, and the latest in computer hardware and software.

### Firm Experience and Qualifications

At C&S, we pride ourselves on our extensive experience and qualifications in the Aviation Practice. Our team is composed of industry-leading experts who are dedicated to providing innovative and sustainable solutions for airports across the nation. We understand the complexities of airport systems and are committed to helping our partners achieve their vision for their facilities.

Our approach is comprehensive, covering everything from planning and environmental compliance to construction and community outreach. Our Aviation Practice's specialized services include:

- ◆ Airfield Pavements
- ◆ Environmental/NEPA Compliance
- ◆ Drainage
- ◆ Paint Marking & Signage
- ◆ NAVAID/Electrical
- ◆ Facility Architecture and Engineering
- ◆ Fuel Facilities
- ◆ Sustainability and Electrification
- ◆ Construction Services
- ◆ M/W/DBE Program Administration
- ◆ Obstruction Studies
- ◆ Safety Area Improvements
- ◆ Fencing & Security
- ◆ FAA/FDOT Grant Administration
- ◆ Equipment Procurement
- ◆ Public/Community Outreach
- ◆ Planning
- ◆ Land Use+ Economics
- ◆ PFAS Investigation



*On January 1, 1968, professional engineers Mike Calocerinos and Frank Spina opened for business in Syracuse, New York. Their goal was to provide engineering services in a more personalized, high-quality manner. The six-person firm, named Calocerinos and Spina Consulting Engineers, concentrated on civil engineering (sewage and drainage) for local municipalities.*

*Over the past 57 years, C&S has expanded from our roots as a small municipal engineering firm to a full-service national design, planning, and construction services firm.*

*Now over 600-people strong and providing a wide array of service solutions across 20 offices nationwide, the C&S Companies continue to emphasize a very personal, customer-centric approach to business.*



Sarasota Bradenton International Airport | Professional Engineering Services to Rehabilitate Taxiway Alpha and Alpha Connectors

# Experience with Similar Airport Projects

## Airfield Pavements

C&S has successfully completed rehabilitation and new construction of runways, taxiways, aprons, service roads, and parking lots using bituminous and Portland cement concrete (PCC). Steps involved in our pavement design procedures are in accordance with *FAA AC 150/5320-6G, Airport Pavement Design and Evaluation*. Our engineers and construction inspectors have specific training for airfield pavements offered by associations such as the American Concrete Pavement Association, Airports Consultants Council, Asphalt Institute, and FAA. The C&S team can perform geotechnical analysis to determine existing pavement and subbase thickness and perform geotechnical laboratory testing to determine CBR values to be used for design. We then prepare a report compiling the information for the sponsor.

## Pavement Markings

Most of our airfield pavement projects include marking the new pavement. C&S uses and interprets *FAA AC 150/5340-1M, Standards for Airport Markings* in order to keep airports in compliance. All standards for markings are built using the standard dimensions and layouts from *FAA AC 150/5300-13B, Change 1, Airport Design*, reiterating the importance of understanding the facility and using the correct geometry.

C&S also attends the Airfield Marking Professional Symposium to make sure our staff is not just knowledgeable in the design of pavement markings, but also understands the application and maintenance.

## Airfield Electrical

C&S has designed installations for all types of airfield lighting and navigational systems, including runway and taxiway edge lighting; LED lighting; in-pavement edge, centerline, and touchdown zone lights; guidance signs; visual aids such as REIL and PAPI systems; and instrument landing systems. These projects have included all related electrical power distribution, controls, equipment installations, and stand-alone airfield electrical buildings. In addition, C&S has completed emergency power systems for airports

including stand-by generators and transfer equipment.

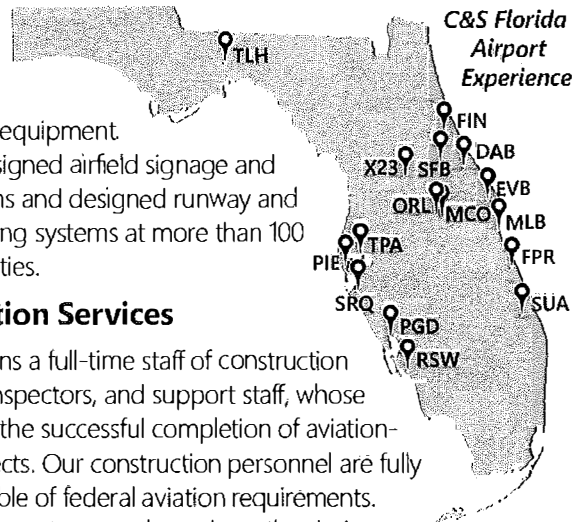
We have designed airfield signage and marking plans and designed runway and taxiway lighting systems at more than 100 airports facilities.

## Construction Services

C&S maintains a full-time staff of construction managers, inspectors, and support staff, whose sole focus is the successful completion of aviation-related projects. Our construction personnel are fully knowledgeable of federal aviation requirements. Their involvement occurs throughout the design process in the form of constructability reviews that provide office design personnel with the realities of a contractor's perspective, feedback on construction phasing, methods, materials and specifications, contract packaging, and contract administration matters. Scheduling, coordination, quality assurance, issue resolution, and budget control becomes our focus upon commencement of construction.

**You'll find the key project team members noted in the following project pages, their detailed expertise is outlined in their resumes, found in the appendix.**

*They specialize in taxiway design, pavement rehabilitation, construction management, grant management, and navigating FAA/FDOT procedures, as well as permitting through the Southwest Florida Water Management District (SWFWMD) and local agencies.*





## Orlando Sanford International Airport Rehabilitation of Taxiway A

*Spec as per*

**Construction Cost: \$6,589,268** | C&S completed the design, and will be providing construction services for this project to rehabilitate Taxiway A and connector Taxiways L and A3. As part of this project, the geometry of all of the taxiways was updated to meet current FAA standards. Additionally, the project relocated the taxiway connectors between Taxiway A and tenant aprons to the north to remove the direct connections to the runway. To accommodate the relocation of these taxiway connectors, existing airport communication lines needed to be relocated as well. Taxiway A was also design to stub out to the east and west to allow for future extensions of the taxiway. These stub outs were extended to the Taxiway Object Free Area (TOFA) of the nearest connector to allow the construction of the extension to occur without impacting any airfield operations. The project also included replacing the airfield lighting and signage in the project area and installing new pavement markings after the rehabilitation is completed.

During the evaluation of the existing pavement, it was discovered that the existing pavement section was not sufficient for the current aircraft fleet mix and needed to be strengthened as the base below the asphalt pavement was not thick enough. However, to avoid full reconstruction of the pavement, the overlay of asphalt was increased to provide the additional strength needed, which resulted in a 2-inch mill with a 5-inch overlay. This additional thickness of asphalt required grading outside the existing pavement to still meet FAA requirements. This project is also being constructed concurrently with a project to rehabilitate the runway, which will add approximately 1-inch of pavement to the runway. Coordination was required between the projects to make sure that the additional pavement being added for each would be able to be accommodated.

### Key Project Team

Doug Saunders,  
Principal in Charge  
Lori Steiner  
Project Manager and  
Engineer of Record  
Johan Almanzar,  
Morgan Barr,  
Connor Spiegel,  
Civil Engineer  
Bob Koller,  
QA/QC

### Jennifer Taylor

Contract Administrator  
(407) 585-4006  
jtaylor@osaa.net

### Relevant Challenges and Solutions

## Orlando Sanford International Airport Rehabilitation of Terminal Apron

**Construction Cost: \$3,090,016.50** | C&S completed the design and is currently providing construction services, including construction inspection, for this project to rehabilitate the terminal apron. The original scope of the project consisted of a mill and overlay of the existing asphalt pavement in and around the terminal area, with only isolated repairs to the concrete pavement. Additionally, the project included the repair of one catch basin drainage structure. However, as part of the project, C&S performed an airfield pavement condition assessment on the concrete pavement on the apron and determined that additional repairs were needed. These repairs includes repairing patches, spalls, and cracks on the pavement, replacing 6 concrete panels, and replacing a trench drain.

This project included complex phasing to balance the terminal operations with the need to efficiently rehabilitate the pavements. This included only closing a maximum of 4 gates at a time, and limiting work inside the Taxiway Object Free Areas (TOFA's) for taxiways serving the Terminal Apron to night hours.

### Key Project Team

Doug Saunders,  
Project Manager  
Engineer of Record  
Johan Almanzar,  
Morgan Barr,  
Civil Engineer

### Jennifer Taylor

Contract Administrator  
(407) 585-4006  
jtaylor@osaa.net

### Relevant Challenges and Solutions



## Sarasota Bradenton International Airport General Aviation Federal Inspection Services (FIS) Facility

**Construction Cost: \$9,174,174.75** | C&S is providing full service architecture and engineering services for a new General Aviation Customs Facility at Sarasota Bradenton International Airport. The new building, located in the new north quadrant of the airport, will serve as a gateway for other development here as well as the intended users of the facility and international travelers.

The new Federal Inspection Services (FIS) facility simplifies operations of the Customs and Border Patrol and the stand alone building frees up a gate within the existing terminal affording increased airline usability. The approximately 5,200-square foot building will house a central passenger processing area surrounded by support spaces. Windows are not desired in the perimeter spaces, so ceilings will be constructed as a light shelf, to allow natural daylight to enter the central space through clerestory windows. The building will be designed in accordance with the CBP GA Facilities Design Guide which outlines specifying requirements for each space in the facility. Those requirements, coupled with a striking architectural style, create a dynamic and functional space.

The new building will create an aesthetically appealing public face to the airport for international travelers. The main guiding design principal will be in line with the historical "Sarasota Modern" style which was a post-war modern movement that was widely known and celebrated in the region. It is characterized by an open-plan for the processing and waiting areas, and a large area of glass to facilitate natural illumination and ventilation as a means to address the unique indigenous requirements of the regional climate.

This project includes a long driveway connection and parking lot to serve the new building, along with a new taxiway connector to the apron being constructed by Sheltair for aircraft to taxi in for inspection.

### Key Project Team

Doug Saunders,  
QA/QC

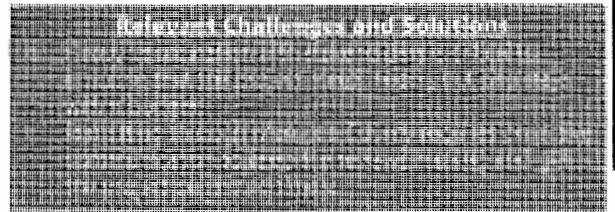
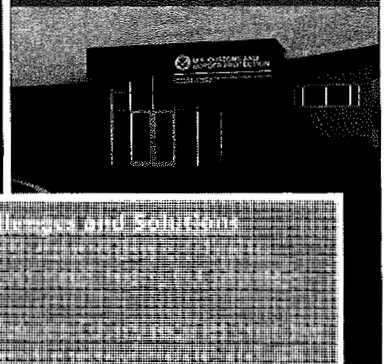
Lori Steiner,  
Engineer of Record,  
Lead Civil Engineer,  
Project Manager  
(Construction)

Connor Spiegel,  
Civil Engineer

### Kent Bontrager

Sr. Vice President  
(941) 359-2770

kent.bontrager@srq-airport.com



## Treasure Coast International Airport Aerowest Taxiway and Apron

**Construction Cost: \$6,405,900** | The Treasure Coast International Airport is a 3-runway, 3,660 acre airport located on Florida's east coast in St. Lucie County between Vero Beach and West Palm Beach. Over the course of our 5 year term as a continuing engineering services consultant for the airport, C&S has participated in several projects related to the airport expansion, including the Aerowest Taxiway and Apron.

This project includes the design for a taxiway and apron that will serve future aircraft operations and hangar development. In its entirety, the project will eventually result in the construction of 12 to 17 new TDG 28 and 18 aircraft hangars, hangar parking lots, and entrance driveways. To prepare for the future development, C&S developed 3 alternatives for the full build out, and the preferred alternative was used for the design of the taxiway and apron.

### Key Project Team

Doug Saunders,  
Principal in Charge

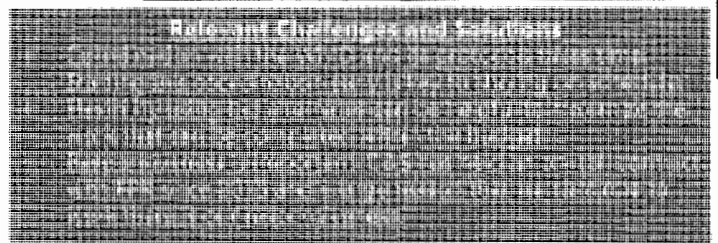
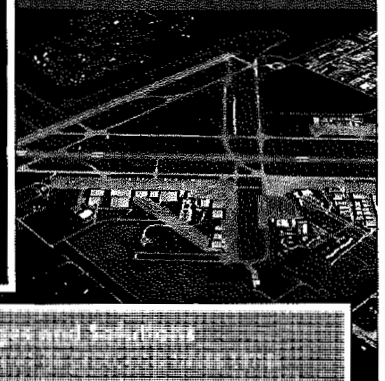
Lori Steiner,  
Project Manager and  
Engineer of Record

Johan Almanzar  
Morgan Barr,  
Civil Engineer

Bob Koller,  
QA/QC

### Ann Mullen

Grants & Project Manager  
(772) 462-2350  
mullena@stlucieco.org





## Orlando Executive Airport Rehabilitation of Taxiways A & B and Taxiway E4 Construction



### Rehabilitation Challenges and Solutions

This project highlighted the taxiways and fixed certain aircraft movements. It also fixed a direct connection from the Apron to a runway.

### Key Project Team

Doug Saunders,  
Project Manager and  
Engineer of Record

Johan Almanzar,  
Lori Steiner,  
Morgan Barr,  
Civil Engineer

Bob Koller  
QA/QC

Ass. VP Engineering  
(407) 585-4006  
tnguyen@goaa.org

### Construction Cost:

**\$4,575,902.54** |

The scope of work for this project consists of the removal of Taxiway E5 (approximately

235 feet long x 75 feet wide) and Taxiway E4 (approximately 205 feet long x 60 feet wide) to comply with the current FAA geometric

standards required for runway incursion mitigation as identified in the FAA approved ALP. Also, the rehabilitation

of existing Taxiway A between Runway 13-31 and Taxiway E (approximately 135 feet long x 50 feet wide) and between Taxiway E and Taxiway A5 (approximately 1,175 feet long x 50 feet wide) as identified in the 2019 FDOT Airfield Pavement Management Program report. It will also contain the rehabilitation of existing Taxiway B between Taxiway E5 and Taxiway A5 (approximately 1,100 feet long x 50 feet wide) as identified in the 2019 FDOT Pavement Management Program report.

Additionally, the construction of Taxiway E4 (approximately 200 feet long x 50 feet wide, between Runway 13-31 and its parallel Taxiway E) again, to comply with the current FAA geometric standards that are required for runway incursion mitigation as identified in the FAA approved airport layout plan and the rehabilitation of Taxiway B1. Finally, ancillary items such as drainage, airfield electrical and markings shall be updated as well.

## Orlando Executive Airport Runway Incursion Mitigation

**Construction Cost: \$4,125,560.57** | In 2015, the FAA kicked off the Runway Incursion Mitigation (RIM) program to boost airfield safety by refining runway and taxiway layouts. At Orlando Executive Airport, three hot spots needed attention, and C&S led the charge as the prime engineer for this vital safety initiative.

For Hot Spot No. 1, we tackled a large hold bay at Runway 7 that fell short of FAA standards. We removed Taxiway E4 and the hold pad, then built a new taxiway connector from Taxiway A to Runway 7, fit for a Boeing 737 BBJ ADG-III, TDG aircraft, using bituminous asphalt concrete. We also upgraded drainage, lighting, signage, markings, the airport lighting control and monitoring system (ALCMS), and the electrical vault.

The project included two alternate bids for additional pavement. The first added three hold bays for smaller aircraft like the Cessna 172 or a small Learjet. The second extended a hold bay to connect to Runway 7-25 for Boeing 737 BBJ aircraft. Challenges included constructing a new parallel taxiway through a pond, requiring settlement monitoring, and conducting nighttime construction to reduce runway disruption. We also evaluated ten layout options for the hold bays.

### Key Project Team

Doug Saunders,  
Project Manager,  
Engineer of Record

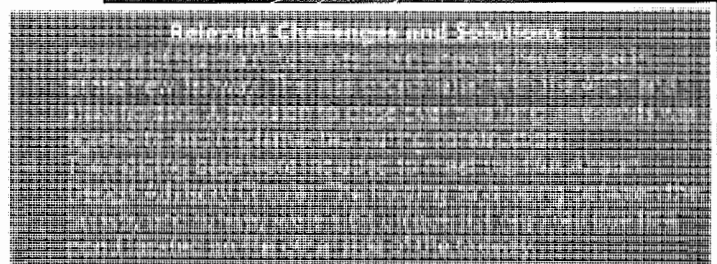
Morgan Barr,  
Civil Engineer

### Tuan Nguyen

Asst. VP, Engineering  
(407) 585-4006  
tnguyen@goaa.org



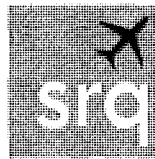
### Rehabilitation Challenges and Solutions



## SECTION B

# Team Organization

Experience, competence, teamwork—these are the means for success on your projects, and the ingredients C&S uses in creating a project team that is right for you. Client satisfaction is the ultimate goal for all of our projects. As exhibited by the following organizational chart, our project manager, Lori Steiner, will be supported throughout the project by C&S personnel as well as our subconsultants. Our combined expertise matches all of the types of services necessary to complete the Runway 14-32 ROFA Improvement successfully, within time constraints, and within budget. Lori has extensive experience and capacity to manage complex tasks and projects. Lori will be the main point of contact for the C&S team, this approach is designed to be responsive, flexible, and adaptable, ensuring that all contributors can efficiently collaborate and achieve project goals.



## Team Legend

C&S	Woolpert
EG Solutions (DBE)	Echo UES
Tierra	Orlando Project Controls
Hyatt (DBE)	Connico

**Doug Saunders, PE**  
Principal in Charge and  
Construction Phasing

**Lori Steiner, PE, ENV SP**  
Project Manager

**Robert Koller, PE**  
QA/QC

**Johan Almanzar, PE**  
Lead Civil Design

**Morgan Barr, PE**  
**Connor Spiegel, PE**  
Airfield Civil Engineer

**Christopher Brubach, PE**  
Airfield Electrical Engineer

**Alexandra Davis-Petrenko,**  
ENV SP, LEED GA  
Sustainability

**Scott Brady, PE**  
**Mike Harris, CM**  
Drainage and Permitting  
**Xuheng "Sean" Kuang, PHD, PE**  
Stormwater and Permitting

**Kevin Scott, PE**  
**Daniel Ruel, PE**  
Geotechnical/Materials Testing

**Russell Hyatt, PSM**  
Survey

**Bryan Hafertepe, PE**  
Cost Estimating

**Paul Akers, PLS, PMP**  
AGIS

**Jeraldo Comellas, Jr., PE**  
SUE Lead

**Scott Collins**  
**Bryan Quigley**  
Scheduling

## Construction Services

**Lori Steiner, PE, ENV SP**  
Construction Admin

**Connor Spiegel, PE**  
Resident Project Rep.

**Dale Simmers**  
Resident Project Rep.

## Primary Point of Contact



### Lori Steiner, PE, ENV SP

Lori will be your project manager and primary contact for all issues related to the design of this project. She will ensure you have the right resources from project concept and planning through design and construction closeout, guaranteeing the highest level of project quality. Lori is a thoughtful, very responsive, and highly skilled communicator whom our partners consistently want to have on their projects. Lori will be backed by a full-service team of professionals that can handle almost any challenge, including Doug Saunders, Principal in Charge, who will also be intimately familiar with your project and resource needs. Lori and Doug will be dedicated and focused, making this project a top priority.

Lori is stationed in our  
Tampa office, located at  
2203 N. Lois Ave, Suite  
400, Tampa, FL 33607

Lori is always on hand to  
assist with any airport-  
related matters, ensuring  
smooth communication  
and delivering support  
for our partners and  
community members.



Sarasota Bradenton International Airport | Professional Engineering Services to Rehabilitate  
Taxiway Alpha and Alpha Connectors

## Subconsultants

At C&S Companies, our approach to working with subconsultants is both strategic and inclusive, ensuring efficiency and quality in our projects. We collaborate with local and regional subconsultants for specialized tasks, leveraging their expertise to provide comprehensive services. Our strong relationships with these partners allow us to trust and integrate their skills effectively, especially for complex tasks. We engage subconsultants through a thorough process, discussing the need with interested parties and assessing qualifications to ensure a well-suited team. Committed to diversity, we actively include disadvantaged business enterprises (DBEs) and minority- and women-owned business enterprises (MWBEs), strengthening our community and meeting participation goals.

### EG Solutions, Inc. (DBE)

#### Role: Drainage/RPR

EG Solutions, Inc. (EGS) is an aviation engineering firm located in Lakewood Ranch, FL less than 8 miles from the Sarasota Bradenton International Airport (SRQ). Each member of senior management has over 40 years of engineering and aviation experience. The majority of this experience has been on Florida aviation projects.

EGS is recognized as being an industry leader for stormwater management consulting, design, permitting, and construction for Florida airports. EGS personnel co-authored the current state rules for the permitting of airport airside projects (62-330.449 Florida Administrative Code) and the updated permitting language for all airport projects (landside and airside) in the proposed Applicant's Handbook revisions required by the Clean Waterways Act. EGS was also the technical manager and author of the FDOT Statewide Airport Stormwater Best Management Practices Manual and Technical Report for the Statewide Airport Stormwater Study. This program received the 2016 FAC J Bryan Cooper Vision Award. EGS recently updated the Statewide Airport Stormwater Best Management Practices Manual under a subconsultant agreement (2023). EGS personnel completed the first National Pollutant Discharge Elimination System (NPDES) stormwater permit (FLS000001) and Stormwater Pollution Prevention Plan (SWPPP) in Florida while



the program was directly administered by the United States Environmental Protection Agency. EGS personnel also completed SRQ's first such document. EGS currently provides stormwater permitting assistance for most projects at SRQ and for all projects using the airport's master drainage system. This includes permits from Southwest Florida Water Management District (SWFWMD), Manatee County, Sarasota County, and the Florida Department of Environmental Protection.

### Tierra

#### Role: Geotechnical

As a Florida Statewide Certified MBE, Tierra, Inc. (Tierra) is a full-service consulting geotechnical, environmental, and construction materials testing engineering firm with capabilities to provide test borings, install piezometers and monitoring wells, engineering analyses and reports, AutoCAD and MicroStation plan sheets, laboratory soils testing, and construction materials testing. Tierra was formed as a geotechnical engineering, contamination assessment, and materials engineering firm with the intent of building upon the many years of combined experience of their founding principles. Tierra is committed to providing quality, responsive service, establishing a reputation for sound approaches and professional competence in a wide range of technically demanding areas.



### Hyatt (DBE)

#### Role: Survey

Hyatt Survey Services (Hyatt), a full-service surveying and mapping firm, takes pride in its professional licensed surveying staff, boasting a collective experience of over 202 years in the field. What distinguishes Hyatt from many other companies is our exclusive focus on surveying and mapping services. By dedicating solely to these disciplines, Hyatt can offer a higher level of expertise and undivided attention to clients' specific surveying needs. Hyatt's specialization allows us to avoid distractions from unrelated disciplines and better serve clients in delivering accurate and comprehensive surveying solutions.



**Woolpert****Role: AGIS**

A national architecture, engineering and geospatial (AEG) firm, Woolpert Inc. is dedicated to providing exceptional services, employing cutting-edge technologies, and developing and implementing industry-best processes for our aviation clients. Woolpert helps airports improve planning, design, construction, and operations through leveraging spatial data to support the FAA's Airports GIS standards, custom GIS software development, and aeronautical data development.

Woolpert offers an unparalleled level of experience and knowledge helping airports manage and leverage spatial data. We have successfully performed geospatial and aeronautical surveys at more than 2,000 airports (2,500 projects). This work has included 106 projects at 63 Airports in Florida). Overall, Woolpert has completed more than 1500 projects within the FAA's Airports GIS. While mostly focused on aeronautical (obstruction) surveys, the associated services included numerous lidar surveys (, geodetic control establishment, mapping, CAD/GIS standards creation, GIS implementation, and GIS web application development. Woolpert brings decades of experience working with the FAA in support of NextGen technologies and spatial data at airports and within a regional airspace and delivering these projects on-time and under budget. We have also developed the FAA's online Airport GIS training program (FAA IDLE) that guides the aviation industry on the FAA AGIS data standards, bringing FAA IDLE Level 3 certified staff to projects.

**Echo Utility Engineering & Survey****Role: SUE**

ECHO is a small business founded by a group of partners with civil

engineering, surveying, construction, and utility/GIS background, who believe in providing high quality and reliable utility and survey data to design better, build faster, and safely enhance engineering, design, construction and maintenance of infrastructure. ECHO currently has three offices in the state of Florida located in Tampa, Orlando, and Gainesville. ECHO currently employs seventy-two (72) full-time employees and has twenty-three (23) field crews that will provide services for this project.

**Orlando Project Controls****Role: Scheduling**

Orlando Project Controls was established by

Mr. Scott Collins in 2007. OPC provides professional consulting services for various Project Controls functions for all members of the Project Team. With over 35 years of project controls / scheduling experience, Scott, his Senior Level staff and subconsultants support projects in the healthcare, aviation, K-12 and higher education, municipalities, corrections, utilities, sport facility, high-rise office and residential, entertainment industries and others.

Specific experience includes Mega-Program Planning & Scheduling and integration; oversight and management of scheduling services; preparing and executing the project plan; preparation of various levels of CPM schedules; cost/resource loading; 4D scheduling consultation; change management; trending analysis; recovery schedules; claim mitigation / prevention; critical path analysis; forensic analysis; claims review and analysis; constructability reviews; time impact preparation, review and analysis; risk identification; mitigation and analysis.

**Connico (DBE)****Role: Cost Estimating**

For more than 30 years, Connico has offered consulting services to owners, engineers, architects, and planners. They specialize in cost estimating, program management, scheduling/phasing, project management and constructability planning, delivering a client's vision for projects. Their experience with complex projects allows for a unique perspective during the design and construction process. Connico has worked at more than 275 airports across the U.S. from Norfolk, Virginia to Los Angeles, California. They have been involved in airside and landside projects at aviation facilities including small general aviation, municipal, and air carrier, to large hub international airports. Connico has been providing cost estimating services on aviation projects stretching all the way through the different phases of a project. This knowledge and experience at these facilities across the country gives their clients the background and experience needed to estimate their projects.



# Approach

C&S has assembled a team of experienced consulting professionals who will work along-side SMAA personnel to achieve success on this important taxiway rehabilitation project. Our team, led by Lori Steiner, features breadth and depth of resources in the capabilities offered by C&S and experts in field, such as drainage by EG Solutions. Our team looks forward to showcasing our design and consulting skills and providing a top-quality product to SMAA.

## Project Scope

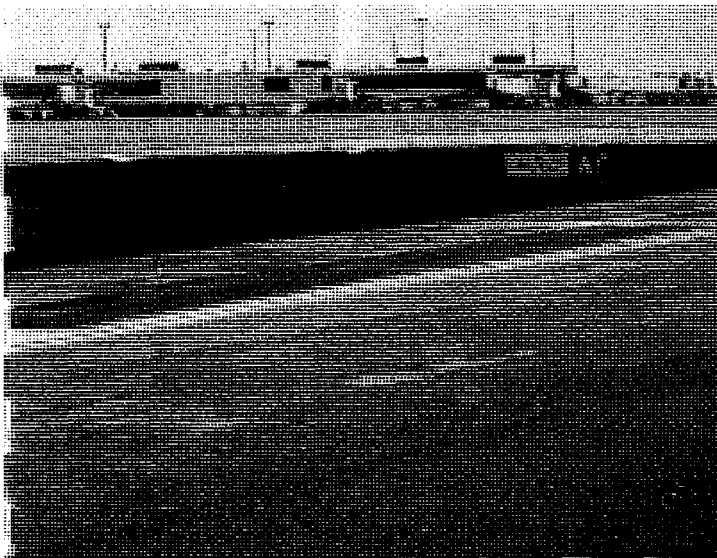
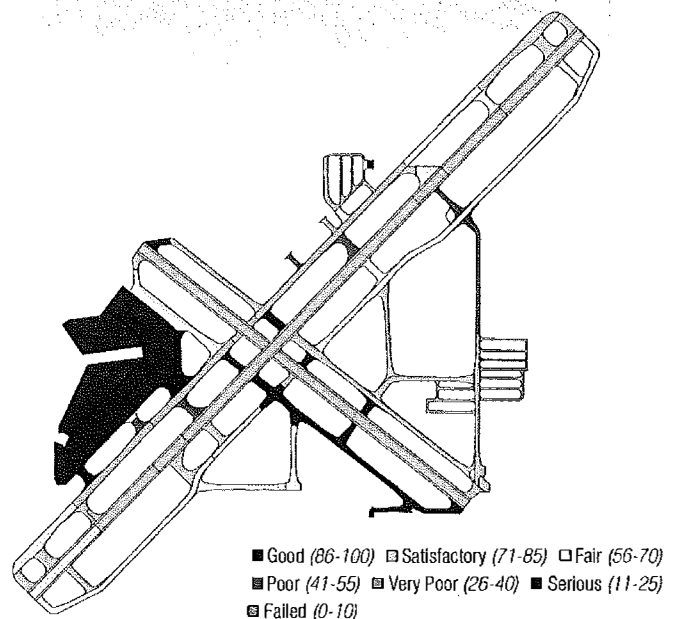
We understand that this project is to Rehabilitate Taxiway Alpha and Alpha Connectors. The exhibit on **the following page** depicts the project limits. Based on the information in the RFQ, discussions with SMAA staff, the 2022 FDOT Airfield Pavement Evaluation study, and the airport's current Master Plan, our understanding of the work is as follows:

- ◆ **Taxiway A**—Per the Pavement Condition Index (PCI) exhibit below, this section of pavement is in satisfactory to fair condition with PCI's ranging from 59 to 83. The entire length of the taxiway will be rehabilitated, likely with a mill and overlay. The areas in fair condition may require additional repairs or reconstruction.
- ◆ **Taxiways A1, A2, A4, A7, A9, and A10**—Taxiways A1, A9 and A10 are all in satisfactory to fair

condition with PCI's between 72 and 85. Taxiway A2 is in fair condition with a PCI of 67. Taxiways A4 and A7 are in poor condition with PCI's of 54 and 55 respectively. All of these taxiway connectors will be rehabilitated, likely with a mill and overlay. The areas in fair and poor condition may require additional repairs or reconstruction.

- ◆ **Taxiway A3**—Taxiway A3 is currently angled for a high-speed exit and has a PCI of 65, which is considered fair condition. This taxiway will be realigned to provide a 90-degree connection to Runway 14-32 and will be rehabilitated, likely with a mill and overlay but may require additional repairs. Any excess pavement not needed for the realigned taxiway will be removed.
- ◆ **Taxiways T1, T2, T3, and R4**—Taxiways T1 and T2 are in fair condition with PCI's of 66 and 65 respectively. Taxiway T3 and R4 are in poor condition PCI's of 49 and 43 respectively. These areas will likely require reconstruction.
- ◆ **Taxiway R3**—Taxiway R3 is in serious condition with a PCI of 23 and will likely require reconstruction.

### PAVEMENT CONDITION INDEX EXHIBIT





Additionally, the taxiway will be realigned to shift the centerline further north and the extra pavement will be removed to remove the possibility of a direct connection from the terminal apron to Runway 14-32.

- ◆ **Dolphin Connector**—Taxiway A4 between the Dolphin Aviation apron and Taxiway A will be relocated to remove the direct connection from the apron to Runway 14-32.
- ◆ **Holding Bays**—Holding bays on the north and south ends of Taxiway A. The airfield currently does not have any holding bays. Adding them will allow for aircraft to bypass small aircraft that are either waiting for aircraft departure clearances or are performing engine run-ups prior to takeoff. The new holding bays will require portions of the service road to be relocated to be outside the Taxilane Object Free Area (TLOFA).
- ◆ **ARFF Road Connection**—The ARFF roadway connection between the service road and Taxiway A is included in the project to be rehabilitated, and will likely require reconstruction.
- ◆ **Lighting and Signage**—The new hold bays and taxiways that are being realigned will require changes to airfield lighting and signage. Additionally, existing airfield signage and lighting will be evaluated to determine if any replacements will be needed.

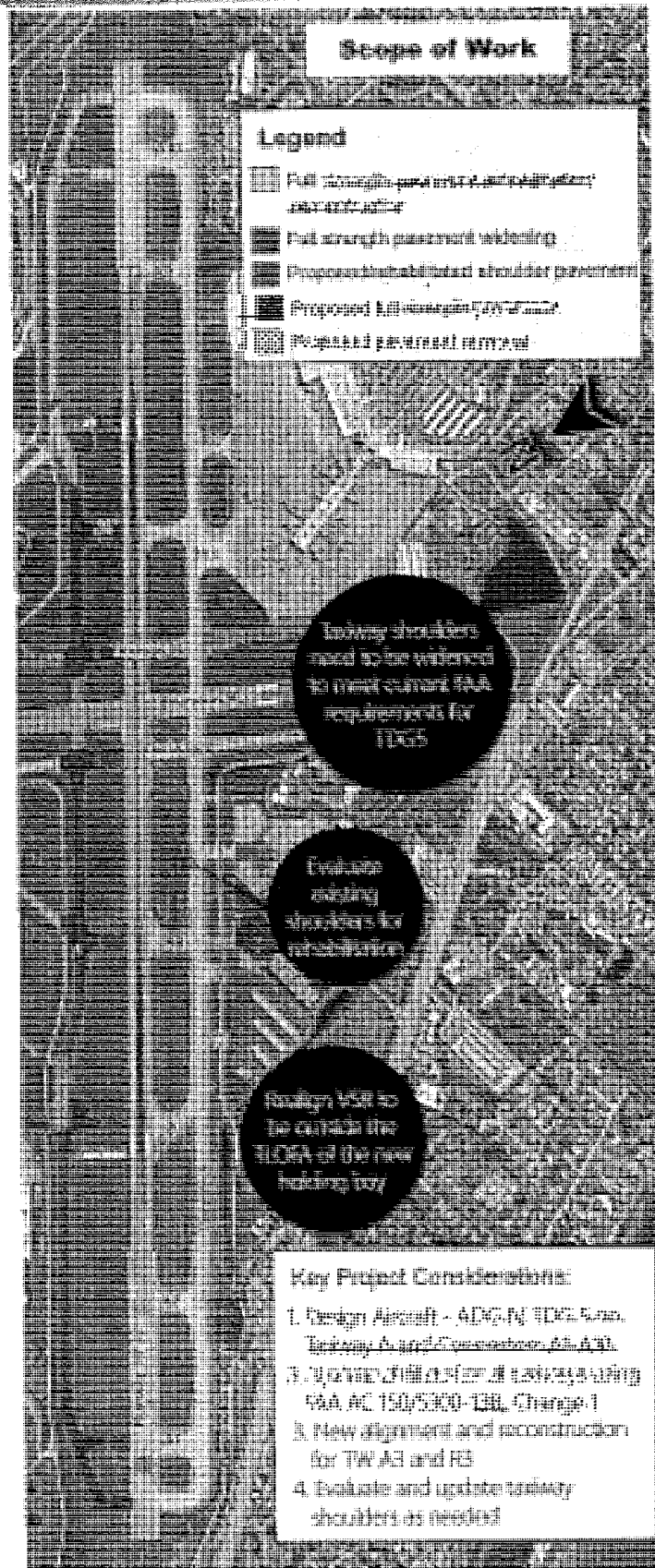
*The following items are our key items to complete SMAA's goal of a successful project.*

## Pavement Design and Analysis

C&S has successfully completed many similar airfield pavement rehabilitation projects. This experience has developed into distinct processes that we use for pavement design on almost every project. This project involves both rehabilitation and new construction, so steps for both will be discussed.

For new pavement rehabilitation areas, pavement design generally includes the following key steps:

**Field Investigation**—Borings will be performed to determine the existing subsurface soil properties underneath the proposed pavement. Pavement cores will also be taken to identify the layer types and thickness of the existing pavement the new pavement will tie into in order to properly detail the pavement keyways.



## Drainage and Stormwater Permitting

Our teammate, EG Solutions, Inc., will lead the drainage analysis, design, and permitting for this project. The rehabilitation, reconstruction, and/or realignment of Taxiway A or its connectors that do not materially change the pavement area should not require any stormwater permitting with the jurisdictional agencies, although notification and a short narrative describing the work should be submitted. Also, reviews of the conditions of existing stormwater structures is recommended concurrent with the project design. This will allow correction of any deficiencies during construction of this project.

The proposed holding aprons add complexity to the project with respect to water management design and permitting. In addition to an Environmental Resource Permit from the Southwest Florida Water Management District, these additions will require permitting with both Manatee and Sarasota counties.

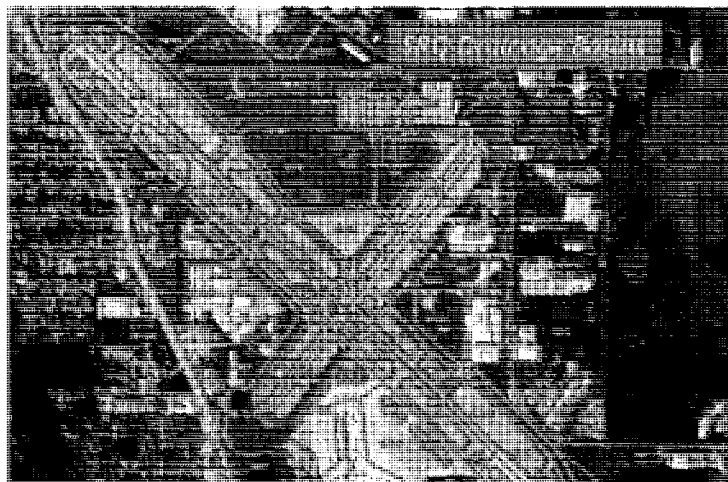
The Northwest holding apron will be located in 2 quadrants of the master drainage system. Both these quadrants have major developments proposed and/or underway and ledger capacity is a concern. Provided that capacity remains after those projects, the water management permitting with SWFWMD and with Manatee County will be routine. However, if ledger capacity is not available, modifications to the master drainage system will be required. There is some uncertainty concerning the application of the rule updates made effective June 28, 2024, with respect to these modifications. However, to remain within the current load reduction criteria, which is simply net improvement to the water quality, it is imperative that any changes to the system be designed and have a permit application that is deemed to be complete prior to late December 2025. The system changes would likely involve conveyance changes in the channels on the west side of the airport, possible inlet and outlet structures changes to the pond in the northeast area of the airport, and possible gabion installations in the channels on the west side of the airport. Again, this complexity and expansion of the project with respect to water management becomes necessary only if there is insufficient ledger capacity for the new holding aprons and only if these are included in the project design

and construction. Rule changes after December 2025 may preclude further construction outside that which is already ledger permitted as part of the existing master drainage system.

The proposed holding apron along the southeast segment of Taxiway A extends into an area which is not served by the master drainage system. It is also subject to both Sarasota and Manatee County jurisdictional authority with respect to stormwater as well as to that of SWFWMD. This will require negotiation with all 3 jurisdictional authorities to divert flow into the master drainage system that would otherwise flow off airport property toward the quarry ponds. Provided the negotiation to divert the flow is successful and ledger capacity in the south or west quadrants is available, stormwater evaluations for the project are limited to confirming the downstream pipe system has sufficient capacity for the diverted flows.

Given the severe constraints that may be imposed by the new water rules discussed above, we would propose a meeting early in the project between the airport, SWFWMD, Manatee and Sarasota Counties, and our consultant team to review possible grandfathering options. This must happen immediately following the kickoff of this or a related airport project. If the airport can qualify under one of several grandfathering options, permitting under the current requirement for net water quality improvement with no specific maintenance manual may be an option. This can remove serious design and schedule constraints from the project.

Inclusion of the holding aprons, again depending on the available ledger capacity and airport development priorities, may become a driving condition for the



project schedule. If the inclusion is a mandatory change in the capacity of the existing water management system considering other development will not accommodate the change, an update to the master drainage system must be designed and the application for the modification deemed complete by SWFWMD prior to late December 2025 to assure the work is permissible and doable unless the project can be grandfathered.

## Airfield Electrical

Airfield electrical design begins with understanding the existing systems being impacted. Protection of existing systems that need to be kept in operation during construction will also be included. Before moving forward with airfield electrical design, C&S will perform a site visit to review and develop an understanding of the existing conditions, age, and design preferences for the airfield systems at SRQ. The design typically also includes a detailed identification of existing circuits, routing of circuits in the airfield conduits, identifying specific areas where circuits intermingle (duct banks, manholes, handholes); and looking for areas where modifications can be made to improve maintenance time and increase safety by isolating circuits, properly labeling circuits, and reviewing and improving operations and maintenance procedures. We also meet with maintenance staff and Airport Operations to obtain input regarding current issues and discuss potential improvements. Our team will perform insulation resistance (IR) and lighting and signage load calculations on the airfield lighting circuits. The calculation results will be analyzed, reviewed with SMAA, and incorporated into the final airfield lighting circuit design.

Lighting design shall conform to FAA AC 150/5340-30, Design and Installation Details for Airport Visual Aids. LED location and directional signs will be designed in accordance with FAA AC 150/5340-18, Standards for Airport Sign Systems and AC 150/5345-44, Specification for Runway and Taxiway Signs. We recommend signs be outfitted with a surrounding concrete pad to facilitate sign maintenance and mowing.

## Utility Conflicts

Based on our review of existing information, this project is likely to have minimal impact to existing utilities. The utilities in the vicinity of the project site include storm

sewers, communications, and electrical conduits. At the start of design, we will review existing available record drawings and coordinate with SMAA and other stakeholders to obtain the best available utility information. However, through our experiences at airports we know that utility infrastructure records are often old and incomplete and the base utility cad files may not be accurate. Therefore, C&S has partnered with Echo UES to conduct a comprehensive subsurface utility engineering (SUE) to help identify the location of utilities in the project area. It is our experience that time spent up front to conduct SUE will likely reduce claims and delays during construction.

We will also coordinate with the local FAA Tech Ops staff to help determine accurate locations of any underground FAA lines near the project site. The location of utilities identified during the SUE investigation will then be compared to record drawings and the rehabilitation design to identify conflicts and resolve them before they need to be addressed during construction. The C&S team recommends expanding this program to include structural evaluations of accessible existing drainage and electrical facilities to confirm those facilities within the safety area are in good condition and meet current aircraft loading criteria. As appropriate, repairs and/or adjustment to these facilities are best accomplished while the taxiways are closed to operations.

## Construction Safety Phasing Considerations

One primary objective of all airfield construction projects is to phase the project so that the construction site is safe, has minimal impacts to aircraft operations, and does not significantly increase the cost. Finding this balance can be difficult. The trade-offs that need to be evaluated can be optimized through conversations with SMAA and key stakeholders, including operations personnel, FAA, air traffic control tower, and other airport tenants. A construction safety and phasing plan will be developed in accordance with FAA AC 150/5370-2G, *Operational Safety on Airports during Construction*. During the schematic design, we recommend that the draft CSPP is reviewed with stakeholders to gather additional input and feedback. Furthermore, the final CSPP can be presented as the design progresses to communicate any changes to the plan to stakeholders.





For the purpose of this RFQ response, we developed a concept for construction phasing which is shown on the exhibit on **the following page**. We understand that there are many possible ways to phase the construction. Some of the ideas and methods presented in our concept can be applied to other concepts. Our plan is to keep the phasing simple, to minimize impacts to SRQ operations, maintain security, and provide the contractor the opportunity to maximize production. This results in lower construction cost and expedited completion. Additionally, since Runway 14-32 is the primary runway, we understand that maintaining access to the runway is important.

The conceptual phasing developed is broken into 5 phases. The work inside the Runway Safety Area (RSA) in each phase requires the runway to be closed, therefore, we have included sub-phases to minimize the closure of the runway. Additionally, the Contractor will not be allowed to have any stockpiles or equipment inside the Runway Object Free Area (ROFA) when they are not actively working.

For work on Taxiway A near the Runway 14-32 ends in Phases 1 and 5, aircraft that are TDG 4 or smaller can cross the runway and use Taxiway C to reach the runway ends. Aircraft that are TDG 5 or larger will need to back taxi to get to the runway end. *not Happening*

The phases can be performed in any order depending on what is best for airport operations and overall constructability. If any areas would impact operations too severely to have completely closed, we can work with SMAA to create work hours for the area to be closed to minimize impacts further. For example, if Runway 4-22 needs to remain open during the day for the work in Phase 4, the Contractor could be restricted to working on the Taxiway A/Runway 4-22 intersection during night hours and having to reopen the intersection every morning. This would increase the duration of construction in this phase but could help minimize impacts to operation if having the intersection completely closed is detrimental.

The location of the staging area will be determined after evaluating all potential available locations based on discussions with SMAA while trying to minimize the length of the haul route. Prior to reopening the taxiways after the rehabilitation is completed, an inspection will need to be made to make sure all Part

139 requirements are met. This includes inspecting the markings, grading, drop off on the pavement edges, foreign object debris (FOD), and making sure all lights and signs are working, among other things.

**Constructability Review**—C&S has our dedicated construction staff perform independent reviews on phasing. They will review the nuisances of the work areas and phase shifts to ensure the work is well coordinated.

## Safety Risk Management for Construction Phasing

According to FAA guidelines, the FAA may require Safety Risk Management (SRM) Safety Assessment for the construction safety phasing plans (CSPP) and/or airfield geometry changes. The FAA ADO may or may not also require a SRM Panel. We encourage SMAA to coordinate this consideration with the FAA ADO as soon as possible, if it has not already been discussed. Having designed projects subject to the SRM Safety Assessment process, we are very familiar with the process and can apply lessons learned to SRQ. According to FAA guidance, the sponsor should engage a third party for facilitation. C&S has partnered with several different companies and can provide guidance, if needed.

## National Environmental Policy Act (NEPA)

All projects being federally funded at airports require NEPA compliance. It is our understanding that this project has already completed the required environmental analysis and has obtained a categorical exclusion (CATEX) based on section 5-6.4 "Categorical Exclusions for Facility Siting, Construction, and Maintenance" of FAA Order 1050.1F. However, if the environmental analysis has not been completed, the C&S team has the experience and will ensure all correct paperwork is completed.



## Pavement Markings

After rehabilitation, the taxiways will need to be re-marked per *FAA AC 150/5340-1M, Standards for Airport Markings*. All standards for markings are built using the standard dimensions and layouts from *FAA AC 150/5300-13B, Change 1*, so that reiterates the importance of understanding the facility and using



the correct geometry. Additionally, marking and signage are often tied together and dependent on each other. For example, hold signs and holding position markings must be co-located. We understand that these interdependencies must not be overlooked. Temporary paint application will be applied to allow the taxiway to be reopened if desired. Thirty days later, a second application will be applied after the asphalt pavement has initially cured. In addition, Type III beads, the most visible glass beads available, are recommended to be used as reflective media.

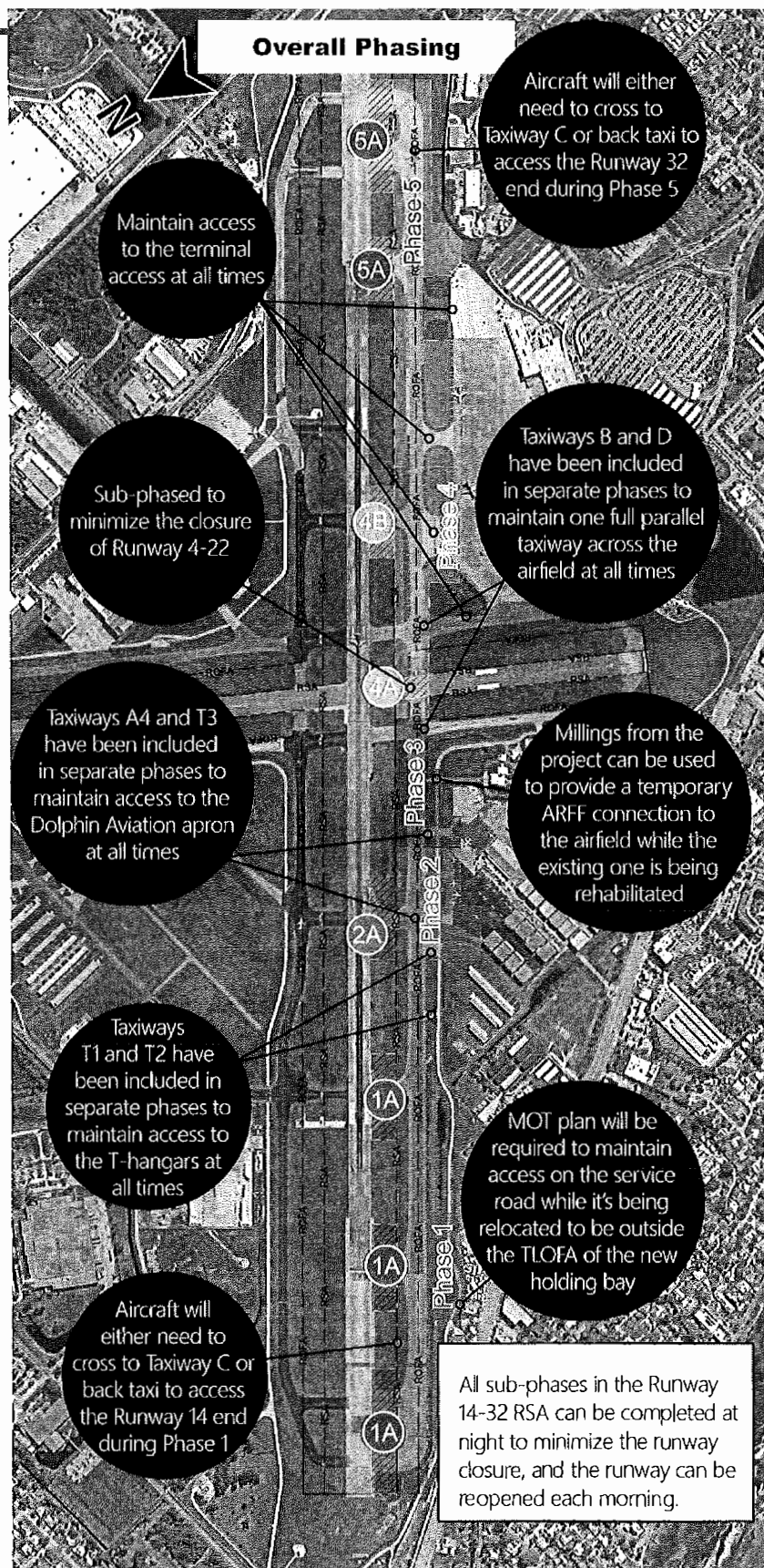
If desired by SMAA, C&S can assist with updating the Signage and Marking Plan for the airport with any changes from the project to submit to the FAA Part 139 inspector for review.

## Design Schedule

We understand that SMAA would like the design to be completed by the end of the year. Our understanding is our contract would go to the May 2025 board meeting for approval. We would be ready to start immediately after approval and have the necessary resources to meet a fast-paced schedule. **See a draft schedule on page 17.**

## Project Management

Blending our own rigorous project management methods with your design process, we have developed a Runway to Project Success for this project. We will develop and execute a Project Management Plan (PMP) to meet your objectives, communicate effectively, stay on schedule, keep the project under budget, and deliver quality designs to avoid delays and change orders during construction. We invest early in project planning and field investigations, which pays tremendous dividends to keep design and construction on track and under budget. Some unique aspects of our approach include:



- ◆ Fully committed project manager
- ◆ Communication and collaboration
- ◆ Investment in project planning
- ◆ Technical expertise
- ◆ Design-to-budget
- ◆ Monitoring and quality control

*The graphic to the right illustrates the various steps involved in our PMP.*

## Quality Control and Assurance

Quality is about follow through and meeting the expectations of SMAA. Quality will be a focus from the start and carried throughout each design submittal, bid documents, and into construction. We allocate time to properly address quality needs directly into our project management plan and the project schedule. Quality design pays off by reducing projects costs, change orders, and resulting in more durable, long-lasting projects. We understand your expectations for quality.

Quality assurance is a primary responsibility of senior leaders. Bob Koller, one of C&S's experienced aviation leaders, will lead quality assurance on this assignment and make sure our team follows established quality control procedures. Bob has performed these duties on numerous airfield civil projects.

Quality control procedures ensure that specific aspects of the project are consistent with established procedures and technical standards.

Our team perform quality control in many different aspects such as field investigations, peer reviews, pre-submittal QC review and constructibility reviews.

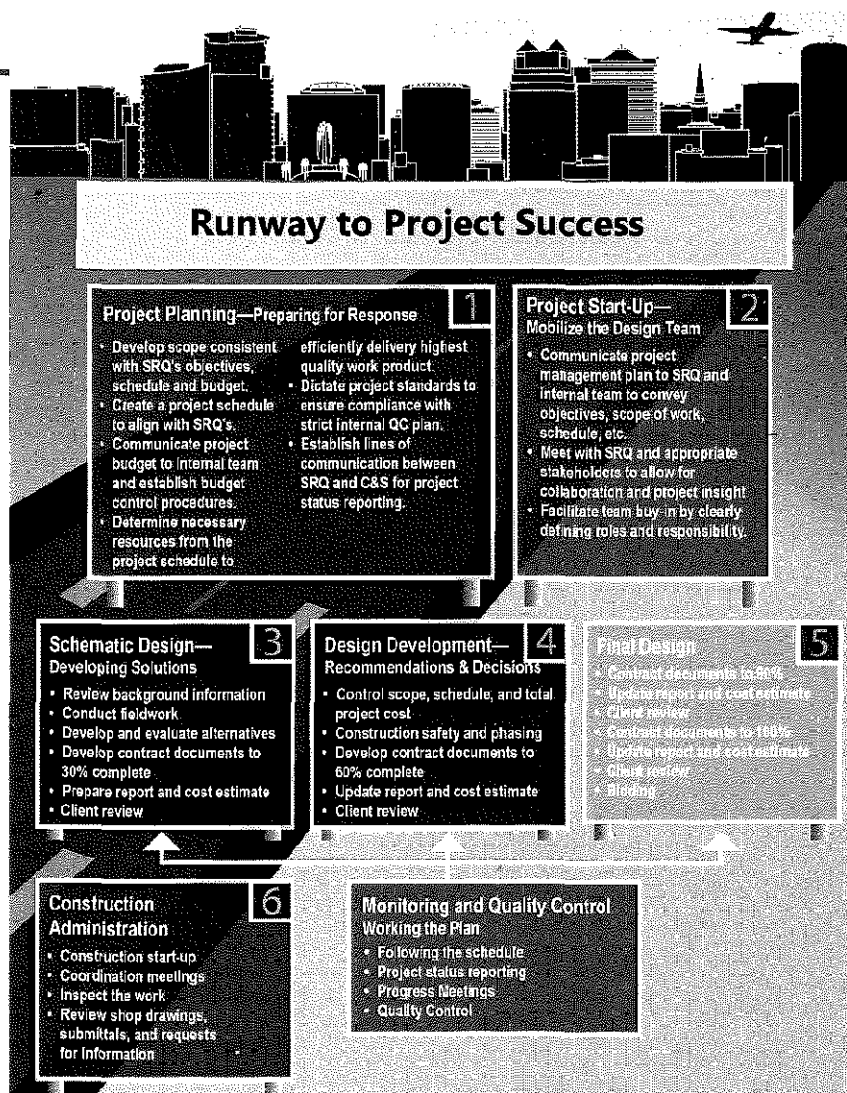
## Schedule Management

Schedule management begins before we even start a project. We prepare a preliminary project schedule in Microsoft Project in conjunction with our scope and fee proposal. We meet with SMAA's project manager to understand your goals, expectations, and limitations for the overall schedule. We will discuss specific items

that will drive the schedule, including field investigations, stakeholder coordination, and submittal dates. We also outline the schedule for bidding, award, and construction, which is crucial to the project completing on time.

Managing the schedule and resources during the project also includes proactively communicating the project schedule to our full design team at the beginning. This will ensure that everyone understands the airport's expectations and there are no surprises. Lori will review the project schedule on a regular basis to make sure our team is on track. The schedule will be a standing item on our internal progress meeting agenda.

Critical milestones, including the necessary tasks required to achieve those milestones, will be discussed at each meeting. Task leaders will have the opportunity to ask for additional resources if needed.



## Design Schedule

Phase/Task Name	2025			
	Q1	Q2	Q3	Q4
<b>Negotiation Phase</b>				
Contract Award/NTP				
<b>Stakeholder Engagement</b>				
Regular SRMP Meetings				
<b>Preliminary Design Phase</b>				
<b>Design Development (30%)</b>				
Field Investigations				
Develop draft CSPP				
Permitting pre-application meetings				
Develop plans, specs, report				
<b>Final Project Design</b>				
<b>Design Development (60%)</b>				
Contract document development				
<b>Contract Documents (90%)</b>				
Contract document development				
Submit SWFWMD/County permits				
FAA Plans and Specs review				
Submit CSPP for airspace review				
<b>Bid Documents (100%)</b>				
Finalize and submit IFB documents				

If there is a task that is behind schedule, ideas to get the task back on schedule will be discussed, and a solution will be implemented.

We have a spreadsheet that Lori will update weekly to track actual progress on the design against the project schedule and budget as shown in the example below. This graphic is helpful to identify early if anything is off track so it can be corrected before it becomes a problem.

## Budget Management

We understand that funding for this project is limited and that budgets have been set based on previous planning efforts. The work included in this project was broken into multiple projects in the Master Plan, but total approximately \$12,763,000 in 2020 dollars. We performed a rough order of magnitude cost estimate based on current construction costs and anticipate a cost of approximately \$13.1M, not including any shoulder pavement rehabilitation. Early on in design, we will verify the project budget based on estimated current construction costs associated with the project scope and anticipated cost escalations. If the estimated costs are not within the existing project budget, we will perform a value engineering review to determine areas where cost savings may be realized to bring the project back within budget. If the project cost is still outside of the project budget, we will work with SMAA to modify the scope or add in bid alternatives to reach the desired budget.

Our team has relevant experience related to cost estimating, constructability, and value engineering for recent projects at similar airports. Our specialized capabilities and experience will enable us to more accurately estimate probable construction costs and determine specifically where cost savings may be realized to help keep the project under budget. If needed, we can create alternatives to ensure the project can be funded by the FAA.

We validate our cost estimates by having the quantities and costs peer reviewed by another senior engineer that is not closely involved with the project. This outside perspective offers quality assurance and dives into the details, please see *reference table below*.

Project	Year	Engineer's Estimate	Low Bid	Percentage Difference
Rehabilitate Taxiway A (SFB)**	2024	\$10,456,040.00	\$6,589,268	-36.98%
Atlantic Aviation Hangars, Phase 1 (ORL)	2022	\$15,329,543.00	\$12,605,520.00	-17.77%
Replace Airfield Perimeter Fence (TPA)*	2023	\$12,252,245.36	\$9,730,478.00	-20.58%
BP-045, Taxiways F & G Rehabilitation (ORL)	2021	\$2,882,235.00	\$2,307,260.00	-19.95%
Terminal Apron Rehabilitation (SFB)**	2024	\$6,283,260.00	\$3,922,378.15	-37.57%
Sheltair Parking Lot and Ramp Expansion (ECP)	2024	\$2,105,000.00	\$2,168,545.88	3.02%
Taxiway Y North Reconstruction (DTW)***	2021	\$35,052,597.50	\$31,418,703.94	-10.37%
Runway 9-27 Rehabilitation (CVG)***	2020	\$64,999,483.00	\$58,201,492.31	-10.46%

\* Connico was involved in the estimate for this project and three other bidders were over the engineer's estimate.

\*\* Two additional bids were received and one was over the engineer's estimate

\*\*\* Connico involved in the estimate.



## Controlling Design Costs

Minimizing design costs without sacrificing quality begins with proper project planning. Prior to developing any costs, C&S will coordinate with SMAA and any other necessary parties to confirm the scope of work and project limits. After the scope has been fully detailed, a work plan will be developed for the project that encompasses all scope of work items that were previously agreed upon. To verify our detailed estimate of effort, we compare it to a percentage of the estimated construction cost. Additionally, we will also develop an expected sheet list and the expected effort by hours and rate for each sheet as a comparison. We use these comparisons to make sure our costs are reasonable for the effort needed. We also use the following techniques to help keep design costs down:

- ◆ Limit meeting attendance to our Project Manager for meetings with SMAA, unless a specific subject matter expert is needed. Lori will be responsible for conveying information from the meeting to the rest of the design team.
- ◆ Maintaining the same team from the beginning of the project (initial site visits) all the way through bidding and construction helps with efficiency and continuity of the design.
- ◆ Since EG Solutions, our drainage subconsultant, developed the master drainage model for SRQ, they know the airport's drainage system better than anyone else and require less initial effort to get started.
- ◆ Since C&S can perform almost all the work in house, we minimize the subconsultants included on our team while still exceeding the DBE participation goals.
- ◆ We advocate for stakeholder engagement and coordination with permitting agencies early in the project to help prevent changes later in design that would require re-work.
- ◆ We use our knowledge and experience gained over many years to standardize processes to optimize workflows. These processes reduce the likelihood of errors and miscommunication, while also helping to reduce design time by not having to reinvent the wheel on every project.

## Stakeholder Engagement

One of the fundamental elements of any construction project on an airport is the early engagement of key stakeholders. To help the airport and stakeholders develop plans to minimize disruptions, we will have a clearly defined project scope that identifies potential construction impacts to operations. To develop a phasing schedule, it is crucial that we understand the challenges faced by stakeholders during construction and how the availability of necessary facilities will affect them. On a recent project at Tampa International Airport to replace the perimeter security fence, we held weekly meetings with stakeholders to both get their input on the design and to keep them informed of the design progress. These meetings help facilitate a phasing plan that minimized impacts to operations for all the stakeholders.



Stakeholder Engagement Public Meeting

## Construction Phase Services

To maintain continuity from the design to the construction phase, our proposed project manager, Lori Steiner, will manage and be involved with all the tasks associated with the construction phase services.

**RPR Services**—If requested by SMAA, C&S will assign a seasoned inspector to perform as the Resident Project Representative (RPR) during construction. Our RPR will provide daily inspection reports, oversee and coordinate quality assurance testing activities, review test results, attend daily and weekly coordination meetings, and coordinate with the design team on the interpretation of the design documents.





SECTION D

# Phone Interview

Lori Steiner, your Project Manager, and Doug Saunders, Principal in Charge, are eager to delve into C&S's strategic approach for this project and demonstrate why our team is the ideal choice. Both Lori and Doug bring a wealth of experience in similar projects, ensuring the successful delivery of design, permitting, bidding, and construction-phase services for the Rehabilitate/Reconstruct Taxiway Alpha & Alpha Connectors project.



## Lori Steiner, PE, ENV SP Project Manager & Construction Phasing

- ◆ 27 years of experience in planning, design, and project management of aviation and transportation projects.
- ◆ Responsible for managing on-call contracts and leading design teams on complex projects.
- ◆ Knowledgeable with FAA and FDOT regulations.
- ◆ Familiar with SRQ policies and procedures from experience working with SMAA.
- ◆ Has both construction administration and construction management experience at airport facilities.
- ◆ Extensive experience with multi-discipline aviation horizontal design and construction.

**Phone Number**  
(407) 529-6638

**Education**  
MBA, University of Florida  
B.S., Civil Engineering,  
Georgia Institute of  
Technology

**Registrations**  
Professional Engineer —  
FL, GA, CA, OH  
Envision Sustainability  
Professional



## Doug Saunders, PE Principal in Charge & Construction Phasing

- ◆ 23 years of experience in program management consulting, planning, design, and construction of airport improvement projects nationwide.
- ◆ Responsible for design quality reviews of plans, specifications, and engineering reports for aviation projects across the country.
- ◆ Familiar with SRQ policies and procedures from experience working with SMAA.
- ◆ Has both construction administration and construction management experience at airport facilities.

**Phone Number**  
(407) 956-6613

**Education**  
B.S., Civil Engineering,  
Construction Concentration,  
The Ohio State University

**Registrations**  
Professional Engineer —  
FL, OH



Sarasota Bradenton International Airport | Professional Engineering Services to Rehabilitate Taxiway Alpha and Alpha Connectors

## SECTION E

# Demonstrated Ability to Meet the DBE Goals

C&S will surpass the 8% DBE Goal, reaching 15%

## Ability to Meet DBE Goals

C&S is dedicated to meeting or exceeding MBE, WBE, DBE and SDVOB goals on our contracts. In fact, we make a concerted effort to team with disadvantaged firms whenever possible, whether a project has set goals or not. We believe that the best projects are delivered by a dedicated team of professionals with broad experience and perspective that brings diverse and important viewpoints to the table.

C&S is proud to have a centralized, management level member of our staff who oversees and ensures our compliance with M/W/DBE goals. Out of our Tampa office, Kai Earle Marion maintains C&S's subconsultant database and works closely with our business development staff to coordinate teaming opportunities on state and local projects. Ms. Marion also interfaces and establishes relationships with client compliance officers and tracks and reports on our performance on a per-project basis. It is her priority and responsibility at C&S to help us ensure we are expending every effort to achieve compliance with M/W/DBE and SDVOB goals and objectives.

C&S supports clients in developing, implementing, and overseeing their DBE programs, this process is led by Lisa Howard. The process starts with a thorough review of the client's needs as a foundation. C&S aids in crafting a DBE plan that integrates federal, state, and sponsor policies and procedures into a comprehensive manual for implementing and monitoring DBE involvement in Federal projects. C&S helps establish triennial goals using methods like disparity studies, US Census Bureau and state UCP data, and bidders list collection data, tailored to client preferences. We also set contract goals for projects with subcontracting opportunities.

Firm	Role	Status	%
		DBE	
EG Solutions	Drainage/RPR	✓	8%
Hyatt	Survey	✓	5%
Connico	Cost Estimating	✓	2%

C&S is committed to providing opportunities to diverse and disadvantaged businesses firms on all of our projects, not just projects with specific requirements.

***We have consistently met or exceeded DBE participation goals on our projects across the country.***

## Proven DBE on Past Similar Projects

Project	Goal %	*to date Actual %
Replace Airfield Perimeter Fence (TPA)	10%	23.8%*
GA Federal Inspection Station (SRQ)	3%	9.18%*
Rehabilitation of Taxiways A & B and Taxiway E4 Construction (ORL)	17%	25.33%
Runway Incursion Mitigation (ORL)	20%	26.27%
Rehabilitation of Taxiways F & G (ORL)	17%	22.76%

*Kai Marion is a seasoned professional with over 20 years of experience in the engineering and construction fields, specializing in supplier diversity programs. At C&S Companies, she provides strategic leadership and manages the Minority/Women Business Enterprise (MWBE) program.*



*Lisa Howard has taken a proactive approach in assisting clients in the administration and compliance of the Civil Rights Requirements including Disadvantage Business Enterprise, Airport Concessions Disadvantage Business Enterprise and Title VI programs.*



Sarasota Bradenton International Airport | Professional Engineering Services to Rehabilitate Taxiway Alpha and Alpha Connectors

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## Lori A. Steiner, PE, ENV SP

### Project Manager & Construction Admin

Lori Steiner has 26 years of experience in the planning, design and construction of aviation and transportation projects. She has been responsible for leading design teams on complex projects in an airport environment as well as managing on-call contracts. Her project experience includes project management and design of runways, taxiways, aprons, roadways, parking lots and rail. She is thoroughly familiar with FAA advisory circulars and regulations and has experience working on airport projects across the country. She also has both construction administration and construction management experience at airport facilities.

#### Total Experience

26 years

#### With C&S Since

2020

#### Education

MBA, University of Florida,  
2008

BS, Civil Engineering,  
Georgia Institute of  
Technology, 1998

#### Registrations

Professional Engineer —  
FL, GA, CA

ISI Envision Sustainability  
Professional (ENV SP)

#### Training

OSHA—10 hours,  
Construction Safety and  
Health

#### Organizations

Women's Transportation  
Seminar (WTS)

### Experience

**Rehabilitation of Taxiway A, Orlando Sanford International Airport, Sanford, FL, Ongoing**—Project manager for the design of the rehabilitation of Taxiways A, A3, and L. This project also includes the relocation of two taxiway connectors from Taxiway A to aprons in order to eliminate direct access to the runway. The work includes paving, drainage, marking, lighting, and signage. Cost: \$10M.

**General Aviation Federal Inspection Station, Sarasota-Bradenton International Airport, Ongoing**—Lead civil engineer the design of an approximately 6,000sf GA Customs Facility in alignment with the current version of the General Aviation Facilities Design Guide. The customs facility included office space, administration space, commons area, toilet/restroom facilities, screening and waiting areas, and required CBP equipment. Project also includes the design of an HVAC heating and cooling system, electrical power and lighting systems with emergency backup, low voltage security and communications systems with interconnectivity to the main Terminal CBP FIS, and life safety systems as required for the new FIS Customs Facility. The civil work for the project includes a new taxiway connector, site work for the building and a parking lot, and surrounding grade tie-ins including the extension of existing utilities such as electricity, gas, water, sewer, cable, and data/telephone. Construction Value: \$9M.

**Aerowest Taxiway, Treasure Coast International Airport, Ft. Pierce, FL, Ongoing**—Project manager for the design of a taxiway and apron that will serve future aircraft operations and hangar development. It is the first phase of a development project that will eventually result in the construction of 12-17 new TDG 2B and 1B aircraft hangars, hangar parking lots, and entrance driveways. The work includes paving, drainage, marking, lighting, and signage. Construction Value: \$7M.

**Taxiways A, B, and E4 Rehabilitation, Orlando Executive Airport (ORL), Orlando, FL, 2024**—Quality control reviewer for the design of the rehabilitation of Taxiways A and B, and E4. The project consists of the removal of existing Taxiways E4 and E5 and construction of a new Taxiway E4 to comply with the current FAA geometric standards required for runway incursion mitigation as specified in the FAA approved airport layout plan. The project also includes the rehabilitation of the existing Taxiway A and Taxiway B, and Taxiway B1 which includes paving, lighting, marking and signage. The construction work will also include ancillary items such as drainage, airfield electrical and markings. Construction Value: \$4.8M.





**Concourse B Apron, Taxilanes G and R Pavement Rehabilitation, Cincinnati/Northern Kentucky International Airport, Boone County, KY, 2023**—Deputy project manager and lead engineer for this project to rehabilitate approximately 2.25 million SF of pavement on the Concourse B Apron and Ramp 2S Taxilane and approximately 350,000 SF of pavement on Taxilanes G and R. Work also includes the demolition of “doghouse” baggage conveyance systems, airfield signage and lighting demolition and installation, storm drainage cleaning and repairs, and pavement markings. Construction Value: \$22.8M.

**Charlotte Technical College Aviation Tech Facility, Punta Gorda Airport, Ongoing**—Lead airfield engineer for this approximately 21,300 sf facility consisting of a large hangar area and attached academic area for instruction. In the academic area, the general program consists of multiple classrooms, electrical training lab, work/conference room, breakroom, and administrative offices to accommodate 150 adult students and instructors. The hangar will feature a hands-on mechanical training area with new ramp access to an existing apron. An 85-space parking lot will be developed to connect with an existing FBO parking lot. Construction Value: \$5.3M.

**New Parking Lot, Treasure Coast International Airport, Ft. Pierce, FL, Ongoing**—Project manager for the design of a new parking lot to provide additional parking for the airport terminal. The new parking lot will be approximately 28,300 square feet, adding a total of 63 parking spaces including 3 handicapped parking spaces. The work includes paving, grading, drainage, marking, lighting, security, landscaping, and irrigation. Construction Value: \$1.5M.

**Replace Airfield Perimeter Fence, Tampa International Airport, Tampa, FL, Ongoing**—Project manager for the design and construction administration services of the replacement of approximately 15 miles of air operations area (AOA) perimeter security fence and gates at the airport. The new fence will be an 8-foot chain link fence with an additional 1 foot of three-strand barbed wire. The Wildlife Hazard Assessment and Management Plan has also identified the need for a subterranean wildlife deterrent barrier along the perimeter to prevent wildlife intrusion. Additionally, razor ribbon wire will be installed on top of the fence in locations identified with a need for higher security. Construction Value: \$9.5M.

**Train Station Passenger Drop-Off Parking Lot (D/B), Orlando International Airport, Orlando, FL, 2023**—Quality control reviewer for the new Parking lots, Lot A, Lot B, Lot C and Electric vehicle charging stations. New parking lots are located at the Orlando International Airport for the new Train Station and passenger Drop-off Lobby (PDL).

**North Employee Parking Lot Expansion, Tampa International Airport, Tampa, FL, Ongoing**—Project manager as a subconsultant for the expansion of the existing parking lot to accommodate additional parking spaces. C&S is responsible for the design of the relocated perimeter security fencing and parking lot lighting for the expanded parking lot. Construction Value: \$6.5M.

**Sheltair Parking Lot and Ramp Expansion – Northwest Florida Beaches International Airport, Panama City, FL, 2024**—Project manager for the ramp and parking lot expansion. Airside Improvements included the construction of 75,000 SF of new ramp with considerations for a future hangar, including modification to the existing AOA fence. The landside included construction of an additional 40,000 SF of parking. Specific tasks included geometry, pavement design, grading and drainage, all utility design, support for permitting, civil contract drawings, and construction administration.

**Sheltair Parking Lot and Ramp Expansion– Daytona Beach International Airport, Daytona Beach, FL, 2023**—Project manager for the ramp and parking lot expansion. Airside Improvements included the construction of 45,000 SF of new ramp with considerations for a future hangar, including modification to the existing AOA fence and Perimeter Intrusion Detection System (PIDS). The landside included construction of an additional 18,000 SF of parking. Specific tasks included grading (parking lot and apron), all utility design, support for permitting, and civil contract drawings.



## Douglas R. Saunders, PE

### Principal in Charge and Construction Phasing

Doug Saunders' entire career has been spent at C&S and has been dedicated to all aspects of aviation projects from planning and environmental studies to conceptual phasing through the bidding process and the construction phase. His more than 20 years of experience includes program management consulting, planning, design and construction of all aspects of airport improvement projects across the country. He is thoroughly familiar with FAA advisory circulars, FDOT and regulations and has significant experience working all aspects of projects. He performs design quality reviews of plans, specifications and engineering reports for aviation projects across the country.

**Total Experience**  
22 years

**With C&S Since**  
2002

**Education**  
Bachelor of Science, Civil  
Engineering, Construction  
Concentration, The Ohio  
State University, 2002

**Registrations**  
Professional Engineer —  
FL, OH

**Organizations**  
Florida Airports Council  
American Society of Civil  
Engineers

**Training**  
PSMJ Project Manager's  
Bootcamp

Airport Consultants  
Council (ACC) Airfield  
Pavement Design  
Construction Course  
FAA Eastern Regions Lab  
Procedures Manual  
Training for P-401 Asphalt  
Pavements

OSHA — 10 hour Course,  
Construction Safety and  
Health



### Experience

**Rehabilitation of Taxiway A, Orlando Sanford International Airport, Sanford, FL, Ongoing**—Project manager and Engineer of Record for the design of the rehabilitation of Taxiways A, A3, and L. This project also includes the relocation of two taxiway connectors from Taxiway A to aprons in order to eliminate direct access to the runway. The work includes paving, drainage, marking, lighting, and signage. Cost: \$10M.

**General Aviation Federal Inspection Station, Sarasota-Bradenton International Airport, Ongoing**—QA/QC for an approximately 6,000sf GA Customs Facility in alignment with the current version of the General Aviation Facilities Design Guide. The customs facility included office space, administration space, commons area, toilet/restroom facilities, screening and waiting areas, and required CBP equipment. Project also includes the design of an HVAC heating and cooling system, electrical power and lighting systems with emergency backup, low voltage security and communications systems with interconnectivity to the main Terminal CBP FIS, and life safety systems as required for the new FIS Customs Facility. The civil work for the project includes a new taxiway connector, site work for the building and a parking lot, and surrounding grade tie-ins including the extension of existing utilities such as electricity, gas, water, sewer, cable, and data/telephone. Construction Value: \$9M.

**Aerowest Taxiway, Treasure Coast International Airport, Ft. Pierce, FL, Ongoing**—Project manager and Engineer of Record for the design of a taxiway and apron that will serve future aircraft operations and hangar development. It is the first phase of a development project that will eventually result in the construction of 12-17 new TDG 2B and 1B aircraft hangars, hangar parking lots, and entrance driveways. The work includes paving, drainage, marking, lighting, and signage. Construction Value: \$7M.

**Taxiways A, B, and E4 Rehabilitation, Orlando Executive Airport (ORL), Orlando, FL, Ongoing**—Project manager for the design of the rehabilitation of Taxiways A and B, and F4. The project consists of the removal of existing Taxiways E4 and E5 and construction of a new Taxiway E4 to comply with the current FAA geometric standards required for runway incursion mitigation as specified in the FAA approved airport layout plan. The project also includes the rehabilitation of the existing Taxiway A and Taxiway B, and Taxiway B1 which includes paving, lighting, marking and signage. The construction work will also include ancillary items such as drainage, airfield electrical and markings. Cost: \$4.8M.

**Runway Incursion Mitigation and Related Improvements, Orlando Executive Airport, Orlando, FL, 2020—**Project manager and engineer of record for the design of runway incursion mitigation of hot spots and related improvements along ILS Runway 7/25, at ORL. Tasks include collection and review of as-builts and record drawings, preliminary 3D design of alternatives for construction, scheduling and project team coordination, preliminary site inspections, and development of preliminary design report. The project involves removal of existing Taxiway E4 from Runway 13/31 to the hold pad, removal of hold pad, and construction of new taxiway Connector A7 with additional potential connector A8 and holding bay. The project additionally includes construction of new airfield edge lighting and signage, and markings along the constructed areas. All tasks are conducted in accordance with FAA, FDOT, and owner guidelines. Cost: \$6M.

**Taxiways F & G Rehabilitation, Orlando Executive Airport, Orlando, FL, 2022—**Project manager for the design of the rehabilitation of Taxiways F & G. The project involves the removal of existing Taxiway F from Runway 13/31 to Taxiway K, rehabilitation of Taxiways F and G, and construction of new stub taxiway connector K1. The project additionally included construction of new airfield edge lighting and signage, and markings along the constructed areas. Cost: \$3.75M.

**Taxiway Y North Reconstruction, Detroit Metro Airport, Detroit, MI, 2023—**Quality assurance and control manager and lead engineer responsible for pavement jointing and details for Taxiway Y North, which includes a 6,300' x 75' parallel taxiway and connectors, and portions of Taxiway K. The project involves replacement of existing concrete pavement, utilities, drainage, signage, taxiway lighting, electrical systems, and pavement marking. Taxiway Y and connector taxiways are being brought up to FAA standards, and it is located between the North Terminal and Runway 4R-22L. Phasing includes coordination with the airport authority, airlines, operations, ATCT, FAA ADO, and other stakeholders. The project was constructed in the spring/summer of 2023. Cost: \$40M.

**Stormwater Management Master Plan Update, Treasure Coast International Airport, Ft. Pierce, FL, Ongoing—**Project manager for the preparation and update the airport's Stormwater Management Master Plan, last revised in August 2011. As part of this work, the team will conduct a drainage evaluation of the extents of the existing airport property as examined in the Master Plan Update to identify and document existing drainage issues. The results will be used in the alternatives development and evaluation of the Airport Master Plan Update being conducted by others. The consulting team will prepare an evaluation of both existing and proposed airfield drainage conditions. Cost: \$400,000.

**Train Station Passenger Drop-Off Parking Lot (D/B), Orlando International Airport (MCO), Orlando, FL, Ongoing—**Project manager for the new parking lots, Lot A, Lot B, Lot C and electric vehicle charging stations. New parking lots are located at the Orlando International Airport for the new Train Station and passenger drop-off Lobby (PDL).

**Replace Airfield Perimeter Fence, Tampa International Airport (TPA), Tampa, FL, Ongoing—**Project principal for the replacement of approximately 15 miles of air operations area (AOA) perimeter security fence and gates at the airport. The new fence will be an 8-foot chain link fence with an additional 1 foot of three strand barbed wire. The Wildlife Hazard Assessment and Management Plan has also identified the need for a subterranean wildlife deterrent barrier along the perimeter to prevent wildlife intrusion. Additionally, razor ribbon wire will be installed on top of the fence in locations identified with a need for higher security. The project also included the replacement of the access control system at all gates along the perimeter. Construction Value: \$9.5M.

**ORL Hangars – Phase 1, Atlantic Aviation – Orlando Executive Airport, Orlando, FL, Ongoing—**Project manager for the new ramp, parking lot and two hangars with office space. Airside Improvements included the construction of a new ramp, including wash rack and new utilities to accommodate the new hangars and modification to the existing AOA fence. The landside included construction of a new parking lot. Specific tasks included grading (parking lot and apron), all utility design, support for permitting, and civil contract drawings.



## Robert J. Koller, PE

### QA/QC

As Vice President, Bob Koller is responsible for C&S's airport design and construction services across the country, leading our team of nearly 90 professionals. He has 24 years of experience working on all aspects of airport improvement and infrastructure projects. Bob serves as project manager and engineer of record for many of C&S's most complex airfield development projects at hub airports. He also leads design delivery and quality control reviews. His specific project experience includes a variety of projects at numerous airports such as runways, taxiways and aprons, pavement rehabilitations, roads, parking lots, lighting and signage, navigaids, drainage, utilities, fencing, safety area

#### Total Experience

25 years

#### With C&S Since

1999

#### Education

B.S., Civil Engineering,  
Infrastructure Concentration,  
Clarkson University, 1999

#### Registrations

Professional Engineer --  
MI, KY

#### Organizations

Great Lakes Chapter -- American  
Association of Airport Executives

Michigan Association of  
Airport Executives

Ohio Aviation Association

Airport Consultants Council

#### Specialized Training

FAA Eastern Region Lab Procedures  
Manual Training for P-401 Asphalt  
Pavements

C&S Leaders Course

ACC Institute - Airport Consulting  
101 Course

PSMJ - Project  
Management Bootcamp

ACEC -- Business of  
Design Consulting

ACEC -- SEI Pathways to  
Executive Leadership

improvements, and engineering studies. Bob's projects have won several awards including American Council of Engineering Companies (ACEC) of Michigan Merit Awards, American Society of Civil Engineers (ASCE) of Michigan, Envision Silver, Gold and Platinum from the Institute for Sustainable Infrastructure (ISI), and awards of excellence from Michigan Concrete Association and Asphalt Pavement Association of Michigan.

### Experience

#### Airport Design and Construction -- Hub and Primary Airports

Rehabilitation of Taxiway A, Orlando Sanford International Airport, Sanford, FL, Ongoing--QA/QC for the design of the rehabilitation of Taxiways A, A3, and L. This project also includes the relocation of two taxiway connectors from Taxiway A to aprons in order to eliminate direct access to the runway. The work includes paving, drainage, marking, lighting, and signage. Cost: \$10M.

Aerowest Taxiway, Treasure Coast International Airport, Ft. Pierce, FL, Ongoing--QA/QC for the design of a taxiway and apron that will serve future aircraft operations and hangar development. It is the first phase of a development project that will eventually result in the construction of 12-17 new TDG 2B and 1B aircraft hangars, hangar parking lots, and entrance driveways. The work includes paving, drainage, marking, lighting, and signage. Construction Value: \$7M.

Taxiways A, B, and E4 Rehabilitation, Orlando Executive Airport (ORL), Orlando, FL, 2024--QA/QC for the design of the rehabilitation of Taxiways A and B, and E4. The project consists of the removal of existing Taxiways E4 and E5 and construction of a new Taxiway E4 to comply with the current FAA geometric standards required for runway incursion mitigation as specified in the FAA approved airport layout plan. The project also includes the rehabilitation of the existing Taxiway A and Taxiway B, and Taxiway B1 which includes paving, lighting, marking and signage. The construction work will also include ancillary items such as drainage, airfield electrical and markings. Construction Value: \$4.8M.

Concourse B Apron and Taxilanes G and R Pavement Rehabilitation, Cincinnati/Northern Kentucky International Airport, Hebron, KY, 2023--Project manager and engineer of record for the rehabilitation 300,000SY of Concourse B Apron and adjacent taxilanes concrete pavement. Project included full depth and partial depth concrete pavement repairs, drainage system rehabilitation, baggage system transfer station structure demolition, taxiway edge lighting and signage, and pavement markings. Project was divided into 10 phases to minimize the impacts to the passenger



airlines. Project included regular stakeholder engagement throughout the construction phase to keep all parties up to date on schedule change and impacts. C&S lead the construction administration and observation. Project was constructed over two construction seasons in 2022 and 2023. Cost: \$25M.

**Taxiway Y South Reconstruction, Detroit Metro Airport, Detroit, MI, 2023**—Principal in Charge, quality control, and phasing, geometry and grading engineer of record for Taxiway Y South, which included a 4,000' x 75' parallel taxiway and connectors, and portions of Taxiway K and U. The project included concrete pavement rehabilitation, drainage, signage, taxiway lighting and pavement marking. Phasing work involved coordination with several different entities within the airport including ATC, airlines, operations and maintenance, and engineering staff. The project included meeting all FAA standards and working closely with the FAA Detroit ADO. The project was constructed in the spring/summer of 2023. Cost: \$40M.

**Runway 5R/23L and Taxiway D Strengthening and Capacity Enhancement Project, Indianapolis Airport Authority, Indianapolis, IN, Ongoing**—Quality control for the demolition design of the reconstruction of Runway 5R/23L and Taxiway D. C&S was responsible for the demolition of all existing pavements, storm drainage system, and utility adjustments for the work associated with the runway, taxiway, and access roads adjacent to this area. Coordination with the FedEx apron was critical in the development of the demolition plans to provide adequate access and operations for their facility at all times during the construction project. C&S will also be assisting with construction administration and observation. (construction not complete)

**Snow Removal Equipment (SRE) Storage Building, Gerald R. Ford International Airport, Grand Rapids, MI, Ongoing**—Quality Control reviews for the design of a new SRE building. The project consists of the construction of an approximate 50,000 sq.ft. Snow Removal Equipment (SRE) facility located adjacent to existing Building 420. Included will be the construction of an approximate 7,800 SY extension to the existing Field Maintenance Facility apron for use by the new SRE facility. Additional project components included sitework modifications, including but not limited to installation of new utility services, site lighting, and site drainage modifications. The Project will be performed and constructed by the SPONSOR with grant assistance from the Federal Aviation Administration (FAA) Airport Improvement Program (AIP). Est. Construction Value: 13M. (construction not complete)

#### On-Call/General Consultant Contracts

Bob is or has been the project principal and overall quality reviewer responsible for overseeing the engineering and quality assurance for several airports in Michigan and Ohio. Work for each of the following airports includes development of the 10-year airport capital improvement plan (ACIP) with cost estimates and justification for each project in addition to overseeing the design and construction projects.

- ◆ Muskegon County Airport On-call Airport Engineering, Muskegon, MI, 2017-Present
- ◆ Ann Arbor Municipal Airport On-call Airport Engineering, Ann Arbor, MI, 2013-Present
- ◆ Livingston County Spencer J. Hardy Airport On-call Airport Engineering, Howell, MI, 2013-Present
- ◆ Huron County Municipal Airport On-call Airport Engineering, Bad Axe, MI, 2012-Present
- ◆ Grosse Ile Municipal Airport On-call Airport Engineering, Grosse Ile, MI, 2011-Present
- ◆ Three Rivers Municipal-Dr. Haines Airport On-call Airport Engineering, Three Rivers, MI, 2009-Present
- ◆ Atlanta Municipal Airport On-call Airport Engineering, Atlanta, MI, 2012-Present
- ◆ Sandusky City Airport On-call Airport Engineering, Sandusky, MI, 2009-Present
- ◆ Marlette Township Airport On-call Airport Engineering, Marlette, MI, 2008-Present
- ◆ Ewart Municipal Airport On-call Airport Engineering, Ewart, MI, 2008-Present
- ◆ Erie-Ottawa International Airport, Port Clinton, OH, 2017-Present
- ◆ Akron-Fulton Airport, Akron, OH, 2017-Present
- ◆ Youngstown-Warren Regional Airport, Youngstown, OH, 2017-Present
- ◆ Cuyahoga County Airport, Cleveland, OH, 2019-Present



## Johan S. Almanzar, PE

### Lead Civil Design

Johan Almanzar joined C&S in January 2023. With over 15 years of civil engineering experience, Johan's prior experience includes design projects including new and rehabilitated airfield pavements with responsibilities in plan development, specification, and cost estimate for projects involving airside and landside civil design. Johan specializes in airfield & pavement design with extensive experience performing airfield pavement structural and condition evaluation.

#### Total Experience

15 years

#### With C&S Since

2023

#### Education

Bachelor of Science, Civil Engineering, The University of North Dakota, 2017

#### Registrations

Professional Engineer — FL

#### Organizations

Society of American Military Engineers (SAME)

#### Training

Airfield Pavement Construction Inspection Course (USAF)

Airfield Pavement Evaluation Course (USAF)

Life-Cycle Cost Estimating Course (USAF)

FDOT Asphalt Paving Course (Level 1 & 2)

Florida Stormwater Erosion & Sedimentation Control Inspector

OSHA – 10 hour Course, Construction Safety and Health



### Experience

**Rehabilitation of Taxiway A, Orlando Sanford International Airport, Sanford, FL, Ongoing**—Civil Engineer for the design of the rehabilitation of Taxiways A, A3, and L. This project also includes the relocation of two taxiway connectors from Taxiway A to aprons in order to eliminate direct access to the runway. The work includes paving, drainage, marking, lighting, and signage. Cost: \$10M.

**Terminal Apron Rehabilitation, Orlando Sanford International Airport (SFB), Sanford, FL, Ongoing**—Lead Project Design Engineer rehabilitation of approximately 500,000 SF of apron pavement. Responsible for design, pavement condition assessment, cost estimating, scheduling, design report, and specifications. The project involves, mill and overlays of asphalt pavement, replacement of concrete panels, drainage structures, and spall repairs. Construction Value: \$6M.

**Aerowest Taxiway, Treasure Coast International Airport (FPR), Ft. Pierce, FL, Ongoing**—Lead Project Design Engineer for the design of a taxiway and apron which will serve future aircraft operations and hangar development. It is the first phase of a development project that will eventually result in the construction of 12-17 new TDG 2B and 1B aircraft hangars, hangar parking lots, and entrance driveways. The work includes paving, drainage, marking, lighting, and signage. Construction Value: \$7M.

**Taxiways A, B, and E4 Rehabilitation, Orlando Executive Airport, Orlando, FL, Ongoing**—Senior Project Engineer for the removal of Taxiways E4 and E5 to comply with the current FAA geometric standards required for runway incursion mitigation. The rehabilitation of existing Taxiway A between Runway 13-31 and Taxiway E and between Taxiway E and Taxiway A5. Project includes the rehabilitation of existing Taxiway B between Taxiway E5 and Taxiway A5 as identified in the 2019 FDOT Pavement Management Program report.

**New Parking Lot, Treasure Coast International Airport, Ft. Pierce, FL, Ongoing**—Deputy Project manager/Lead Design Engineer for the design of a new parking lot to provide additional parking for the airport terminal. The new parking lot will be approximately 28,300 square feet, adding a total of 63 parking spaces including 3 handicapped parking spaces. The work includes paving, grading, drainage, marking, lighting, security, landscaping, and irrigation. Construction Value: \$1.5 million

**Sheltair Aviation Ramp Rehabilitation, Orlando Executive Airport, Orlando, FL, 2024.** Lead Project Design Engineer for rehabilitation of approximately 835,000 SF of apron



pavement. The project includes mill and overlay of asphalt pavement, seal coat, full depth repairs, aircraft tie-downs, and pavement markings. Construction Value: \$5.5M.

**Train Station Passenger Drop-Off Parking Lot (D/B), Orlando International Airport, Orlando FL, Ongoing—**Lead Design Engineer for a Design-Build project which include three parking lots adjacent to Terminal C. The lots include an ADA complaint shared use path, ADA parking stalls, monetization pay stations and landscaping.

**New Fixed Based Operator, Phase 1, Fulton County Executive Airport, Atlanta GA, Ongoing—**Lead Design Engineer for the construction of a fixed based operator complex in a phased approach on the Northwest side of the airfield. The complex includes a fuel facility, group service equipment garage, terminal building, and various size hangars. Phase 1 included two 26,000 SF hangars, new apron pavement, and connections to existing taxiways. Est. Cost: \$14M.

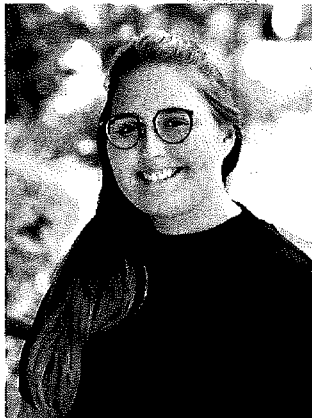
**McNamara Terminal Apron Package 6, Detroit Metro Airport, Detroit, MI, Ongoing—**Lead Design Engineer responsible for pavement design, pavement jointing, site plans, specifications, and design report. The project includes 4,500' x 75' of Taxiway K, connectors, and approximately 780,000 SF of apron pavement. The project involves replacement of existing concrete pavement, utilities, drainage, signage, taxiway lighting, electrical systems, and pavement marking, and tie-ins into existing runway and taxiway pavements. Phasing includes coordination with the airport authority, airlines, operations, ATCT, FAA ADO, and other stakeholders. The project will be constructed in the spring of 2022. Est. Cost: \$110M.

*The roles and projects below were performed for previous employers.*

**Continuing Engineering Consultant Contract, Tampa International Airport, Tampa FL—**Project Manager under continuing consultant contracts for projects of various scope ranging from airside and landside civil design, bidding, permitting, construction, and studies totaling over \$2 million in fees. Various roles including project manager, lead design engineer, and production team member for projects at Tampa International, Tampa Executive, Peter O. Knight, and Plant City Airports. Project scopes range from engineering, architectural, and environmental design, permitting, bidding, cost estimating, construction administration, and planning studies. Design development of varying responsibilities including plan, specification, and cost estimate production for projects involving airside and landside civil design including demolition, geometry, drainage, permitting, grading, marking, lighting, and signage.

**Airfield Pavement Rehabilitation, Tampa International Airport, Tampa FL—**Design Engineer for project which included \$2 million in concrete pavement rehabilitation of runways, taxiways, and aprons airfield wide at TPA. Extensive coordination occurred with the Airport to develop a phasing plan which minimized impacts to Airport operations and maximized efficiency for construction operations. Project roles included project management, client coordination, design drawing and specification development, pavement condition inspection and analysis, and construction administration.

**Airfield Feasibility Study & Design, Department of Defense (DoD), United States Air Force—**Lead Design Engineer for project including a consideration of various constructability study options for maintaining aircraft operations during the anticipated construction period. The proposed option involved full concrete runway reconstruction and asphalt extension including new lighting and signage with an estimated construction cost of \$250 million. Project roles included lead pavement design engineer, pavement inspection & investigation, pavement ASR risk analysis development, report and plans development, cost estimating, specification, grading design, project team workload management, and quality control.



## Morgan Barr, PE

### Airfield Civil Engineer

Morgan Barr is an engineer in C&S's Orlando aviation group. She is a engineer working on the design of airfield improvement projects for airports throughout Florida. She previously worked for the City of Ocala's stormwater engineering department and has experience with designing swales, drainage retention areas, stormwater pipe layouts, and stormwater floodplain management. She has previously done design in Civil 3D and GIS Arc Map.

#### Total Experience

6 years

#### With C&S Since

2019

#### Education

B.S. Civil Engineering,  
University of South  
Florida, 2017

#### Registrations

Engineer in Training, EIT

Professional Engineer, PE

#### Organizations

### Experience

**Rehabilitation of Taxiway A, Orlando Sanford International Airport, Sanford, FL, Ongoing**—Civil Engineer for the design of the rehabilitation of Taxiways A, A3, and L. This project also includes the relocation of two taxiway connectors from Taxiway A to aprons in order to eliminate direct access to the runway. The work includes paving, drainage, marking, lighting, and signage. Cost: \$10M.

**Aerowest Taxiway, Treasure Coast International Airport, Ft. Pierce, FL, Ongoing**—Civil Engineer for the design of a taxiway and apron that will serve future aircraft operations and hangar development. It is the first phase of a development project that will eventually result in the construction of 12-17 new TDG 2B and 1B aircraft hangars, hangar parking lots, and entrance driveways. The work includes paving, drainage, marking, lighting, and signage. Construction Value: \$7M.

**Taxiways A, B, and E4 Rehabilitation, Orlando Executive Airport (ORL), Orlando, FL, 2024**—Civil Engineer for the design of the rehabilitation of Taxiways A and B, and E4. The project consists of the removal of existing Taxiways E4 and E5 and construction of a new Taxiway E4 to comply with the current FAA geometric standards required for runway incursion mitigation as specified in the FAA approved airport layout plan. The project also includes the rehabilitation of the existing Taxiway A and Taxiway B, and Taxiway B1 which includes paving, lighting, marking and signage. The construction work will also include ancillary items such as drainage, airfield electrical and markings. Construction Value: \$4.8M.

**Runway Incursion Mitigation and Related Improvements, Greater Orlando Aviation Authority, Orlando Executive Airport, Orlando, FL, Ongoing**—Staff engineer for the design of runway incursion mitigation of hot spots and related improvements along ILS Runway 7/25, at ORL. The project involves the removal of existing Taxiway E4 from Runway 13/31 to the existing holding bay, removal of holding bay, and construction of new taxiway Connector A7, A8, and holding bay. The project additionally includes construction of new airfield edge lighting and signage, and markings along the constructed areas. Specific tasks included design adjustment to taxiway edge lighting design for the final phase. All tasks were conducted in accordance with FAA, FDOT, and owner guidelines.

**Drainage Improvements, Treasure Coast International Airport, St. Lucie County, Ft. Pierce, FL, Ongoing**—Staff engineer in the project that includes the evaluation and





filling of an existing ditch and installation of a reinforced concrete pipe east of the airport terminal to provide a flat surface for a future paved parking lot. The project also included the replacement of an existing culvert in close proximity to local businesses. Specific tasks included grading design, drainage design, and plan set. The project is being permitted through the South Florida Water Management District.

**Replace Airfield Perimeter Fence, Tampa International Airport (TPA), Tampa, FL, Ongoing**—Design Engineer for the replacement of approximately 15 miles of air operations area (AOA) perimeter security fence and gates at the airport. The new fence will be an 8-foot chain link fence with an additional 1 foot of three-strand barbed wire. The Wildlife Hazard Assessment and Management Plan has also identified the need for a subterranean wildlife deterrent barrier along the perimeter to prevent wildlife intrusion. Additionally, razor ribbon wire will be installed on top of the fence in locations identified with a need for higher security. The project also included the replacement of the access control system at all gates along the perimeter. Construction Value: \$9.5 million

**BP-S00199, Train Station Passenger Drop-Off Parking Lot (D/B), Orlando International Airport (MCO), Orlando, FL, Ongoing**—Civil Design Engineer for the new Parking lots, Lot A, Lot B, Lot C and Electric vehicle charging stations. New parking lots are located at the Orlando International Airport for the new Train Station and passenger Drop-off Lobby (PDL)

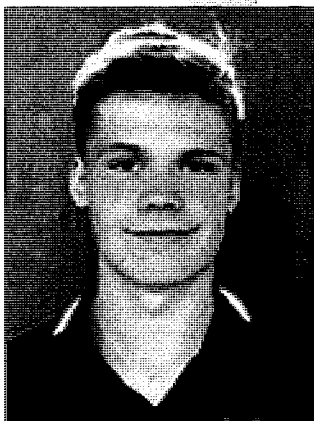
**Sheltair Parking Lot and Ramp Expansion, Sheltair, Daytona Beach International Airport (DAB), Daytona Beach, FL, Ongoing**—Civil Design Engineer for the ramp and parking lot expansion. Airside Improvements included the construction of 45,000 SF of new ramp with considerations for a future hangar, including modification to the existing AOA fence and Perimeter Intrusion Detection System (PIDS). The landside included construction of an additional 18,000 SF of parking. Specific tasks included grading (parking lot and apron), all utility design, support for permitting, and civil contract drawings.

**Sheltair Parking Lot and Ramp Expansion, Northwest Florida Beaches International Airport (ECP), Panama City, FL, Ongoing**—Civil Design Engineer for the ramp and parking lot expansion. Airside Improvements included the construction of 75,000 SF of new ramp with considerations for a future hangar, including modification to the existing AOA fence. The landside included construction of an additional 40,000 SF of parking. Specific tasks included geometry, pavement design, grading and drainage, all utility design, support for permitting, and civil contract drawings.

**Taxiway Y North Reconstruction, Detroit Metro Airport, Detroit, MI, Ongoing**—Engineer responsible for utilities and construction phasing for Taxiway Y North, which includes a 6,300' x 75' parallel taxiway and connectors, and portions of Taxiway K. The project involves replacement of existing concrete pavement, utilities, drainage, signage, taxiway lighting, electrical systems, and pavement marking. Taxiway Y and connector taxiways are being brought up to FAA standards, and it is located between the North Terminal and Runway 4R-22L. Phasing includes coordination with the airport authority, airlines, operations, ATCT, FAA ADO, and other stakeholders. The project was constructed in the spring/summer of 2023. Cost: \$40M.

**ORL Hangars, Phase 1, Atlantic Aviation, Orlando Executive Airport, Orlando, FL, Ongoing**—Civil Design Engineer for the new Ramp, parking lot and two hangars with office space. Airside Improvements included the construction of a new ramp, including wash rack and new utilities to accommodate the new hangars and modification to the existing AOA fence. The landside included construction of a new parking lot. Specific tasks included grading (parking lot and apron), all utility design, support for permitting, and civil contract drawings.

**Heliport Establishment for Manatee County Mosquito Control, Manatee County Mosquito Control, Palmetto, FL, Ongoing**—Design Engineer for the coordination with Zoller Autrey Architects for new heliport establishment for Manatee County Mosquito Control. Work included determining requirements for approval of new heliport establishment through FAA and FDOT and ensuring all items were met per the Advisory Circular 150/5390-2D.



## Connor Spiegel, PE

### Airfield Civil Engineer

Connor Spiegel is part of C&S's Tampa Aviation group. He has more than 3 years of experience with design and construction with Transportation and Aviation projects. He previously worked in C&S's Transportation department and has experience in highway design, construction inspection and administration. Within the Aviation department he has experience designing a variety of projects across Florida.

**Total Experience**  
3 years

**With C&S Since**  
2017

**Education**  
Civil Engineering BS,  
University at Buffalo, 2020

**Registrations**  
Intern Engineer

### Experience

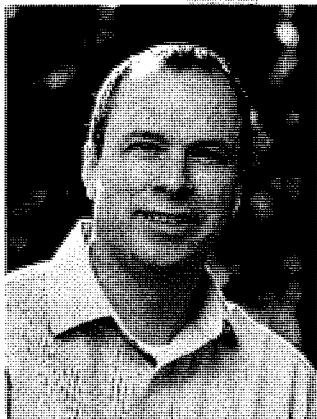
**General Aviation Federal Inspection Station, Sarasota-Bradenton International Airport (SRQ), Ongoing**—Civil engineer the design of an approximately 6,000sf GA Customs Facility in alignment with the current version of the General Aviation Facilities Design Guide. The customs facility included office space, administration space, commons area, toilet/restroom facilities, screening and waiting areas, and required CBP equipment. Project also includes the design of an HVAC heating and cooling system, electrical power and lighting systems with emergency backup, low voltage security and communications systems with interconnectivity to the main Terminal CBP FIS, and life safety systems as required for the new FIS Customs Facility. The civil work for the project includes a new taxiway connector, site work for the building and a parking lot, and surrounding grade tie-ins including the extension of existing utilities such as electricity, gas, water, sewer, cable, and data/telephone. Construction Value: \$9M.

**Replace Airfield Perimeter Fence, Tampa International Airport, Tampa, FL, Ongoing**—lead design engineer for the replacement of approximately 15 miles of air operations area (AOA) perimeter security fence and gates at the airport. The new fence will be an 8-foot chain link fence with an additional 1 foot of three-strand barbed wire. The Wildlife Hazard Assessment and Management Plan has also identified the need for a subterranean wildlife deterrent barrier along the perimeter to prevent wildlife intrusion. Additionally, razor ribbon wire will be installed on top of the fence in locations identified with a need for higher security. The project also included the replacement of the access control system at all gates along the perimeter. Construction Value: \$9.5M.

**New Fixed Based Operator, Phase 1, Fulton County Executive Airport, Atlanta GA, Ongoing**—Design engineer for the construction of a fixed based operator complex in a phased approach on the Northwest side of the airfield. The complex includes a fuel facility, group service equipment garage, terminal building and various size hangars. Phase 1 included two 26,000 SF hangars, new apron pavement, and connections to existing taxiways. Est. Construction Cost: \$14M.

**Train Station PDL Parking Lots D/B, Orlando International Airport, Orlando FL, Ongoing**—Design engineer for the construction of a three parking lots adjacent to Terminal C. The lots include an ADA complaint shared use path, ADA parking stalls, monetization pay stations and landscaping. Est. Construction Cost: \$12M.





## Christopher Brubach, PE

### Airfield Electrical Engineer

Chris Brubach has 23 years of experience with project management and design at both general aviation and primary airports with a specialty in airfield electrical infrastructure. He has taken a primary role in over 100 separate aviation projects, totaling more than \$500 million in construction costs and a secondary role of numerous others. Chris has managed and designed a wide variety of airport and roadway improvement projects, including security improvements, lighting and signage improvements, navigational aid installations, obstruction studies, runway safety area improvements, site grading and drainage improvements, new pavement construction, and airport pavement rehabilitation and reconstructions.

Chris takes an active and supporting role in construction, inspection, and construction administration tasks.

**Total Experience**  
23 years

**With C&S Since**  
2001

**Education**  
B.S. Environmental Resources and Forest Engineering, SUNY ESF/Syracuse University, 2001

**Registrations**  
Professional Engineer:  
New York  
Vermont  
Pennsylvania  
Ohio  
Michigan  
Florida  
Rhode Island

PSMJ Project Manager's Bootcamp

FAA Eastern Regions Lab Procedures Manual Training for P-401 Asphalt Pavements

OSHA – 10 hour Course, Construction Safety and Health

AAAE – Airport Certified Employee (ACE) – Airfield Lighting, 2019

### Experience

**Taxiway Y South Reconstruction, Detroit Metro Airport, Detroit, MI, 2022**—Quality control engineer for Taxiway Y South, which includes a 4,000' x 75' parallel taxiway and connectors, and portions of Taxiway K and U. The project includes concrete pavement rehabilitation, drainage, signage, taxiway lighting and pavement marking. Phasing work involves coordination with several different entities within the airport including ATC, airlines, operations and maintenance, and engineering staff. The project includes meeting all FAA standards and working closely with the FAA Detroit ADO. The project will be constructed in the spring/summer of 2023. Est. Cost: \$40M.

**Runway and Connector Taxiways Rehabilitation, San Carlos Airport, San Carlos, CA, 2023**—Design of the runway and connector taxiways rehabilitation includes removal and replacement of the outermost 12-ft+/- of pavement on Runway 12-30 and all connector taxiways; preparation of all other existing pavement within Runway 12-30 and all connector taxiways. Additionally, a 20-ft wide RSA soil stabilization improvement section was constructed on all sides of the existing infield areas. Also, all treated pavement areas will be re-stripped, some localized drainage improvements are included along with new lighting and guidance signage for Runway 12-30 and all connector taxiways. Cost: \$13.7M.

**Taxiway B Rehabilitation, Syracuse Hancock International Airport, Syracuse, NY, Ongoing**—Project manager and lead engineer for the rehabilitation of Taxiway B including drainage, lighting, signage, shoulder addition, and pavement improvements. Cost: \$4M.

**Taxiway C Rehabilitation, Rhode Island T.F. Green Airport, Providence, RI, Ongoing**—Engineer for the rehabilitation and relocation of Taxiway C including pavement reconstruction, lighting, signage, pavement markings, drainage, and stormwater mitigation. Cost: \$11.2M.

**Taxiway D Rehabilitation and Reconstruction, Niagara Falls International Airport, Niagara Falls, NY, 2022**—Project manager for the rehabilitation and reconstruction of Taxiway D. Pavement will be designed based upon the projected aircraft fleet mix to provide a 20-year design life. Included under the project design are new LED taxiway



edge lights, pavement markings, geometry adjustments, construction safety and phasing plan development, and drainage improvements. Cost: \$4M.

**Taxiway E Extension, Griffiss International Airport, Rome, NY, 2022**—Project manager and primary engineer. This project includes the construction of new Taxiway “E” connector, approximately 460 feet long and 50 feet wide with paved shoulders, located between the intersection of Taxiway “E” and “F” and extending to Apron #4. Project tasks include profile cold milling, pavement excavation, concrete pavement rubblizing, bituminous asphalt pavement, underdrain installation, utilities, turf grading, pavement markings and taxiway lighting and signage modifications. Cost: \$2M.

**General Aviation (GA) Apron and Taxiways Rehabilitation, Buffalo Niagara International Airport, Buffalo, NY, Ongoing**—Project manager and lead engineer for the rehabilitation of the 400,000-sf asphalt aircraft apron and 3,000 linear feet of concrete taxiways P&Q at 50-feet in width. Project incidentals included stormwater, debris collection, pavement markings, airfield lighting and signage rehabilitation. Cost: \$20M.

**Airfield Guidance Sign and Navigational Aid Rehabilitation, Niagara Falls International Airport, Niagara Falls, NY, Ongoing**—Project manager for the replacement of all airfield guidance signs, wind cones and rotating beacon, including all power cables and conduit. The project included renaming all airfield pavements using the current FAA methodology, the permanent closure of Runway 10R-28L, navigational aid decommissioning, and airfield pavement markings modifications. Cost: \$4M.

**Runway 10-28 Safety Area Improvements, Allegheny County Airport, West Mifflin, Pennsylvania, Ongoing**—Project manager and lead engineer for design modifications/ relocations and other adjustments to the FAA owned and operated navigational aids which are impacted as part of the project work activities. Affected equipment included Runway 10 REIL, Runway 10 ILS localizer, Runway 28 MAL SR and associated equipment shelters. Cost: \$1.2M.

**Runway 8-26 Runway Safety Area (RSA), Philadelphia International Airport, Philadelphia, PA, Ongoing**—Lead engineer for design modifications/ relocations and other adjustments to the FAA owned and operated MALSR impacted as part of the project work activities. The project primarily includes the integration of the existing MALSR system into the EMAS bed and coordination and review of the design by the FAA. Cost: \$12M.

**Runway 5-23 Rehabilitation and Reconstruction, Buffalo Niagara International Airport, Buffalo, NY, Ongoing**—Engineer for electrical, work phasing, pavement marking and navigational aids. The project includes pavement rehabilitation and profile adjustments to Runway 5-23 including replacement of all lighting and electrical systems. Cost: \$60M, 2 phases.

**Runway 6-24 Rehabilitation, Oswego County Airport, Fulton, NY, 2022**—Project manager and principal engineer for the rehabilitation of the 4,000-foot long by 100-foot-wide runway. The project includes asphalt pavement rehabilitation and profile adjustments to Runway 6-24 including cold milling, asphalt paving, grooving, markings, electrical system modifications, drainage system replacement and incidental pavement removal and repairs. Cost: \$5M.

**Rehabilitation of Runway 9/27 and Taxiways J & K, 2020, Construction, Cincinnati/Northern Kentucky International Airport, 2022**—Engineer for rehabilitation of 12,000-foot asphalt and cement concrete runway, two parallel taxiways, and connecting taxiways. The project included modifications to the Runway 9 & 27 MALSR and 36C ALSF systems as well as the installation of runway closure lighted X's in-pavement power receptacles. Cost: \$60M.



# Alexandra Davis-Petrenko

ENV SP, LEED GA

## Sustainability

Alexandra Davis-Petrenko has national experience tailoring sustainability efforts to design and construction projects of every size and scale. She specializes in developing mission-aligned targets for holistic sustainability integration with expertise in embodied carbon analysis, low carbon materials, and stakeholder engagement. Alexandra's experience includes climate vulnerability and adaptation planning, material efficiency assessments, and Envision certification support for numerous aviation projects, including the world's first Envision Platinum airfield project. Prior to joining C&S, Alexandra worked in the Sustainability practice at Thornton Tomasetti, performing material efficiency assessments, providing certification administration for LEED and Living Building Challenge rating systems, and facilitating sustainability charrettes to influence goal setting for projects across the built environment.

**Total Experience**  
10 years

**With C&S Since**  
2021

### Education

B.A., Environmental  
Science and Policy,  
Climate Change  
Concentration, Smith  
College, 2018

### Registrations

Envision Sustainability  
Professional  
IFFD Green Associate  
Community Resilience  
Building Facilitator,  
Second Nature

### Organizations

Airports and Envision  
Working Group, Institute  
for Sustainable  
Infrastructure

American Society of Civil  
Engineers, Infrastructure  
2050 – Aviation Lead

Member of Airport  
Consultants Council -  
Young Professionals  
Forum



## Experience

### Sustainability Integration into Design & Construction

**Runway 5L/23R and Taxiway B, Indianapolis Airport Authority, Indianapolis, IN, 2024—**

The rehabilitation effort of Runway 5L/23R, its connector taxiways and Taxiway B included more than 21,500 square yards of 16-inch concrete pavement and nearly 60,000 square yards of 18 concrete pavement replacement, coupled with spall repairs, joint sealant repairs, and the application of all new pavement markings. C&S conducted an independent third-party review of Envision narratives and documentation to support Pathway B: Post-Construction verification. With C&S's support, the project earned an *Envision Silver* award, representing the Authority's third Envision-verified project across their airport system.

**Airfield Perimeter Fence Replacement, Tampa International Airport, FL, 2024—**C&S is providing project management, grant administration, design, and construction services to Tampa International Airport's Airfield Perimeter Fence Replacement project. This project includes the replacement of the entire 17-mile airfield perimeter fence and gates surrounding the airport. C&S is evaluating sustainability strategies for incorporation into the project, utilizing the Airport's Sustainability Design Criteria Manual to ensure mission-aligned sustainability elements are highlighted in a sustainability strategies memo and integrated into the design and construction of the project.

**Runway 5R/23L and Taxiway D Strengthening and Capacity Enhancement Project, Indianapolis Airport Authority, Indianapolis, IN, Ongoing—**Home to the second largest FedEx hub in the world, the project seeks to address the increased demand for air cargo capacity and enhance the resilience of the Airport's infrastructure used to carry freight and accommodate large cargo aircraft. Alexandra is overseeing the sustainability and Envision administration efforts for the strengthening and enhancement of Runway 5R-23L and Taxiway D. She has worked closely with the engineering team to develop and seek FAA approval for IAA's first ever low carbon concrete specification for Portland Cement Concrete. The specification incorporates in-

situ carbon dioxide mineralization technology, allowing for carbon sequestration in the mix design and sets a global warming potential target to reduce the project's overall carbon impact. It is the world's first *Envision Platinum* award for an airfield project, and one of the most sustainable and resilient runways built to date.

### **Sustainability & Resilience Planning**

**Net Zero Carbon Roadmap, Port of Portland, Portland, OR, 2024**—Alexandra served as the Deputy Project Manager, for the development of a Net Zero Carbon Roadmap, covering both the Aviation and Trade and Economic Development business lines. Her role encompassed providing technical support on emissions forecasting using a custom model, analyzing climate strategies' effectiveness towards the 2050 net zero goal, and prioritizing initiatives based on cost and co-benefits. Alexandra also supported evaluation of internal messaging effectiveness, recommended improvements for staff buy-in, and the creation of an engaging net zero executive brief to secure support from leadership and stakeholders. Her comprehensive approach integrated technical analysis with strategic communication to drive the Port's sustainability efforts.

**Airport Carbon Accreditation, Louisville Muhammad Ali International Airport, Louisville, KY, 2024**—Alexandra supported the development of a greenhouse gas emissions inventory and carbon footprint report to prepare the Airport to enter the ACA program at Level 1: Mapping.

**Greenhouse Gas Inventory and Carbon Management Plan, Oakland International Airport, Oakland, CA, 2023**—Development of a greenhouse gas (GHG) emissions inventory of Scope 1 & 2 Emissions, a Carbon Management Plan and establishing a GHG Reduction Target, in line with Airport Carbon Accreditation (ACA) Level 2. Identified carbon reduction initiatives and provided technical support for the calculation of aircraft-related Greenhouse Gas (GHG) emissions and criteria pollutants.

**Climate Risk & Vulnerability Assessment, Portland International Airport, Portland, OR, 2021**—C&S conducted a risk and vulnerability assessment for PDX related to climate hazards impacting airport infrastructure and operations. Alexandra supported research into anticipated climatic changes in the Pacific Northwest, which informed focus group conversations to understand the vulnerability and criticality of various airport systems and led to the development of prioritized initiatives to enhance resilience.

**Sustainability Management Program, Indianapolis International Airport, Indianapolis, IN, Ongoing**—C&S is the prime contractor leading the development of IND's Sustainability Management Program, the first plan of its kind to fully integrate resilience. C&S is developing the Program, including coordinating with a robust team of sub consultants.

**Re-envisioning Whiteman Airport, LA County Public Works, Los Angeles, CA, 2023**—Alexandra managed bilingual stakeholder outreach and community logistics for the comprehensive planning process involving robust community engagement, reexamination of land use and community and economic benefits, air quality and health risk assessments, and development of a Sustainability Management Plan to guide the future of the airport. She worked in close coordination with the Community Advisory Committee (CAC) and County team to facilitate bilingual CAC and public meetings held both in-person and virtually.

**Sustainability Management Plan, Philadelphia International and Northeast Philadelphia Airports, Philadelphia, PA, 2023**—Alexandra supported the development of the airports' first, comprehensive sustainability plan, building on past and ongoing efforts. This project will establish a holistic vision and goals for both airports considering stakeholder input, emerging issues, and new challenges facing the industry. C&S is closely coordinating with an ongoing climate adaptation and resilience planning effort, as well as the master plan update to align objectives and achieve efficiencies.



**YEARS OF EXPERIENCE**

35

**EDUCATION**

Associates, Civil Technology, Surveying & Mapping, Thompson School of Applied Science

**REGISTRATION/CERTIFICATIONS**

Project Management Professional, Natl, 1932572

Professional Land Surveyor: FL, LS5377; AR, 1565; NC, L-4144; GA, LS003020

**MEMBERSHIPS**

Florida Surveying & Mapping Society (FSMS)

Project Management Institute (PMI)

**Paul Akers, PLS, PMP**  
**Senior Associate, Project Manager**

Paul Akers is a certified Project Management Professional (PMP), a licensed professional surveyor and recognized expert in the FAA airport GIS program with over 35 years of experience. He is responsible for multiple types of aviation geospatial projects and cliental. His extensive experience includes photogrammetric and geodetic surveys, GIS data collection and analysis, airborne GPS applications, topographic surveys, geodetic leveling, subsurface utility engineering, hydrographic and boundary surveys. Paul also obtained his private pilot's certificate in 2010.

As the Project Manager for numerous aviation-specific projects, Paul possesses the technical expertise on all mandatory aspects of FAA, geospatial surveys and mapping requirements. To date, he has overseen the completion of over 1,000 aeronautical surveys, including over 250 surveys in the Airports-GIS system. His work has also extended into aviation planimetric and topographic data collection projects, including ALP/eALP projects, airport asset management data collection and high accuracy geodetic control establishment.

Over the past ten years, Paul has worked with the Woolpert team and the FAA (AAS-100) to develop survey and data model standards. Working closely with Woolpert engineers and planners, as well as other consultants in the aviation industry, has allowed Paul to develop a wide knowledge base in FAA airport design and planning standards that complements his expertise in the AGIS requirements. This wide knowledge base has given Paul the experience and expertise to guide clients through the complicated FAA process and meet their individual needs.

### Project Experience

**(080718) ORL BP-043 Runway Incursion Mitigation, C&S Companies, Inc.—Orlando, Florida.** Project Manager who coordinated project tasks with team members, maintained communication with the client and managed the project schedule and budget. Woolpert performed a construction as-built survey for the BP043 Runway Incursion Mitigation and Related Improvements project. The as-built survey at ORL followed the standards for a Construction - Airside survey project following AC 150/5300-18B, Change 1 and Table 2- 1 requirements. Woolpert performed the survey as a completely independent as-built survey by capturing topographic and planimetric data for new Taxiways A, A8, A7 and Holding Bay pavement and areas of pavement removal. The Woolpert team also complete a topographic map at a 1' contour interval that included areas approximately 50' beyond project limits, manholes, above ground utilities, edge of new pavement and changes of grade. As deliverables, Woolpert compiled and submitted AGIS data file containing construction as-built data to AGIS and C&S and topographic/as-built record surveys to C&S.

**San Diego (MYF) and (SDM) ALP IPD, C & S Companies, Inc.—San Diego, California.** Project Manager responsible for the coordination and planning of the aerial acquisition, aeronautical survey, aerial triangulation and obstruction analysis needed for the project. Woolpert was selected to help C&S Engineers prepare Master Plans and Airport Layout Plans (ALPs) for the Montgomery-Gibbs Executive Airport (MYF) and Brown Field Municipal Airport (SDM). The Woolpert team also collected new digital color aerial photography and new topographic/planimetric and obstruction mapping of each airport in accordance with FAA Advisory Circulars 150/5300-16A, General Guidance and Specifications for Aeronautical Surveys: Establishment of Geodetic Control and Submission to the National Geodetic Survey; 150/5300-17C, Standards for Using Remote Sensing Technologies in Airport Surveys; and 150/5300-



18C, Survey and Data Standards for Submission of Aeronautical Data Using Airports GIS. The new aerial photography was used for preparing base maps, the ALPs and airspace and inner approach surface drawings.

**BOW – ALP/IPD Survey, ESA Airports—Bartow, Florida.** Project Manager who is managing project preparation, tasks and client communication to ensure the proper execution of the project scope and schedule. Paul is also performing risk assessments and providing monthly reports to the client. At Bartow Executive Airport (BOW), Woolpert is providing obstruction analysis for AC 150/5300-18B, Vertically Guided Approach Obstruction Identification Surfaces for existing Runways 05/23, 09L/27R & 09R/27L. Woolpert is also performing analysis for features penetrating the FAR Part 77, Non-Precision Type “C” Obstruction Identification Surfaces for Existing Approaches 05, 23, 09L and 27R and a Visual “B” Obstruction Identification Surfaces for Existing Approaches 09R and 27L and PIR Obstruction Identification Surfaces for proposed 1700’ extension to the east for 27R. Woolpert will also analyze the Threshold Siting / Obstacle Clearing Surfaces for all approaches as well as the Departure Surfaces off both ends of Runway 9L-27R and Runway 5-23. Finally, Woolpert provided planimetric and topographic mapping of mapping limits at the airport. These efforts will support the development of the ALP (Airport Layout Plan) and IPD survey at the airport.

**SPG - Runway Width Design Survey, American Infrastructure Development, Inc.—St. Petersburg, Florida.** Project Manager responsible for project administration tasks such as project planning, coordination and communication. Albert Whitted Airport (SPG) plans to change the width of Runway 18/36 from 150’ to 75’ while keeping the same runway length. The FAA is requiring a Design/As-built survey that meets or exceeds the standards outlined in the FAA Advisory Circulars 150/5300-16B, -17C and -18B. The scope of the project focuses on the design portion of the as-built survey. The design portion includes photogrammetric obstruction analysis, obstruction surveys and final analysis. As a subconsultant to American Infrastructure Development, Inc., Woolpert will use survey and imagery data collected from 2018/2019 18B ALP/IPD survey and concisely compile the obstruction information for the proposed Runway 18/36 shift.

**FIN-RWY 06/24 Design/As-Built, GAI Consultants—Palm Coast, Florida.** Project Manager who established and maintained communication with the client and airport officials to clearly define site safety protocols and training prior to the start of field activities. Paul has also managed project tasks to ensure the Woolpert team has the necessary resources to complete the project on time and within the project budget. Flagler Executive Airport (FIN) has requests a survey that meets the specifications of a “Safety Critical Data Collection, Including Design Data” project type. This project will include an Airport Airspace Analysis Survey (AAAS) of the proposed Runway 06/24 Approaches and an as-built survey after construction is completed. The AAAS for this project will follow the standards for a Vertically Guided Runway survey. Woolpert conducted a design survey for AC 150/5300-18B, Vertically Guided Approach Obstruction Identification Surfaces for Proposed 06/24 Approaches. Moreover, Woolpert collected stereo imagery covering in the immediate airport vicinity and obstruction areas, conducted geo-referencing of aerial photography and runway surveying on the newly constructed Runway 06/24. These efforts will support the development of the as-built survey and AGIS deliverables for post 06/24 construction.

**FPY-Runway Decoupling Design Survey, Avcon, Inc.—Perry, Florida.** Project Manager who is facilitating communication between the client, airport, and key project task managers. Paul is also responsible for managing project tasks to ensure they are completed on time and meet the project goals and needs of the client. Perry-Foley Airport (FPY) received a grant to rehabilitate Runway 12-30 and needed to relocate the Runway 12 threshold Southeast by about 650 ft to de-couple Runways 18-36 and 12-30. Woolpert is providing a design survey to assist the airport in meeting the FAA requirements for a design/as-built survey. As part of the design survey, Woolpert has performed aerial photography acquisition at a 1” = 800’ scale, runway surveys using NGS’-INVERSE3D software and photogrammetric analysis utilizing the DATUM software dual purposes. Woolpert has also utilized a variety of surveying techniques to identify features that may be penetrating the obstruction identification surfaces. Finally, Woolpert will identify and survey visual and electronic Navigation Aids (NAVAIDS) and submit the necessary documentation and deliverables as specified in AC150/5300-17C “General Guidance and Specifications for Aeronautical Surveys: Airport Imagery Acquisition and Submission to the National Geodetic Survey.”

**Apalachicola Municipal Airport ALP/IPD Survey, Avcon, Inc.—Apalachicola, Florida.** Project Manager responsible for overseeing the project by communicating with the client, providing monthly project update reports for delivery and ensuring project tasks were completed within the defined timeframe and budget. Woolpert supported airspace analysis and preparation of an Airport Layout Plan (ALP) for Apalachicola Regional Airport. The FAA required that the ALP mapping met or exceeded the standards outlined in the FAA Advisory Circulars 150/5300-16A, -17C, and -18B and SOP 2.0. Existing Runways 14-32, 06-24, and 18-36 were surveyed by Woolpert as part of this project, and AGIS 18B deliverables were based on the runway coordinates determined by this survey. New 1” = 100’ scale topographic and planimetric mapping were also provided.



## Scott T. Brady, P.E. | Senior Consultant

Mr. Brady has over 46 years of experience in civil engineering, emphasizing public sector projects. More than 35 years of his total experience is for airport projects, which includes assignments as program manager, project engineer, and consultant. His varied engineering functions have included engineering analysis, design documents preparation, permitting, cost estimating, CPM scheduling, bid analysis, grant assistance, field observation, construction claims evaluation and resolution, forensic engineering, expert testimony, research and instruction. He has worked on over 175 airport projects at over 50 airports. These have been located in 11 states across four FAA regions, with a concentration in the FAA Southern Region.

**Total Experience:** 46  
**With Firm:** 11



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**FDOT, Statewide Airport Stormwater Study, Tallahassee, FL.** Program Manager or Technical Manager (phase dependent). The FDOT Statewide Airport Stormwater Study, jointly funded by the FDOT and the Federal Aviation Administration was intended to limit water management features that are more attractive to wildlife, while meeting all state and federal rules for water quality and quantity management. Program Manager for the initial study that included program design, data collection (including stormwater runoff quality and quantity data from the airside of 13 Florida airports), a Technical Report and an updateable Best Management Practices Manual for Florida Airports. Technical Manager for subsequent phases updating the Best Management Practices (BMP) Manual. The BMP Manual makes recommendations based on data collected and analyzed for the study, and guidance from the Florida Department of Environmental Protection and Water Management Districts for designing and permitting airport stormwater systems. The project also included studies illustrating the application of the data, legislation and rulemaking assistance, and post-construction monitoring for projects demonstrating the effectiveness of BMP Manual recommended designs. The project resulted in legislation and a general permit for airport airside stormwater management FAC 62-330.449 and 2024 Applicant's Handbook Volume 1.

**Sarasota Bradenton International Airport, Stormwater Management System Improvements - Planning, Design, Permitting, and Construction, Sarasota, FL.** Program Manager. The project reduced, modified, and eliminated wet ponds that were attractants for hazardous wildlife. This improved safety. It also permitted 111 acres of new aviation business development consisting of terminal expansion, aprons, taxilanes, hangars and offices, access roads and parking, thus increasing airport revenue. This is about 55 acres greater than would otherwise be available using presumptive design criteria. The project also replaced failed pipes in parts of the system.

### Education

B.S./1977/Civil Engineering/ Georgia Institute of Technology  
M.S./1978/Civil Engineering/ Georgia Institute of Technology

### Professional Registrations

Professional Engineer/FL 34966  
Professional Engineer/GA  
Professional Engineer/TN  
Commercial Pilot, single engine, land and sea, instrument rated

### Professional Affiliations

American Society of Civil Engineers  
Aircraft Owners and Pilot Association  
Florida Airports Council

### Awards and Recognition

- Program Manager for the 2014 J. Bryan Cooper Environmental Award project
- Program Manager for the 2015 J. Bryan Cooper Environmental Award project
- Program Manager for the 2016 J. Bryan Cooper Vision Award project
- Program Manager for the 2022 J. Bryan Cooper Environmental Award project
- Corporate Eagle Award – Florida Airport Council, 2012
- Construction Administration for the National Asphalt Paving Association First Place Quality Paving Award for an Airfield Project

## Mike Harris, CM | Chief Designer

Mike Harris is a chief designer at EG Solutions and has over 23 years of experience designing, planning, and managing various airport projects. He is knowledgeable regarding FAA Advisory Circulars and in construction administration through his experience performing construction observation and management of airport, highway, and building construction projects. Representative projects include runway, taxiway, and apron rehabilitation projects; taxiway extensions; apron paving; airfield lighting design; security and wildlife fencing projects; and preparing airport layout plans and other airport planning documents.

**Sarasota Bradenton International Airport, Taxiways C and F, Sarasota, FL.** Project Manager. Responsibilities included project management, schedule and budget tracking, subconsultant coordination, design and construction administration lead for the design, bidding, and permitting for the rehabilitation of asphalt pavement for approximately 8,000 feet of Taxiway C and reconstruction of approximately 1,400 feet of Taxiway F. This project required a detailed construction safety and phasing plan due to impacts to the airport's primary, air carrier runway and navigational aids, which included coordination with airport operations, airlines, and ATCT. Services for this project included topographic surveys, geotechnical subsurface exploration, pipe video inspection and recommendation for repairs, geometric layouts, and pavement design. The project also included design of airfield lighting and signage improvements, including replacement of existing taxiway edge lighting and guidance signs, vault improvements, and airfield markings. The project included preparation of plans and specifications, cost estimates, bidding services, grant application assistance, and construction phase services. This project was primarily funded through an FAA grant.

**Sarasota Bradenton International Airport, Stormwater Management System Improvements - Planning, Design, Permitting, and Construction, Sarasota, FL.** Designer. Responsibilities included preparation of maps and drawings for the master stormwater system. The project reduced, modified, and eliminated wet ponds that were attractants for hazardous wildlife. This improved safety. It also permitted 111 acres of new aviation business development consisting of terminal expansion, aprons, taxilanes, hangars and offices, access roads and parking, thus increasing airport revenue. This is about 55 acres greater than would otherwise be available using presumptive design criteria. The project also replaced failed pipes in parts of the system.

**Naples Airport, Taxiway D Realignment and Drainage Improvements, Naples, FL.** Project Manager. Project included the construction of Taxiway D realignment and associated airfield stormwater drainage improvements. The project realigned approximately 1,800 feet of Taxiway D from Runway 14/32 to Taxiway D5, realignment of Taxiway D5 connector to meet FAA design criteria, and widening of approximately 500 feet of Taxiway D. The project also included construction of approximately 1,300 feet of water main and extension of sanitary sewer for future airfield development.

Total Experience: 23  
With Firm: 1



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### Education

B.S./1999/Public Affairs/Indiana University

### Professional Training

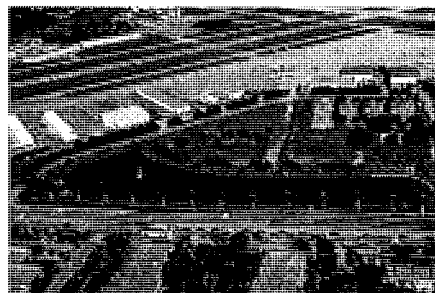
AutoCAD  
AutoCAD Civil3D  
AutoCAD Map3D  
ArcGIS  
Microstation

### Certifications

American Association of Airport Executives  
Certified Member

### Professional Affiliations

Florida Airports Council  
Airport Consultants Council



## Xuheng "Sean" Kuang, PhD, PE | Senior Stormwater Engineer

Dr. Kuang has over 17 years of civil engineering experience, focusing on water resources engineering projects. These have included master drainage plans, reservoirs, groundwater control and recharge systems, stormwater collection and conveyance systems, pumping systems, water distribution and wastewater collection systems, drought studies, water quality and quantity management and permitting with various regulatory agencies. He is an experienced user of multiple software packages including both public domain and commercial software packages for event and continuous simulation water management and design, and pipe networks. He has also written spreadsheets that solve hydraulic grade line, finite difference groundwater response, hydraulic transients, and statistical evaluations of flood and drought frequency. Some of Dr. Kuang's research work is referenced in the 2023 update of the FDOT *Statewide Airport Stormwater Best Management Practices Manual*.

**Sarasota Bradenton International Airport, Ground Boarding Facility Terminal Expansion, Sarasota, FL.** Stormwater Consulting and Permitting. Responsibilities included water management and hydraulic gradeline consulting assistance to the design team for the terminal expansion. Provided stormwater-related permitting assistance for locally required permits and completed the Water Management District's Environmental Resource Permit for the project.

**Naples Airport, Maintenance and Facilities Building, Naples, FL.** Stormwater Design and Permitting. The project included the design for improvements to the existing facilities complex at the Naples Airport including renovation of approximately 3,300 sq ft of office space, construction of a new 7,500 sq ft facilities building, equipment parking canopy, entrance drive and parking lot, and associated site improvements including stormwater improvements, utilities, and rehabilitation of existing parking lots.

**Naples Airport, Master Drainage Plan Update, Naples, FL.** Stormwater Analysis and Permitting. The ongoing project updates the current Master Drainage Plan to account for additional development proposed in the updated Airport Master Plan. The project included soil, sediment, groundwater, and existing pond quality testing, computational fluid dynamics for surface water efficiencies, statistical analysis of extreme events, projected sea level rise, and event and continuous simulations for water management.

Total Experience: 17  
With Firm: 3



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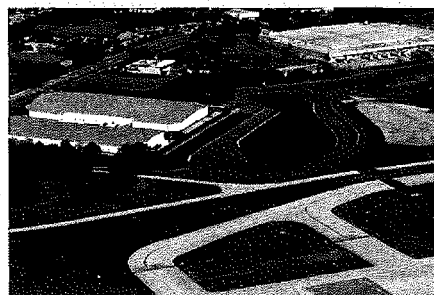
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### Education

B.S./1994/Water Resource Engineering/  
Wuhan University  
M.S./1997/Water Resource Engineering/  
Wuhan University  
Ph.D./2005/Civil & Environmental  
Engineering/ Louisiana State University

### Professional Registrations

Professional Engineer/FL 68265



## Dale Simmers | Resident Project Representative

Dale Simmers is a resident project representative (RPR) at EG Solutions. He spends the majority of his time in the field performing construction management duties. Some of these duties include reviewing the progress schedules, attending conferences and meetings, serving as a liaison between the client and all prime contractors, maintaining shop drawings and samples, observing work in progress to ensure it conforms to contract documents and reporting any discrepancies, making initial interpretations of contract documents, considering and evaluating contractor's suggestions for modifications and discussing them with the client, accompanying regulatory inspectors onsite and reporting findings, maintaining a jobsite log book, producing reports as required, reviewing and endorsing pay requests, and organizing, preparing for, and leading the substantial completion and final inspection as well as verifying completion.

### Relevant Projects:

**Sarasota Bradenton International Airport, Commercial Apron Expansion, Sarasota, FL.** Resident Project Representative. Responsibilities included construction observation and record keeping, coordination and review of construction geotechnical and materials testing, performing select confirmation and referee field test, assistance coordinating project work with adjacent projects, and ongoing assistance with closeout materials. The project included expansion of the commercial apron parking ramp east of the existing ramp, reconstruction and realignment of Taxiway R5, and removal of Taxiway A8. SRQ required five additional ground loading gates with parking for the Airbus A320/A321 Aircraft. The services performed included field surveys, geotechnical investigation, geometric layouts, pavement design, stormwater management design and permitting with three jurisdictional agencies, electrical modifications, signage, pavement markings, bidding, and construction observation.

**Sarasota Bradenton International Airport, West Apron Expansion, FL.** Resident Project Representative. Responsibilities included construction observation and record keeping, coordination and review of construction materials testing, coordinating select confirmation tests, assistance coordinating project work with adjacent projects, and assistance with closeout materials. The project consisted of relocation of the employee parking lot and expansion of the existing commercial apron hardstand parking areas. Work items included earthwork, drainage, utilities, concrete and asphalt paving, airfield lighting, marking, and associated work items.

**Venice Airport, Runway 13-31 Rehabilitation, Venice, FL.** Resident Project Representative. Responsibilities included construction observation and record keeping, geotechnical testing, coordination and review of laboratory materials testing, and coordination and review of pavement testing. This project was the rehabilitation of Runway 13-31 which included maintaining current pavement strengths and plan dimensions, partial correction of pavement grades, and improvement of Runway Safety Areas (RSA) using a composite material. The RSA improvement partially satisfied an unrelated regulatory consent order that the City of Venice was under.

Total Experience: 17  
With Firm: 2



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### Certifications

CPN Nuclear Gauge  
ACI Level 1 FTT  
CTQP Earthwork Construction Inspection,  
Level 1  
CTQP Concrete Field Technician, Level 1  
CTQP Asphalt Paving, Levels 1 and 2  
CTQP LBR Technician



## KEVIN H. SCOTT, P.E.

Senior Geotechnical Engineer



### Summary of Capabilities

Geotechnical Engineering  
Civil Engineering  
Foundation Engineering  
Project Management  
Engineering Management  
Ground Subsidence Investigations  
Construction Materials Testing and Inspection

### Years of Experience

With Tierra: 16 Years  
With Other Firms: 7 Years

### Education

BS, Civil Engineering, University of South Florida, 2000

### Professional Organizations/Registrations

Florida Professional Engineer, No. 65514  
National Society of Civil Engineers

Mr. Scott has 23 years' experience in geotechnical investigation and evaluation for roadway and bridge design, industrial, landfill, borrow sites, commercial, high rise, and residential projects. His experience includes shallow and deep foundation analyses, retaining wall design, settlement analyses, and pavement evaluation. In addition to his geotechnical experience, Mr. Scott has also provided project management and project consulting services for construction materials testing and inspection projects including high rise, industrial, roadway, commercial and residential projects.

### Airport Project Experience

**Punta Gorda Airport Runway 15-33 Rehabilitation and Extension, Charlotte County, Geotechnical Engineer of Record (Oct 2018 – Feb 2019)** - Runway 15-33 is 5,688' x 150' with no paved shoulders. The existing pavement was exhibiting distresses such as longitudinal cracking, raveling, and weathering. The project consisted of the rehabilitation of the existing runway asphalt pavements, design for a new asphalt blast pad at RW 15, removal of asphalt at RW 9 and reconfiguration of Taxiway E. Tierra performed fifty-three (53) pavement cores, twenty-eight (28) Standard Penetration Test borings and collected bulk samples of existing subgrade soils for California Bearing Ratio (CBR) testing. Kevin provided geotechnical recommendations to support the project improvements.

**Punta Gorda Airport Taxiway G, Charlotte County, Geotechnical Engineer of Record (Nov 2022)** – The project consisted of a new Taxiway G. Tierra provided geotechnical support through pavement cores, hand auger borings, SPT borings, and laboratory testing. Kevin provided geotechnical recommendations to support the project improvements.

**Lakeland Linder International Airport Runway 9-27 Lighting and Other Facilities Improvements, Polk County, Geotechnical Engineer (June 2020)** – The project consisted of improvements to the existing Runway 9-27 lighting, the air traffic control tower and a future glide slope location. Tierra provided geotechnical support through pavement cores, SPT borings, a hand auger boring and laboratory testing. Kevin provided geotechnical input concerning pavement and subsurface conditions at the project site to support the project design.

**Tampa International Airport Runway 1L-19R Approaches, Hillsborough County, Geotechnical Engineer of Record (June 2021)** - The project site is located at Tampa International Airport and consisted of improvements to the existing Runway 1L-19R approaches and the relocation of a service road. Tierra provided geotechnical support through pavement cores, hand auger borings and CBR testing. Kevin provided geotechnical recommendations to support the project improvements.

**St. Petersburg-Clearwater International Airport Taxiway Rehabilitation Phase 2, Pinellas County, Geotechnical Engineer of Record (Feb – Mar 2017)** - The project consisted of improvements associated with Phase II of the Taxiway Rehabilitation project, including the rehabilitation of Taxiways B, C, F, K and M. Additionally, the existing pond on the northeast portion of the project was proposed to be expanded to accommodate the stormwater as a result of the proposed improvements. Tierra's subsurface exploration consisted of pavement cores, borings, and subsurface sampling. Three (3) hydraulic conductivity tests were performed within the proposed pond expansion and Tierra collected bulk samples for California Bearing Ratio testing at six (6) locations along the taxiways associated with this project.

## Daniel R. Ruel, P.E.

Geotechnical Engineer



### Summary of Capabilities

Geotechnical Engineering  
Civil Engineering  
Project Management  
FDOT Project Management

### Years of Experience

With Tierra: 11 years

### Education

B.S., Civil Engineering, University of South Florida, 2011

### Professional Organizations/Registrations/Awards

Fundamentals of Engineering – 2011  
Florida Professional Engineer, No. 82404

Mr. Ruel has 11 years of experience in the field of Geotechnical and Structural Engineering and has worked on a variety of infrastructure projects including roadways and bridges, aviation facilities, water, wastewater and private developments.

He has worked on projects for numerous municipalities as well as state agencies. Through these projects Mr. Ruel has analyzed slope stability, settlement, deep foundation design (drilled shafts and driven piles), shallow foundation design, laboratory testing and research, and forensic geotechnical investigations.

### Airport Project Experience

**Sarasota Bradenton International Airport: North Quad Access Roadway** - The project consisted of the construction of a new North Quad Roadway to connect with the existing Clyde Jones Road. Portions of the project included milling and resurfacing as well as reconstruction in the area of the proposed tie-in. Tierra's services included nine (9) SPT borings and eight (8) hand auger borings in the area of the proposed north quad roadway and one (1) SPT boring in a potential drainage improvement area. Additionally, four (4) CBR tests were performed on selected samples within the project area. Laboratory testing was conducted and geotechnical engineering recommendations were provided to support the design team. *December 2017 – April 2018*

**Sarasota Bradenton International Airport: Taxiway Bravo Rehabilitation** - The project consisted of rehabilitating Taxiway Bravo. Tierra's services included twenty-eight (28) pavement cores, three (3) SPT borings and collection of two (2) bulk samples for California Bearing Ratio (CBR) testing to support the design. *August 2019 – February 2020*

**Sarasota Bradenton International Airport: Ground Transportation Center** - This project included SPT borings, asbestos and lead based paint surveys, laboratory testing and associated geotechnical recommendations to support the design of roadway improvements as well as new lounge and canopy structures. *June 2021 – February 2022*

**Sarasota Bradenton International Airport: Terminal Concourse B Expansion and New Concourse A** - This project included SPT borings, laboratory testing and associated geotechnical recommendations to support the design of the new Concourse A. The new Terminal expansion will be approximately 73,500 square feet and include 5 gates. *February 2022 – April 2022*

**Naples Municipal Airport: ARFF Building and Improvements** - The project consisted of providing geotechnical services for the proposed single story Aircraft Rescue and Firefighting (ARFF) building at Naples Municipal Airport in Collier County. Additionally, the project included potential stormwater management areas as well as the parking and access drives. *January 2018 – March 2018*

**Lakeland Linder International Airport, Runway 9-27 Lighting and Other Facilities Improvements** - The project consists of improvements to the existing Runway 9-27 lighting, the air traffic control tower and a future glide slope location. Tierra provided geotechnical support through pavement cores, SPT borings, hand auger borings and laboratory testing. *June 2020 – July 2020*

**Peter O' Knight Airport Runway 4-22, Taxiway and Apron Pavement Rehabilitation** - The project consisted of performing geotechnical services to support the reconstruction of Runway 4-22 as well as rehabilitation of Taxiways A, C & E, T-Hangar Taxilanes and apron areas. The improvements consisted of Full Depth Reclamation throughout the project limits. Tierra executed a program of subsurface exploration consisting of asphalt pavement cores, auger borings, and subsurface sampling. Three (3) Limerock Bearing Ratio (LBR) tests were conducted on collected samples. Laboratory testing was performed to identify the soil conditions at each boring location, and geotechnical engineering recommendations were provided to assist the design. *November 2016 – April 2017*





**Jeraldo Comellas, Jr., PE  
President**

Contract Role: SUE Lead

Years' Experience: 39

**Education**

- B.S., Civil Engineering,  
University of South Florida, 1986
- A.A., Engineering, Hillsborough  
Community College, 1982

**Professional Registrations**

- Professional Engineer (PE) –  
Florida - #45838
- Professional Engineer (PE) –  
Mississippi - #27049
- Professional Engineer (PE) –  
Louisiana - #41310

**Professional Affiliations**

- Florida Engineering Society
- American Society of Civil  
Engineers
- American Society of Highway  
Engineers
- Society of Hispanic Professional  
Engineers

**Summary of Experience**

Mr. Comellas is President of ECHO UES Inc. (ECHO) and serves as the leader of the business with primary control of the company's staff, assets, and financial resources. He has 39 years of civil engineering and survey experience and orchestrates the hiring of leadership and expansion of the business as well as risk management.

Mr. Comellas is highly experienced in managing multi-service projects, ensuring clients' needs and deadlines are met. Mr. Comellas founded ECHO as President and, with a few strategic partners, established three offices located in Tampa, Oviedo, and Gainesville. He has played an instrumental role in launching and growing ECHO's footprint for subsurface utility engineering and surveying services in the transportation design and design-build project industry. Mr. Comellas' knowledge and experience obtained during his nearly 20 years with the Florida Department of Transportation (FDOT D1 & D7) and his 19 years in the private consultant engineering sector has contributed to his past success serving various clients in managing subsurface utility engineering and utility coordination contracts.

Mr. Comellas will serve as SUE Lead on this contract. In this role, he will support the Engineer of Record, as needed, with scope and estimate development, the financial oversight of the projects in addition to ensuring adequate equipment and staff are available to meet scheduled tasks.

**Significant Projects**

**SRQ Blast Fence Construction, Sarasota, FL:** This project consisted of various design work for the blast fence construction at Sarasota Bradenton Airport. ECHO provided survey and subsurface utility engineering services in support of the project. Mr. Comellas led the SUE effort.

**SRQ West Apron Expansion and Employee Parking Lot Expansion at Sarasota Bradenton Airport, Sarasota, FL:** This project consisted of design and bidding services to construct an expansion of the West Apron and Employee Parking Lot area of SRQ's airfield. ECHO was requested to provide Subsurface Utility Engineering services for various project sites at the airport where we provided deliverables developed from the designating (CI/ASCE 38-02 Quality Level B) and locating (CI/ASCE 38-02 Quality Level A) subsurface utility engineering and supporting survey services to map the horizontal and vertical position of underground utilities to support the engineer of record efforts associated with the final design and completion of final construction documents. Mr. Comellas led the SUE effort.

**SRQ Master Plan Development, Sarasota County, FL:** This project consists of various improvements and design work for the SRQ Master Plan Development. ECHO provides topographic survey and SUE services. Mr. Comellas leads the SUE effort.

**PIE Cargo Apron Reconstruction and Replacement for Runway 9-27 with a Taxiway, St. Petersburg, FL:** This project consists of design and development of documents for the reconstruction of the western portion of the existing terminal parking apron to support air carrier and air cargo aircraft operations, and to replace the decommissioned Runway 9-27 from Runway 18-36 to Taxiway B with a taxiway. ECHO currently provides survey and subsurface utility engineering services. Mr. Comellas leads the SUE effort.

**PIE New Airco Taxiways, St. Petersburg, FL:** This project consisted of the design and development of documents for a new parallel taxiway to Runway 18-36 from the end of Runway 36 to Taxiway G. The project also included the reconstruction of Taxiway G3. ECHO's professional services were requested to provide survey and subsurface utility engineering services. Mr. Comellas led the SUE effort.

Grow, Inspire, Make a Difference

## HYATT SURVEY SERVICES, INC.

### Russell Hyatt, PSM

#### Survey and Mapping Support

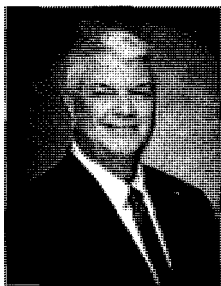
*Hyatt Survey Services, Inc.*

**Years of Experience:** 36

#### **Education:**

Bachelor of Science, Survey and Mapping, University of Florida, 1990

26 years of continuing education in Florida Law, standards of practice, land title, environmental, GIS, GPS and business and professional development



#### **Distinguishing Attributes:**

- Mr. Hyatt has 36 years of professional surveying and mapping experience relating to transportation planning, construction and engineering. He, also has experience as an expert witness in depositions regarding survey and property titles.

#### **Certifications/Registrations:**

- Professional Surveyor and Mapper, FL. LS#5303

#### **Affiliations:**

- Florida Surveying and Mapping Society (Past President)
- Manasota Chapter of the Florida Surveying and Mapping Society
- Tampa Bay Chapter of the Florida Surveying and Mapping Society (Past President)
- University of Florida Surveying and Mapping Advisory Committee
- The Hydrographic Society of America
- National Society of Professional Surveyors
- American Society of Civil Engineers

#### **EXPERTISE:**

##### **SRQ Project Experience:**

##### **SMAA Property, Tree Removal Verification & Tallevast Road Rezone:**

Client: SMAA

Description: Provided FPL legal descriptions & sketch, tree removal verification survey & boundary survey of Tallevast Rd.

##### **SRQ Ready Return Lot**

Client: SMAA

Description: Provided topographic survey of pad and light poles.

##### **SRQ Suncoast Golf Course Easement**

Client: SMAA

Description: Provided topographic survey of the golf course easement and Lockheed Martin Tallevast site.

##### **SRQ Monitoring Well Locations**

Client: SRQ Manatee Airport Authority

Description: Determined the locations of 175 monitoring wells within the SRQ properties.

##### **SRQ FEMA Elevation Certifications**

Client: SRQ Manatee Airport Authority

Description: Provided FEMA Elevation certifications for several buildings located on airport property.

##### **SRQ Runway 14 Rehab**

Client: Michael Baker, Inc.,

Description: Topographic Survey of a portion of Runway 14 for future rehab.

##### **SRQ Commercial Park Connector**

Client: American Infrastructure Development

Description: Topographic survey for the proposed offsite commercial park and connecting roadway.

##### **SRQ National Car Rental Site**

Client: JDK Construction, Hyatt Survey

Description: Provided a Boundary and topographic survey for proposed fuel tank.

##### **SRQ Airport Terminal Entrance**

Client: The LPA Group

Description: Provided a Topographic survey for new sidewalks.

##### **SRQ Taxiways "G", "J"**

Client: Woodruff & Sons, Inc.

Description: Provided construction Stakeout & Asbuilt surveys

##### **SRQ Aircraft Pavement Marking**

Client: Aero Bridgeworks

Description: Provided layout and asbuilt of aircraft striping at airline gates

##### **SRQ Airport Mode S**

Client: Federal Aviation Administration (FAA)

Description: Radar calibration survey

##### **SRQ Airport Fiber Optic Tower**

Client: J. Ranck Electric

Description: Provided construction layout & asbuilts

##### **SRQ Airport Ready Return Lot Improvements**

Client: AECOM

Description: Provided a topographic survey for the shade structures ready return lot mods

**Current Availability: 60%**

#### **TOPOGRAPHIC/DESIGN PHASE PROJECTS:**

##### **SRQ Runway 14 Rehab**

Client: Michael Baker, Inc.,

Description: Topographic Survey of a portion of Runway 14 for future rehab.

##### **SRQ Commercial Park Connector**

Client: American Infrastructure Development



## **HYATT SURVEY SERVICES, INC.**

Description: Topographic survey for the proposed offsite commercial park and connecting roadway.

### **SRQ FEMA Elevation Certifications**

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Client: JDK Construction, Hyatt Survey

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### **SRQ Airport Terminal Entrance**

Client: The LPA Group

Description: Provided a Topographic survey for new sidewalks.

### **SRQ Monitoring Well Locations**

Client: SRQ Manatee Airport Authority

Description: Determined the locations of 175 monitoring wells within the SRQ properties.

### **SRQ LiDAR Ground Truthing**

Client: Leica Geosystems

Description: Provided a Topographic survey for LiDAR verification.

### ***CONSTRUCTION PHASE SERVICES:***

#### **SRQ Taxiway "G" & Taxiway "J"**

As a sub-consultant to Woodruff & Sons, Hyatt Survey provided construction stakeout and asbuilts

#### **SRQ Buchanan Hangar**

Client: Kellogg and Kimsey

Description: Provided construction stakeout and asbuilts.

### ***OTHER AIRPORT PROJECTS:***

#### **Tampa Port Authority ConRAC Facility and Taxiway "J"**

Client: Kimmins Contracting Corp.

Description: Provided construction stakeout and asbuilts.

#### **Tampa Port Authority Sidewalk Replacement/Ramp Repair**

Client: Restocon

Description: Provided construction stakeout services.

#### **St. Pete/Clearwater Airport Hardstand Replacement**

Client: GLF Construction

Description: Provided construction stakeout services

## Bryan A. Hafertepe, PE | Cost Estimator

### Overview

Bryan has nearly 10 years of experience and is a licensed professional engineer focused on cost estimating, value integration, project management, and construction observation. He has worked on projects at nearly 90 airports.



### Experience

#### Los Angeles International Airport (LAX), Los Angeles, CA

- Taxiway P and Enabling Projects
- Taxiway D Extension and Enabling

#### Cincinnati/Northern Kentucky International Airport (CVG), Hebron, KY

- Runway 9-27 and Taxiways J & K

#### Louisville International Airport (SDF), Louisville, KY

- Taxiway L Reconstruction and Extension

#### Memphis International Airport (MEM), Memphis, TN

- Taxiway Alpha Reconstruction Design

#### Detroit Metropolitan Airport (DTW), Detroit, MI

- Taxiway Z Reconstruction and relocation – Phase 2
- Runway 3L-21R and Associated Taxiways Reconstruction
- Taxiway K and Y Improvements
- Taxiway Y North Construction Services
- Taxiway Y South Design

#### Tampa International Airport (TPA), Tampa, FL

- Taxiway W Reconstruction

#### Raleigh-Durham International Airport (RDU), Raleigh, NC

- Taxiway F Rehabilitation
- Taxiway B Rehabilitation
- Taxiway E Reconstruction
- Taxiway D Rehabilitation

#### San Antonio International Airport (SAT), San Antonio, TX

- Taxiway N Reconstruction
- Taxiway H Design

#### Indianapolis International Airport (IND), Indianapolis, IN

- Runway 5R-23L and Taxiway D Programming and Design

#### Greater Rochester International Airport (ROC), Rochester, NY

- Taxiway F and Connecting Taxiways Design

### EDUCATION

Bachelor of Science, Civil Engineering, University of Cincinnati, Cincinnati, OH | 2016

### CERTIFICATION

Professional Engineer (PE): OH #86840 | 2021

### YEARS OF EXPERIENCE

9

### JOINED CONNICO

2016

### AFFILIATIONS

American Society of Civil Engineers (ASCE); Kentucky Society of Professional Engineers (KSPE); and National Society of Professional Engineers (NSPE); Airport Consultants Council (ACC) Advocacy Committee

### OFFICE LOCATION

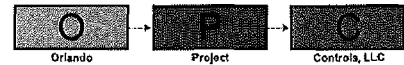
Hebron, KY

CONNICO<sub>48</sub>

## Scott Collins

4300 W. Lake Mary Blvd., Ste 1010-362, Lake Mary, FL 32746

Phone: (407) 702-8762 \* Email: ScottCollins@OrlandoProjectControls.com



### Education

Florida State University  
B.S., Civil Engineering

### Professional Certifications/Registrations

OSHA 10-Hour Course  
Construction Safety & Health

PMI College of Scheduling

### Recent Professional Acknowledgements

Orlando Project Controls  
2019 & 2020 Seminole 100  
Honorees (100 fastest-  
growing FSU alumni-  
owned or alumni-led  
businesses)

Skanska Florida Operation's  
Annual Professional Services  
Group "Outperformer of the  
Year" Award – 2010

### Relative Professional Experience

Adjunct Professor @  
Seminole State College  
2010/11 - Introduction &  
Advanced Scheduling  
Courses

### Community Involvement

Actively involved in local  
CECO (Conductive Education  
Center of Orlando) a holistic  
educational approach to help  
children with Cerebral Palsy  
and other motor disabilities.

Central Florida Bambino  
Buddy Ball. Baseball league  
for children 5 - 20 with  
mental and physical  
challenges.

### Background

I have over 30 years of extensive project controls / scheduling & program management experience supporting all sized projects including megaprojects / programs in healthcare, higher education, municipal, corrections, utilities, aviation, education, high-rise office and residential and entertainment.

Specific experience Includes Owner Authorized Representative (OAR), Program Development, oversight and management of scheduling services; preparing and executing the construction plan; the preparation of various levels of CPM schedules; cost/resource loading; 4D scheduling; change management; trending analysis; recovery schedules; claim mitigation / prevention; critical path analysis; forensic analysis; claims review and analysis; constructability reviews; time impact preparation, review and analysis; risk identification; mitigation and analysis.

It is my role to consistently deliver quality and planning/scheduling excellence to my clients, both internally and externally. My commitment and dedication to client satisfaction and safety are my top priorities.

I am proficient in Oracle Primavera P6 Professional / EPPM, SureTrak, MS Project, Claim Digger and MS Office Professional.

### Relevant Experience

**Orlando Project Controls, Orlando, FL** **2015-Current**  
*Principal Owner / Scheduling Consultant*

Provide professional scheduling consultation for Owner's / Owner's Authorized Representatives (OAR) & Construction Managers (CM) / Contractors

**Skanska USA Building, Orlando, FL** **2004 to 2015**  
*Senior Scheduling Manager*

My role as Senior Scheduling Manager is to provide scheduling oversight and management support as the Subject Matter Expert (SME) for Florida operations. Summarized work activities include:

- Prepare/manage bid schedules and/or schedulers
- Review and/or develop Baseline Schedules, Schedule Updates for compliance, risk assessment and overall schedule completeness prior to submission to owners/clients
- Prepare/review claim schedules and documentation
- Implementation team member in company-wide transition to scheduling standardization and procedures (Migration from P3 to P6)
- Support Other Regions

**Construction Services Group, Inc., Orlando, FL** **1997 to 2004**  
*Director of Project Planning Services / Scheduling Consultant*

Responsible for the business development, implementation, execution and administration of all Planning/Scheduling services for various clients in the Design & Construction industry involving over 100 projects in a varied perspective of project types.

**Walt Disney World (BVCC), Lake Buena Vista, FL** **1994 to 1997**  
*Project Scheduler / Manager*

Develop and maintain project schedules for multiple projects for Buena Vista Construction Company and implemented scheduling standardization and services for Vista-United (WDW's original) Telecommunication Company.

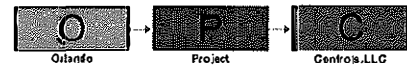
**Fluor Daniel, Greenville, SC** **1989 to 1994**  
*Project Controls Engineer / Manager*

Field Based Project Controls Engineer on Pharma/Biotech (New Jersey) and Higher Ed (Tennessee) Projects. Later promoted to Project Controls Manager for Criminal Justice / Correction Projects (Texas).

**Kaiser Engineers, Orlando, FL** **1988 to 1989**  
*Project Controls Engineer*

Learned and applied Project Control functions on several Municipal Projects

## Select Project History Examples



Orlando Int'l Airport South Terminal Complex Ph 1&1X, Orlando FL, \$2.8 Billion, 2,000,000-SF Terminal/Concourse  
 Orlando Int'l Airport South APM Complex, Orlando FL, \$700mm, 500,000-SF APM Complex/Intermodal Terminal  
 Orlando Int'l Airport North Terminal, Orlando, FL, \$175mm, Various Modernization/Infrastructure Upgrades  
 Tampa Int'l Airport, Main Terminal/Airport Concession, Tampa, FL, \$125 mm, 55,000-SF Expansion Modernization  
 Tampa Int'l Airport, Checked Baggage System Upgrades, Tampa, FL, \$60-90 million, Upgrades/Optimization  
 Federal Express Ground Hub Facility, Ocala, FL, \$75 million, 383,161-SF Industrial Hub Facility  
 University of Florida Chemistry/Chemical Biology Building, Gainesville, FL, \$67 million, 110,000-SF Classroom/Labs  
 University of Florida Reitz Union Expansion, Gainesville, FL, \$70 million, 150,000-SF Expansion & Renovation  
 Moffitt McKinley Outpatient Treatment Facility, Tampa, FL, \$74 million, 200,000-SF Outpatient Facility  
 Florida Polytechnic– Phase I, Lakeland, FL \$106 million, 160,000-SF Innovation Science & Technology Building  
 Nemours Children's Hospital, Orlando, FL \$264 million, 630,000-SF, 95 bed New Pediatric Hospital  
 Verizon Office Building, Lake Mary, FL \$26 million, 220-SF Tilt-Wall Build to Suit Office Building  
 City of Orlando, Police Training Facility, Orlando, FL \$15 million, 70,000-SF New Training Facility  
 Seminole County, John E. Polk Correction Facility Expansion, Sanford, FL \$28 million, 200,000-SF New Addition  
 Orlando Utilities Commission, New Headquarters Bldg, Orlando, FL \$40 million, 167,000-SF & 370 Space Garage  
 Orange County Public Schools, Apopka High School Replacement, Apopka, FL \$61.3 million 377,300 SF New HS  
 Orange County Public Schools, Wekiva High School, Orlando, FL \$57.6 million, 345,000-SF Prototype HS  
 University of Central Florida, Student Health Center, Orlando, FL \$8.1 million, 48,725 SF 3-Story Health Center  
 Florida International Univ., Patricia and Phillip Frost Art Museum, Miami, FL \$14.9 million, 46,000 SF Art Museum  
 Orange County Courthouse, Orlando, FL \$150 million, 1.2 million SF, Scheduling & Claims Consulting Services  
 Iron Bridge Wastewater Treatment Facility, Orlando, FL \$35 million, Construction Management Consulting Services  
 Fort Lauderdale-Hollywood Int'l Airport, T4 Expansion, Fort Lauderdale, FL \$35.1 mm, 80,000-SF Expansion/Reno  
 The Setai Hotel & Residences, Miami Beach, FL \$110 million, New 40 story, 573 SF, 163 Unit Luxury Condominium  
 Many Others: Available Upon Request  
 Multiple Projects for Walt Disney World (Including but not limited to):

- 2002 Disney's Beach Club Resort (WDW, Facility Asset Management)
- 2001 EPCOT: Mission Space (MIVAN)
- 2000 Boardwalk Exterior Renovations (WDW, Facility Asset Management)
- 2000 Laundry Facility Expansion (WDW, Facility Asset Management)
- 2000 100 Years of Disney Magic (WDW, Facility Asset Management)
- 1999 Imaginations – EPCOT (Buena Vista Construction Company)
- 1999 Millennium Theaters – EPCOT (MIVAN)
- 1999 Innoventions – EPCOT (MIVAN)
- 1999 Grand Floridian Rooms Rehab (Wal-Mark Contractors)
- 1998 Disney's Rooms Renovation Program Scheduling (WDW, Facility Asset Management)
- 1998 MGM Rock-n-Roller Coaster (MIVAN)
- 1997-95 Vista United Telecommunications (Walt Disney Company)
- 1995 Disney's Electronic Ticketing System (Vista United Telecommunications)



## Bryan Quigley

103 Smokerise Blvd  
Longwood, FL 32779

(407) 389-6215

Cell (407) 461-7063

bryan.quigley@orlandoprojectcontrols.com

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**SUMMARY:** Extensive experience in project planning, control, scheduling and delay analysis. These skills have been applied to multi-million dollar projects ranging up to \$2.8 Billion in value, in both public and private market spectrums. While I have specialized in project planning and scheduling, I have experience in estimating and project management as well.

**EDUCATION:** Bachelor of Science, December 1989

Major: Political Science; Minor: Economics

Florida State University, Tallahassee, Florida

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**SUMMARY:** Extensive experience in the following areas of responsibility:

- Expertise in both the P6 standalone PPM and P6 Enterprise EPPM applications
- Oversight and management of professional scheduling services
- Developing and maintaining master program schedules
- Critical path analyses
- Cost/Resource loading and reporting
- Constructability review
- Risk identification, mitigation, and analysis
- Trending analysis
- Recovery schedules
- Claim mitigation and prevention
- Time impact preparation, review and analysis
- Establishing excellent client relationships

### EXPERIENCE:

#### Orlando Project Controls, LLC Lake Mary, FL

Dec. 15' – Present **Senior Program Scheduler**

- Develop, monitor and analyze the integrated Master Program Schedule
- Develop and maintain project schedules
- Evaluate schedule impacts
- Perform delay claim analysis
- Timely completion of monthly analysis and Program reporting



**Projects with Orlando Project Controls, LLC**

**UF Health – Marion County Neighborhood Hospital**

\$80 Million, 150,000 square foot hospital and medical office building which includes an emergency department, inpatient unit, imaging department, operating rooms, outpatient clinic, and rehabilitative services.

**South Terminal C – Orlando International Airport – Completed 2023**

\$3 Billion, 2.5 million square foot domestic and international terminal building consisting of a new 15 gate airside concourse and landside terminal, accommodating an additional 10-12 million annual passengers. Additional aspects of the project include new airfield and apron work, landside enplane / deplane bridge and roadways, 1,200 space, parking garage expansion, and central energy plant.

**South APM/ITF Program – Orlando International Airport – Completed 2017**

\$650 Million, Multi-modal facility serving as the central hub to the Orlando International Airport's South Terminal C. The complex includes the 85,000 square foot Automated People Mover connection to the existing North Terminal, 240,000 square feet of passenger rail, and the 175,000 square foot Intermodal Terminal Facility which accommodates the South APM and regional rail systems, as well as the support for ground transportation systems. Additional elements include a cast in place parking garage, and Central Energy Plant.

**Florida Catastrophe Corporation Orlando, FL**

Mar. 13' – Dec. 15' **Senior Estimator / Sales**

- Appraise commercial and residential property damage.
- Oversaw and managed jobs from start to finish.
- Trained and reviewed the work product of other estimators on staff.

**The Nassal Company Orlando, FL**

Oct. 12' – Mar. 13' **Scheduler**

- Aided in the development of project schedules.
- Maintained master project schedules inclusive of cost and resource loading via the use of P6 software.
- Reported schedule progress and potential delays to company principals.



# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

6/25/2024

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).

<b>PRODUCER</b> Haylor Freyer & Coon, Inc. P.O. Box 4743 Syracuse NY 13221		<b>CONTACT NAME:</b> Kim Acevedo <b>PHONE (A/C, No. Ext):</b> 315-451-1500 <b>E-MAIL ADDRESS:</b> certificates@haylor.com <b>FAX (A/C, No):</b>															
<b>INSURED</b> C&S Engineers, Inc., C&S Architects Engineers & Landscape Architect, PLLC 499 Col Eileen Collins Blvd. Syracuse NY 13212		<b>INSURER(S) AFFORDING COVERAGE</b> <table border="1"> <tr> <th>INSURER</th> <th>NAIC #</th> </tr> <tr> <td>INSURER A: Travelers Indemnity Company</td> <td>25658</td> </tr> <tr> <td>INSURER B: Charter Oak Fire Ins. Co.</td> <td>25615</td> </tr> <tr> <td>INSURER C: Travelers Prop. Cas. Co. of Amer</td> <td>25674</td> </tr> <tr> <td>INSURER D: Phoenix Insurance Co</td> <td>25623</td> </tr> <tr> <td>INSURER E: Merchants National Insurance Company</td> <td>12775</td> </tr> <tr> <td>INSURER F: Travelers Excess &amp; Surplus Lines Co</td> <td>29696</td> </tr> </table>		INSURER	NAIC #	INSURER A: Travelers Indemnity Company	25658	INSURER B: Charter Oak Fire Ins. Co.	25615	INSURER C: Travelers Prop. Cas. Co. of Amer	25674	INSURER D: Phoenix Insurance Co	25623	INSURER E: Merchants National Insurance Company	12775	INSURER F: Travelers Excess & Surplus Lines Co	29696
INSURER	NAIC #																
INSURER A: Travelers Indemnity Company	25658																
INSURER B: Charter Oak Fire Ins. Co.	25615																
INSURER C: Travelers Prop. Cas. Co. of Amer	25674																
INSURER D: Phoenix Insurance Co	25623																
INSURER E: Merchants National Insurance Company	12775																
INSURER F: Travelers Excess & Surplus Lines Co	29696																

## COVERAGES

CERTIFICATE NUMBER: 659940190

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 SUBR INSD WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> Contractual <input type="checkbox"/> Liability GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PRO-JECT <input checked="" type="checkbox"/> LOC OTHER:	Y Y	6307E874377IND24	7/1/2024	7/1/2025	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 300,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000 OTHER: \$
B	AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> NON-OWNED AUTOS ONLY	Y Y	8101N6679802426G	7/1/2024	7/1/2025	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ OTHER: \$
C	<input type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> EXCESS LIAB <input type="checkbox"/> DED <input type="checkbox"/> RETENTION \$	Y Y	EX5T855169	7/1/2024	7/1/2025	EACH OCCURRENCE \$ 5,000,000 AGGREGATE \$ 5,000,000 OTHER: \$
D	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N N/A	UB7K6963972443G	7/1/2024	7/1/2025	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER EL EACH ACCIDENT \$ 1,000,000 EL DISEASE - EA EMPLOYEE \$ 1,000,000 EL DISEASE - POLICY LIMIT \$ 1,000,000
E	Umbrella		EXL0003145	7/1/2024	7/1/2025	\$5,000,000 Per Occ/Ag
F	Excess Liability		EX9T92466824NF	7/1/2024	7/1/2025	\$15,000,000 Per Occ/Agg

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

## CERTIFICATE HOLDER

## CANCELLATION

Sample	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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# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

5/30/2024

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).

<b>PRODUCER</b> Greyling Ins Brokerage/EPIC 3780 Mansell Road, Suite 370 Alpharetta GA 30022		<b>CONTACT</b> NAME: Greyling COI Specialist PHONE (A/C. No. Ext): 770.756.6599   FAX (A/C. No): 770.756.6599 E-MAIL: greylingcerts@greyling.com ADDRESS:	
<b>INSURED</b> C&S Engineers, Inc. 499 Col. Eileen Collins Blvd Syracuse, NY 13212-0000		<b>INSURER(S) AFFORDING COVERAGE</b> INSURER A: Berkley Assurance Company INSURER B: INSURER C: INSURER D: INSURER E: INSURER F:	
		<b>NAIC #</b> 39462	

## COVERAGES

CERTIFICATE NUMBER: 1028626104

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
	<b>COMMERCIAL GENERAL LIABILITY</b> <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR  GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:						EACH OCCURRENCE \$ DAMAGE TO RENTED PREMISES (Ea occurrence) \$ MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$ GENERAL AGGREGATE \$ PRODUCTS - COMP/OP AGG \$ \$
	<b>AUTOMOBILE LIABILITY</b> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY						COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
	<b>UMBRELLA LIAB</b> <input type="checkbox"/> OCCUR <b>EXCESS LIAB</b> <input type="checkbox"/> CLAIMS-MADE DED \$ RETENTION \$						EACH OCCURRENCE \$ AGGREGATE \$ \$
	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N	N/A				PER STATUTE   OTH-ER E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$
A	Professional Liability incl. Pollution Liability			PCAB50252300724	7/1/2024	7/1/2025	Per Claim \$5,000,000 Aggregate \$5,000,000

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

## CERTIFICATE HOLDER

## CANCELLATION

Sample Certificate	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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February 28, 2025

Kent D. Bontrager, AAE, PE  
Senior Vice President, Engineering, Planning & Facilities  
**Sarasota Manatee Airport Authority**  
6000 Airport Circle  
Sarasota, FL 34243

**RE: RFQ-01-2025-TWA – PROFESSIONAL  
ENGINEERING SERVICES TO REHABILITATE  
TAXIWAY ALPHA & ALPHA CONNECTORS**

The professionals and firms that make up the Kimley-Horn team have been selected not only for their technical expertise related to this project, but also for their familiarity to SRQ and the various funding and permitting agencies whose partnership will be critical. The Kimley-Horn team is structured to minimize complicated subcontracting or confusion of roles. Furthermore, the team is comprised of Individuals and firms who reside and work within the SRQ community, ensuring that those serving you on this contract hold a sense of ownership for your success.

Our team is supported by subconsultant partners that offer unique institutional knowledge of SRQ: **EG Solutions, Inc. (DBE)** will provide stormwater design/permitting, and QA materials testing; **Tierra, Inc. (MBE)** will provide geotechnical explorations/pavement coring/ground penetrating radar (GPR); **Hyatt Surveying, Inc. (DBE)** will provide topographic surveying; **SSC Advisors, LLC** will provide quality control; and **McKim and Creed, Inc.** will perform subsurface utilities investigations and CCTV pipe inspections.

Each of these firms is currently performing work at SRQ on other assignments—not only are they accustomed to the expectations they need to meet to perform their services, but they are familiar with the contract requirements for serving the Authority. ***This means that our team, including our subconsultants, are ready to hit the ground running with this project.*** We are pleased to fully dedicate this group of professionals to the Authority's needs.

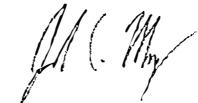
Our approach to serving the Authority on this contract will revolve around the following crucial elements:

- **Technical Ability and Efficiency to Meet Your Schedule and Budgets.** Our team's technical expertise with airfield pavement rehabilitation projects, coupled with our experience with SRQ and your staff means that we are perfectly positioned to achieve the Authority's objectives of this project in an efficient and cost-effective manner that meets your goal of finishing design by the end of 2025.
- **Organized Communication and Collaboration.** We place emphasis on clear communication between the design team, the Authority, and stakeholders. Given the potential for this project to impact critical airport operations, it is essential that the appropriate individuals are engaged at the right time, and that decisions and action items are closely tracked.
- **Familiarity and Partnership with Funding Agencies, Permitting Authorities, and SRQ.** Beyond our experience and relationships built through partnering with FAA and FDOT to deliver high quality airport projects, our team is uniquely qualified and experienced in navigating the local permitting environment of projects within the Sarasota community.
- **Leveraging Lessons Learned.** We strive for continuous improvement of our work product and service to you. Having successfully led many other similar airfield asphalt pavement rehabilitation projects, I will ensure that the lessons learned gained from those projects are leveraged to benefit the Authority on this assignment.

We know that quality service is tied to dependable and responsive staff who are easily accessible and personally invested in your objectives. The Sarasota Manatee Airport Authority can count on Kimley-Horn to provide uncompromising quality, innovation, timely deliverables, and unwavering partnership on this assignment; we view your success as our success, and we look forward to continuing our service to you.

Sincerely,

**KIMLEY-HORN AND ASSOCIATES, INC.**



**Jared Moreng, PE**  
Project Manager/Point of Contact  
813.635.5504 | jared.moreng@kimley-horn.com



**Gary Nadeau, PE**  
Senior Vice President  
941.379.7654 | gary.nadeau@kimley-horn.com

*We have received and acknowledge Addendum #1.*

**Dear Mr. Bontrager and Members of the Selection Committee:**

**Kimley-Horn** is grateful to have been given the opportunity to serve the Authority on multiple projects in recent years, and we look forward to continuing to assist with Sarasota Manatee Airport Authority's (SRQ's) growth by driving success with the Rehabilitation of Taxiway Alpha. With over 17 years of experience as an airfield civil engineer, I will lead and direct the Kimley-Horn team's efforts on this task as Project Manager. **Having served the Authority as PM on other assignments, I fully understand the importance of listening, bringing the right resources at the right time, and proactively driving results with a sense of urgency and closure.** We have enjoyed building your staff's trust in us as a reliable, responsive, and technically creative partner as your airport continues to flourish.

**Kimley-Horn and Associates, Inc. , 201 North Franklin Street, Suite 1400, Tampa, FL 33602**

**Kimley»Horn**

AVP1 TAMPO03-172-2025

# PROFESSIONAL ENGINEERING SERVICES TO REHABILITATE TAXIWAY ALPHA & ALPHA CONNECTORS

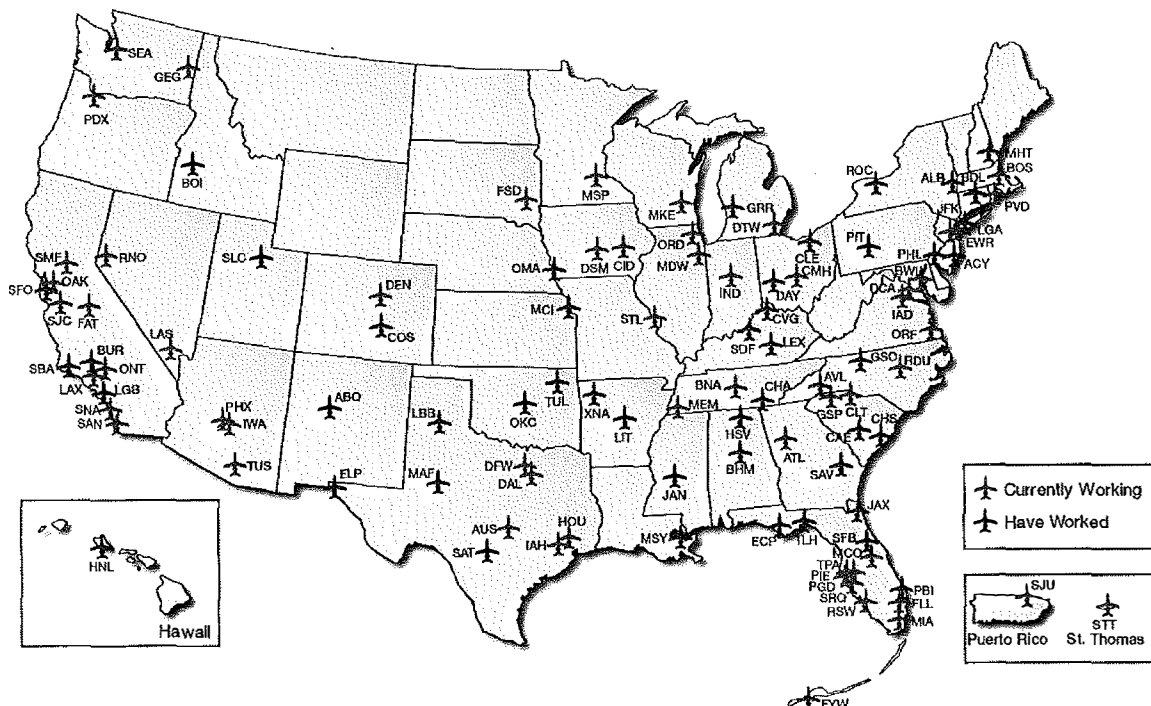
## TAB A. EXPERIENCE WITH SIMILAR PROJECTS

The Kimley-Horn team has been structured in a manner to provide the essential mix of technical ability, local resources who are familiar with your airport and staff, and recent experience with similar assignments that will enable us to efficiently serve the Authority on the Rehabilitation of Taxiway Alpha and Alpha Connectors project. We believe that it is imperative to provide the Authority with professionals who are familiar with the intricacies of successfully completing taxiway rehabilitation projects at a busy commercial-service airport. Based on this experience, we know that our role as your consultant is not simply providing technical expertise; we must also be your steadfast, reliable, and forward-thinking partner in ensuring that the project is implemented in a manner that **maintains a superior customer experience** for the flying community at Sarasota Bradenton International Airport (SRQ). The individuals that make up our team have worked on multiple similar projects together, and have been chosen for their expertise with airfield asphalt pavement rehabilitation, their deep institutionalized knowledge of SRQ, and the requirements of completing projects in the surrounding jurisdictions of Sarasota County, Manatee County, and City of Sarasota. **By selecting Kimley-Horn, the Authority not only benefits from the unmatched expertise of one of the nation's leading aviation firms (ranked number 6 in airports in 2024 by Engineering News-Record); the Authority gains a trusted, local, and experienced partner who is fully available and primed to assist in navigating this project's challenges.**

With over 8,400 employees nationwide, including more than 250 dedicated aviation professionals, Kimley-Horn has worked at all 30 large hub airports in the US. In Florida, we have over 1,480 employees across 20 offices, with 60+ focused on aviation projects. For this assignment, Kimley-Horn will primarily serve the Authority with staff from our Tampa, Sarasota, and Orlando offices. **By utilizing local, experienced staff, we have the ability to be on-site within minutes, allowing our team to provide a level of responsiveness and efficiency to the Authority that is unmatched by our competitors.**

## COMMERCIAL AIRPORT EXPERIENCE

Kimley-Horn's professionals have served numerous airports across Florida and the country, as indicated in the map below.



**PROFESSIONAL ENGINEERING SERVICES TO REHABILITATE TAXIWAY ALPHA & ALPHA CONNECTORS****SIMILAR AIRPORT PROJECT EXPERIENCE**

Airports depend on keeping their airfield pavements, such as taxiways and runways, open for business, so when these pavements need to be rehabilitated or reconfigured, maintaining operations is critical. At Kimley-Horn, we have experience working on complex and critical projects where delicately balancing phasing was key to success.

*We believe the sampling of projects below actively illustrates our team's long history of relevant taxiway rehabilitation experience. Each of the projects identified below included similarities to the Rehabilitation of Taxiway Alpha and Alpha Connectors project in the following ways:*

**Similarities/Relevance:**

- Airfield Asphalt Pavement Rehabilitation – Profile Mill and Overlay
- Airfield Pavement Reconstruction (Asphalt and Concrete)
- Construction Safety and Phasing Plan (CSP) to minimize impacts to operations at busy commercial-service airports
- Airfield Drainage Modeling and stormwater improvements
- Taxiway Geometric Design Per AC 150/5300-13
- Airfield Markings
- Stakeholder and Agency Coordination
- SWFWMD Permitting/ERP
- FAA/FDOT Coordination
- Assessment and Improvements/Modifications to Airfield Lighting and Signage
- Preparation of Bid Documents
- Airfield Tenant Coordination
- Runway Incursion Mitigation/Hot Spot Removal
- Construction Phase Services and Project Closeout

**TAMPA INTERNATIONAL AIRPORT (TPA) – TAXIWAYS E AND U REHABILITATION**

Kimley-Horn provided professional design services for TPA's airfield pavement rehabilitation program at Tampa International Airport. This project included the rehabilitation of Taxiways E and U through profile milling and asphalt overlay to address pavement conditions such as weathering, rutting, shoving, and cracking.

**Portions of the existing taxiway edge lighting, airfield signage, and drainage systems were also assessed and replaced.**

**Another portion of this project scope was to demolish the existing diagonal Taxiways H and F in their entirety. These taxiways were in violation of the FAA's Runway Incursion Mitigation (RIM) Program due to the existence of "hot spots," specifically more than 4-node intersections, at each taxiway that they cross.**

Throughout the project, Kimley-Horn held weekly meetings with the HCAA staff, FAA representatives, and various stakeholders to determine the key design elements of the project. Extensive field visits, survey analysis, and geotechnical tests were done to understand the geometric, infrastructure systems, and soil challenges on the airfield. **Advanced coordination with the airport's hangar tenants was required to help ensure that the tenant's businesses would remain fully operational throughout the entire construction season.**

<b>Client Information</b>	Hillsborough County Aviation Authority (HCAA), 4100 George J. Bean Parkway, Tampa, FL 33622
<b>Contact Information</b>	Rich Coudurier, PE, 813.400.5955; rcoudurier@tampairport.com
<b>Team Members/Roles</b>	Jared Moreng, PE (Lead Airfield Civil Engineer), Paul Piro, PE (Project Manager/Engineer of Record), Steve Cornell, PE* (Quality Control Officer), Tierra, Inc. (Geotech)

\* While at Kimley-Horn; now with SSC Advisors

**SOUTHWEST FLORIDA INTERNATIONAL AIRPORT (RSW) – REHABILITATION OF TAXIWAYS A, F, AND G2**

This project included the asphalt mill and overlay of Taxiways A, F, and G2. Additionally, approximately 8,000 square yards of Taxiway F were fully reconstructed to mitigate poor subsurface conditions, including the repair of one subsurface karst feature.

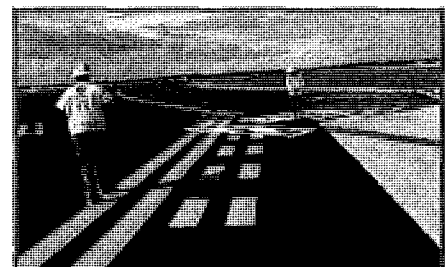
Based on Kimley-Horn's investigations, **several areas of poor subsurface conditions were identified, including one karst feature beneath the Taxiway F pavement. Cement grout was injected to stabilize the loose soil condition up to 20 feet below the pavement surface.**

This project also incorporated safety and electrical improvements to the airfield. Coordinating closely with LCPA and FAA-ADO staff, **Kimley-Horn developed a new signage layout to mitigate an existing hot spot associated with two high-speed exits at Taxiways F5 and F6.** Additionally, the project included the replacement of airfield lighting, signage, and cabling; the splitting of large mega-circuits for easier maintenance; improvements to the existing airfield electrical vault; and the construction of a second airfield electrical vault.

Throughout the design of the project, our team had monthly meetings with LCPA staff, FAA representatives, and various stakeholders to review key design elements of the project. **Phasing coordination was a top priority as RSW is a busy single-runway airport.** Kimley-Horn

<b>Client Information</b>	Lee County Port Authority (LCPA), 11000 Terminal Access Road, Suite 8671, Fort Myers, FL 33913
<b>Contact Information</b>	Emily Underhill, 239.590.4601, emunderhill@flylcpa.com
<b>Team Members/Roles</b>	Jared Moreng, PE (Airfield Civil Engineer), Paul Piro, PE (Project Manager), Dustin Colwell, PE (Lead Airfield Electrical Engineer)

\* While at Kimley-Horn; now with SSC Advisors



## PROFESSIONAL ENGINEERING SERVICES TO REHABILITATE TAXIWAY ALPHA & ALPHA CONNECTORS

partnered with LCPA to phase the construction so that connectors to the commercial apron would not be impacted during the airport's busy season from November to April. Additionally, access was maintained for the general aviation tenants across the airfield.

### PUNTA GORDA AIRPORT (PGD) – RECONSTRUCTION OF TAXIWAY D

While CCAA had originally envisioned this project being a mill and overlay of Taxiway D, Kimley-Horn determined during the geotechnical investigation that the pavement structure of the taxiway was insufficient to support the present-day aircraft fleet. **Under an accelerated project schedule to meet FAA grant application deadlines**, the project moved forward with a full depth reconstruction of Taxiway D, 50-feet wide and 5,000-feet long.

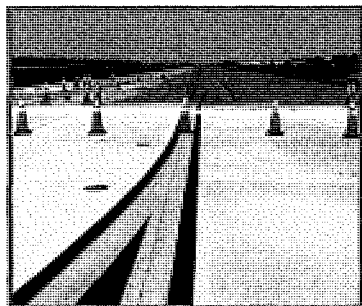
**A significant challenge within the design was to complete the reconstruction without interruption to aircraft operations. Taxiway D is PGD's primary taxiway servicing both the commercial and general aviation community.** Kimley-Horn developed several iterations of construction phasing and sequencing while soliciting the input from PGD's Engineering, Planning, and Operations and Maintenance staff. Multiple meetings were conducted by Kimley-Horn that included these stakeholders and input from the PGD ATCT Chief. The result was a phased temporary marking plan which displaced Taxiway D, keeping all commercial gates open and operational throughout the reconstruction of the taxiway.

<b>Client Information</b>	Charlotte County Airport Authority (CCAA), 28000 Airport Road, Suite A-1, Punta Gorda, FL 33962
<b>Contact Information</b>	Ray Laroche, 941.268.8522, rlaroche@flypgd.com
<b>Team Members/Roles</b>	Jared Moreng, PE (Lead Airfield Civil Engineer), Paul Piro, PE (Project Manager/Engineer of Record), Dustin Colwell, PE (Lead Airfield Electrical Engineer), Brian Goodling, PE (Airfield Engineer), Steve Cornell, PE* (Quality Control Officer), Tierra, Inc. (Geotech), Hyatt Survey Services (Topographic Survey)

\* While at Kimley-Horn; now with SSC Advisors

### TAMPA INTERNATIONAL AIRPORT (TPA) – TAXIWAY W RECONSTRUCTION

The Reconstruction of Taxiway W at Tampa International Airport included 5,300 feet by 150 feet wide of full-depth Portland Cement Concrete (PCC) reconstruction.



Throughout the project, Kimley-Horn had weekly meetings with HCAA engineering and maintenance staff. There was direct coordination with FAA representatives and various stakeholders to determine the key design elements of the project. Kimley-Horn staff visually inspected Taxiway W pavements and associated airfield electrical items to guide the design approach. Advanced coordination with the airport's operations team and airline representatives was required to ensure that construction was phased in a manner that minimized impacts on daily aircraft operations.

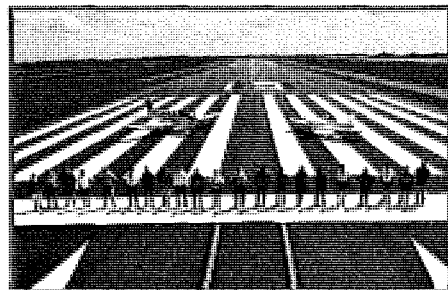
<b>Client Information</b>	Hillsborough County Aviation Authority, 4100 George J. Bean Parkway, Tampa, FL 33622
<b>Contact Information</b>	Rich Coudurier, PE, 813.400.5955; rcoudurier@tampairport.com
<b>Team Members/Roles</b>	Jared Moreng, PE (Lead Airfield Civil Engineer), Paul Piro, PE (Project Manager/Engineer of Record), Tierra, Inc. (Geotech/QA Materials Testing)

**In addition, Kimley-Horn developed the requirements for Taxiway W reconstruction and Taxiway J demolition to remove direct access from the terminal apron**, including finished surface grades, concrete jointing plans, drainage patterns, horizontal and vertical geometry, pavement design, airfield electrical layout, and airfield markings in accordance with FAA standards.

### PUNTA GORDA AIRPORT (PGD) – REHABILITATION OF RUNWAY 15-33

CCAA selected Kimley-Horn for the design, bidding, and construction administration services to rehabilitate and extend Runway 15-33 at Punta Gorda Airport (PGD) to a total length of 6,286 feet.

**Within the early phases of design, Kimley-Horn conducted an extensive pavement condition analysis, including a pavement coring program to fully grasp the best economical approach for the assignment. Kimley-Horn considered these initial activities as an opportunity to uncover potential issues that may transpire during construction.**



To improve surface drainage, Kimley-Horn opted for the approach of profile milling over a conventional "mill & fill" to re-establish the crown of the runway and to correct any issues with the lateral cross-slope. The rehabilitation required more than 100,000 square yards of profile milling, 71,000 linear feet of crack sealing, 11,000 tons of P-401 asphalt, 87,000 square feet of airfield marking, runway grooving, and the replacement of the runway edge lighting.

<b>Client Information</b>	Charlotte County Airport Authority, 28000 Airport Road, Suite A-1, Punta Gorda, FL 33962
<b>Contact Information</b>	Ray Laroche, 941.268.8522, rlaroche@flypgd.com
<b>Team Members/Roles</b>	Jared Moreng, PE (Lead Airfield Civil Engineer), Paul Piro, PE (Project Manager/Engineer of Record), James Howell, PE (Pavement Analysis/Pavement Design Engineer), Brian Goodling, PE (Airfield Engineer), Steve Cornell, PE* (Quality Control Officer), Tierra, Inc. (Geotech/QA Materials Testing), Hyatt Survey Services (Topographic Survey), EG Solutions, Inc. (Wetlands Mitigation)

\* While at Kimley-Horn; now with SSC Advisors

## PROFESSIONAL ENGINEERING SERVICES TO REHABILITATE TAXIWAY ALPHA & ALPHA CONNECTORS

Throughout the design, Kimley-Horn collaborated often with PGD staff. Engagement with stakeholders, such as ATCT Chief, FAA, Airlines, and Airport Operations, was crucial when preparing the Construction Safety and Phasing Plan (CSPP).

### PUNTA GORDA AIRPORT (PGD) -- RECONFIGURATION OF TAXIWAYS A, D, AND H

To support the thriving commercial service operations at PGD, the airport required an extension of the secondary runway, Runway 15-33, and subsequently the reconfiguration of Taxiways A, D, and H.

Taxiway A needed to be realigned to continue parallel to Runway 15-33. Per the latest release of the FAA Airport Design Advisory Circular, the FAA began expecting taxiways to intersect runways at a 90° angle to facilitate increased pilot situational awareness. Therefore, Taxiway D required reconfiguration at the entrance to Runway 4. Taxiway H was reconfigured to be parallel with the extended Runway 33 and led into Runway 4 at a 90° angle.

**This project required frequent coordination with CCAA staff, particularly for the project phasing.** Kimley-Horn worked with CCAA to develop a phasing plan which would limit Runway 4-22 closures while Runway 15-33 was under construction. The approach was to construct Taxiways A and D first so aircraft could use the newly built taxiways to access Runway 4-22 throughout Runway 15-33 construction.

Due to additional impervious pavement, the design team facilitated successful stormwater permitting with Southwest Florida Water Management District (SWFWMD). This project also required new regulators in the electrical vault to support the increased electrical load of extended Runway 33 and Taxiways A, D, and H.

Kimley-Horn prepared contract plans, technical specifications, an engineer's report, the construction safety and phasing plan, the engineer's estimate of construction costs, and construction administration services.

### TAMPA INTERNATIONAL AIRPORT (TPA) -- TAXIWAY N RECONSTRUCTION

Kimley-Horn provided professional design and construction administration services to Hillsborough County Aviation Authority for the full-depth asphalt reconstruction of approximately 1,100 feet by 75 feet of Taxiway N.

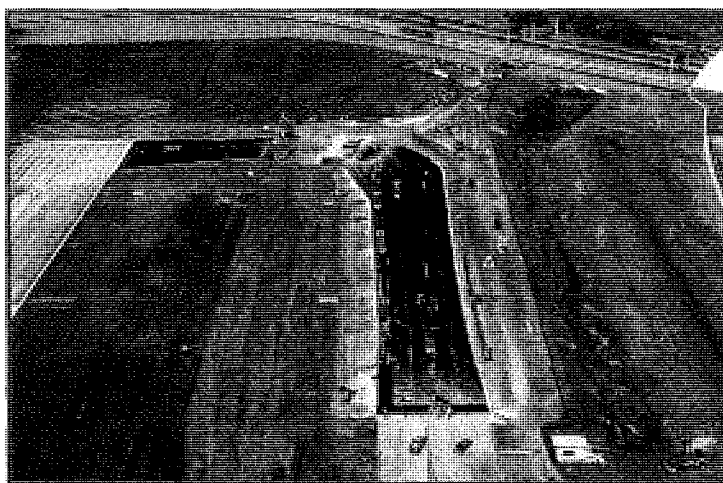
Throughout the design phase of this project, Kimley-Horn held weekly meetings with the HCAA engineering, operations, and maintenance staff. In addition, the Kimley-Horn team led direct coordination with FAA representatives and various stakeholders to determine the key design and operational elements of the project. Kimley-Horn staff visually inspected the existing Taxiway N pavements and associated airfield electrical items to guide the design approach. **Advanced coordination with the airport's operations team and airline representatives was required to ensure that construction was phased and scheduled in a manner that minimized impacts to daily air carrier and cargo operations.**

In the early stages of design, the Kimley-Horn team defined topographic survey and geotechnical investigation requirements and coordinated the execution of these activities with airport operations staff. The field data gathered was incorporated into the project base map used to develop the project construction approach, design of both new and rehabilitated asphalt pavements per the FAA Advisory Circular 150/5320-6: Airport Pavement Design and Evaluation, construction phasing and maintenance of traffic plans, project schedule, technical specifications per FAA requirements, and bid quantities.

Client Information	Charlotte County Airport Authority, 28000 Airport Road, Suite A-1, Punta Gorda, FL 33962
Contact Information	Ray Laroche, 941.268.8522, rlaroche@flypgd.com
Team Members/Roles	Jared Moreng, PE (Lead Airfield Civil Engineer), Paul Piro, PE (Project Manager/Engineer of Record), Dustin Colwell, PE (Lead Airfield Electrical Engineer), Brian Goodling, PE (Airfield Engineer), Steve Cornell, PE* (Quality Control Officer), Tierra, Inc. (Geotech), Hyatt Survey Services (Topographic Survey)

\* While at Kimley-Horn; now with SSC Advisors

Client Information	Hillsborough County Aviation Authority, 4100 George J. Bean Parkway, Tampa, FL 33622
Contact Information	John Mallory, Director of Construction, 813.502.7582; jmallory@tampaairport.com
Team Members/Roles	Jared Moreng, PE (Lead Airfield Civil Engineer), Paul Piro, PE (Project Manager/Engineer of Record), Tierra, Inc. (Geotech), Hyatt Survey Services (Topographic Survey)





## PROFESSIONAL ENGINEERING SERVICES TO REHABILITATE TAXIWAY ALPHA & ALPHA CONNECTORS

### APPLICABLE SARASOTA BRADENTON INTERNATIONAL AIRPORT EXPERIENCE

Beyond our firm's nationwide experience serving other airports, Kimley-Horn is proud to have served the Authority on many assignments at SRQ. Our team's Project Manager, **Jared Moreng, PE**, has been leading these efforts over the last five years on a variety of airfield and landside projects described below:

#### SRQ TAXIWAY BRAVO REHABILITATION

Taxiway Bravo at the Sarasota Bradenton International Airport (SRQ) is a full-length parallel taxiway to Runway 4-22. This project included the rehabilitation of the Taxiway Bravo pavements north of Runway 14-32, including various taxiway crossings and pavement tie-in locations. The scope of work included asphalt milling at various depths, asphalt paving, airfield markings, and reconstruction of a portion of the concrete ramp pavements adjoining the taxiway. In addition, the Taxiway Bravo edge light system was upgraded with new LED edge light fixtures and a new home-run circuit back to the airfield electrical vault and included the installation of a new constant current regulator to maximize the efficiency of the edge light system.

The project limits exist within a busy section of the airfield that is consistently utilized by the Atlantic Aviation and other general aviation tenants at SRQ. As such, during the development of the project's construction phasing, close coordination with airport engineering, maintenance, and operations staff as well as Rectrix management was essential to preserve access and usability of the Taxiway Bravo pavements to the greatest extent possible during construction.

In addition, while completing in-field due diligence activities during design, Kimley-Horn determined that the existing Taxiway Bravo edge light circuit was in need of replacement. With no impact on the design schedule, Kimley-Horn took on the additional scope, working toward receiving bids within the funding cycle of FAA.

**During construction, a void underneath the milled taxiway pavement surface was exposed by construction equipment. Kimley-Horn quickly mobilized to the site with our geotechnical engineer (Tierra, Inc.) to observe and delineate the void and its cause.** Ultimately, a WW II era drainage pipe not shown on available records was located and removed from the site in an expeditious manner without substantially delaying the progress of the project.

<b>KH Team Involved</b>	Jared Moreng, PE (Project Manager/Engineer of Record), Paul Piro, PE (Lead Airfield Civil Engineer), Brian Goodling, PE (Airfield Engineer), Dustin Colwell, PE (Lead Airfield Electrical Engineer), James Howell, PE (Pavement Analysis/Design Engineer), EG Solutions (Resident Project Representative), Tierra Inc. (Geotech), Hyatt Surveying (Topographic Survey)
<b>SMAA Staff Involved</b>	Kent Bontrager, Cameron Newhouse, Lionel Guilbert, Jeff Sasada, Dan Bulfin, Eric Morrow, Tim Ressler

#### SRQ WEST APRON EXPANSION AND EMPLOYEE PARKING LOT RELOCATION

The SRQ West Apron project includes the expansion of the west terminal concrete apron to include three additional Airplane Design Group (ADG) III hardstand positions to support remain overnight (RON) aircraft parking and ground boarding. As a result of the apron expansion, reconfiguration and relocation of the existing employee parking lot is also required. This project included design of new portland cement concrete (PCC) apron pavements, aircraft-rated drainage structures, high-mast lighting, jet blast deflectors, asphalt parking lot layout and pavement design, drainage design, water and sanitary sewer design, airfield electrical and markings design, and CCTV/security systems design. **This project also included permitting efforts through Sarasota County, Manatee County, and SWFWMD.**

<b>KH Team Involved</b>	Jared Moreng, PE (Project Manager/Engineer of Record), Paul Piro, PE (Lead Airfield Civil Engineer), Brian Goodling, PE (Airfield Engineer), Dustin Colwell, PE (Lead Airfield Electrical Engineer), EG Solutions (Resident Project Representative and Stormwater Permitting), Tierra Inc. (Geotech), Hyatt Surveying (Topographic Survey)
<b>SMAA Staff Involved</b>	Kent Bontrager, Kenneth Hinkle, John Rose, Cameron Newhouse, Lionel Guilbert, Jeff Sasada, Eric Morrow, Tim Ressler

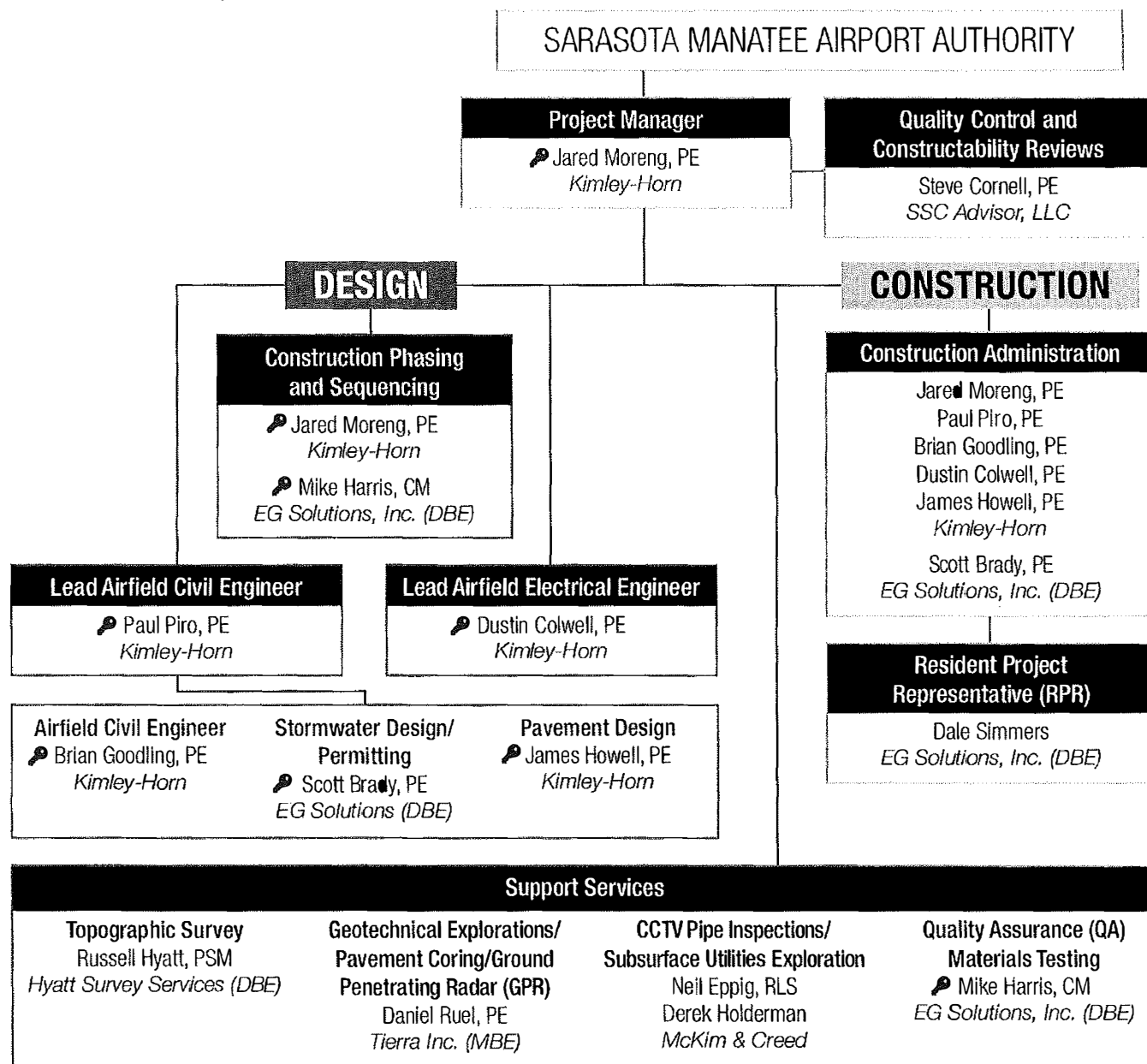
#### SRQ COMMERCIAL APRON EXPANSION

Due to the expansion of SRQ's terminal to include the new ground-boarding facility, the terminal apron was required to be expanded to accommodate additional terminal parking positions, aircraft ingress/egress maneuvers, and provide additional remain overnight (RON) aircraft parking. The SRQ Commercial Apron Expansion project includes approximately 18,000 SY of additional portland cement concrete (PCC) apron pavement. **Additionally, the project included the removal of Taxiway A8 and reconstruction of Taxiway R5 adjacent to the terminal apron to eliminate a potential "hot spot" from the apron to Runway 14-32.** As a subconsultant to EG Solutions, Kimley-Horn served as Engineer of Record and lead designer for the airfield electrical and aircraft-rated drainage structures within the project. Kimley-Horn also completed all plans production including jointing plans, typical pavement sections, drainage details, airfield markings, and surface grading design for the project under the direction of EG Solutions to **meet the Authority's aggressive deadline for bidding and constructing the apron.**

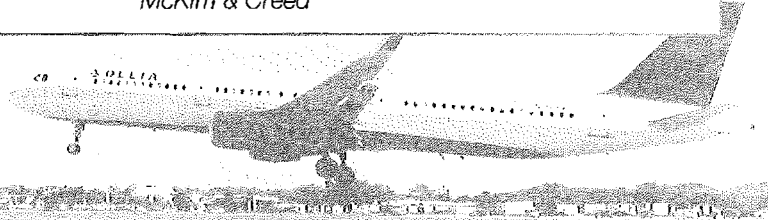
<b>KH Team Involved</b>	Jared Moreng, PE (Project Manager/Engineer of Record), Paul Piro, PE (Lead Airfield Civil Engineer), Brian Goodling, PE (Airfield Engineer), Dustin Colwell, PE (Lead Airfield Electrical Engineer), EG Solutions, Hyatt Surveying (Topographic Survey)
<b>SMAA Staff Involved</b>	Kent Bontrager, Cameron Newhouse, Lionel Guilbert, Jeff Sasada, Dan Bulfin, John Rose, Tim Ressler

**PROFESSIONAL ENGINEERING SERVICES TO REHABILITATE TAXIWAY ALPHA & ALPHA CONNECTORS****TAB B. TEAM ORGANIZATION**

Kimley-Horn has a long history of achieving successful completion of a multitude of aviation projects; however, our firm and team assembled for this project is uniquely qualified and experienced in effectively delivering airfield rehabilitation and reconstruction projects such as yours. Kimley-Horn's long-standing experience with SRQ's airfield and similar projects, both in Florida and nationwide, provides the Authority with the essential combination of technical ability, responsiveness, and institutionalized knowledge of your airport and the local community. As indicated by the organization chart below, our driven, capable team will be led by **Jared Moreng, PE**. **Jared is no stranger to leading projects at SRQ and will direct our team's efforts in a manner that exceed the Authority's expectations for delivering high quality service in a cost-effective and timely fashion.**



☛ = Key Team Member



## PROFESSIONAL ENGINEERING SERVICES TO REHABILITATE TAXIWAY ALPHA & ALPHA CONNECTORS

### KEY TEAM MEMBERS

We know that when you select a consultant, you are really choosing the people who offer you the highest level of technical expertise, extensive "hands-on" experience with similar projects, and a demonstrated record of quality and responsiveness that is needed to make this project a success. Summary biographies of key team leads and subconsultant information are provided below. **We have also provided resumes for Kimley-Horn and our subconsultants in the Appendix.**



Tampa, FL

**JARED MORENG, PE – Project Manager; Construction Phasing and Sequencing; Construction Administration**

From concept to completion, Jared will lead the Kimley-Horn team and is responsible for all management and technical aspects of this

project. Jared is an aviation civil engineering professional with 17 years of engineering and management experience in airfield and aviation projects. He specializes in project management, airfield civil design, development of construction phasing and sequencing, development of bidding and contract documents, and providing responsive, client-focused service at all stages of a project from inception to final closeout. In addition to his high level of familiarity with the design and bidding process for airport and FAA funded projects, Jared has served as a resident project representative and field engineer on numerous airfield pavement construction and rehabilitation projects, which enables him to produce designs with an eye for constructability. **Jared has served as both lead airfield engineer and project manager for a variety of airport and airfield projects, including several airfield projects at SRQ, including the Taxiway Bravo Rehabilitation project and West Commercial Apron Expansion.** His experience spans both General Aviation and Hub-Airports for projects encompassing concrete and asphalt airfield pavement construction and rehabilitation, airfield drainage design, airfield electrical infrastructure, NAVAIDs, airfield markings, roadways, parking infrastructure, and utilities.



Tampa, FL

**PAUL PIRO, PE – Lead Airfield Civil Engineer; Construction Administration**

Paul is a senior aviation manager with 42 years of experience in engineering for aviation, municipal, industrial, and commercial projects.

His duties at Kimley-Horn include the design, coordination, and management of multidiscipline design projects. With his civil engineering experience, Paul is accomplished in design and contract document development as part of major airport improvement projects. Paul has coordinated many assignments requiring the disciplines of civil, architectural, MEP, structural, geotechnical, materials testing, survey, environmental, and electrical. Having a background in civil/site and environmental engineering, Paul has applied technical expertise in the site engineering components of aviation development projects, including terminal renovation and new construction, airfield pavement rehabilitation for concrete aprons and bituminous ramps, crack seal and seal coating for taxiways and runways, AOA security fencing, rehabilitation of airfield pavements, and landside roadway/utility improvements. Paul has experience leading multiple significant design projects with concurrent, pressing due dates to successful completion. **He understands the value of keeping clients informed regarding schedule, budget, and project status.** He has coordinated the efforts of large, multidisciplinary teams on various types of projects, and knows permitting, agency requirements, and processes.

**DUSTIN COLWELL, PE – Lead Airfield Electrical Engineer; Construction Administration**

Dustin has 16 years of electrical engineering experience in design, analysis, and construction management. **Dustin's role as lead airfield engineer is bolstered by his familiarity with SRQ, having served as the lead airfield electrical engineer on many of the projects that Kimley-Horn has served the Authority on.** His responsibilities encompass preparing bid documents, specifications, and cost estimates, as well as planning for electrical and architectural projects. His technical experience includes design and analysis of airfield lighting and signage, NAVAIDs design, 5kV airfield power distribution, voltage drop calculations for power distribution, airfield lighting control scheme and interface, photometric design and calculations, and fiber optic network design.



Denver, CO

**JAMES HOWELL, PE – Pavement Design; Construction Administration**

James has 11 years of experience in project design, construction administration, and pavement management implementation. **Unique to this project, James has personally walked the entirety of Taxiway Alpha and the other pavements included within this project through his involvement leading SRQ's pavement condition inspections through the FDOT Statewide Airfield Pavement Management Program (SAPMP).**



Orlando, FL

He has performed airfield pavement management program services at over 415 airports across FL, SC, CA, PR, TX, TN, OK, ID, VA, CO, IN, and NV. Additionally, he has personally performed PCI surveys at more than 150 public use airports according to FAA and ASTM D5340 requirements. James has received certification from Florida Department of Transportation for airfield inspection training and has successfully led field investigations at both commercial and general aviation airports as part of the FDOT SAPMP.

**BRIAN GOODLING, PE – Airfield Civil Engineer; Construction Administration**

Brian is an aviation engineering professional **who has been integral to the design development and construction administration services provided to the Authority by Kimley-Horn on many of your projects, including the Rehabilitation of Taxiway Bravo, West Apron Expansion and Employee Parking Lot Relocation, and East Commercial Apron Expansion Projects.** His specialties include aircraft pavement design, airfield and landside grading and drainage, airspace analysis, security improvements, parking and circulation design, stormwater design, utility design, and development of detailed technical construction phasing and scheduling. Brian has served as a project engineer or project manager for various airside and landside projects at general aviation and commercial service airports encompassing asphalt and concrete pavement reconstruction



Tampa, FL



**PROFESSIONAL ENGINEERING SERVICES TO REHABILITATE TAXIWAY ALPHA & ALPHA CONNECTORS**

and rehabilitation, new construction of airside and landside infrastructure such as aircraft aprons and parking areas, airspace analysis, and landside site design including stormwater and utility design.



Lakewood Ranch, FL

**SCOTT BRADY, PE – Stormwater Design/Permitting; Construction Administration | EG Solutions, Inc. (EGS) (DBE)**

Scott has over 46 years of experience in civil engineering, emphasizing public sector projects. More than 35 years of his total experience is

focused on airport projects, which includes assignments as program manager, project engineer, and consultant. His varied engineering functions have included engineering analysis, design documents preparation, permitting, cost estimating, CPM scheduling, bid analysis, grant assistance, field observation, construction claims evaluation and resolution, forensic engineering, expert testimony, research, and instruction. He has worked on over 175 airport projects at over 50 airports. **Scott has led the development of a multitude of airport stormwater master plans, including SRQ's, making him ideal for leading our team in navigating the stormwater permitting for this project.**



Lakewood Ranch, FL

**MIKE HARRIS, CM – Construction Phasing and Sequencing | EG Solutions, Inc. (EGS) (DBE)**

Mike is a chief designer at EG Solutions and has over 23 years of experience designing, planning, and managing various airport projects. He is knowledgeable regarding FAA Advisory

Circulars and in construction administration through his experience performing construction observation and management of airport, highway, and building construction projects. Representative projects include runway, taxiway, and apron rehabilitation projects; taxiway extensions; apron paving; airfield lighting design; security and wildlife fencing projects; and preparing airport layout plans and other airport planning documents. **Having served as Project Manager for SRQ's Taxiway Charlie Rehabilitation Project, Mike is intimately familiar with the potential construction phasing considerations that our team will need to meet to serve the Authority effectively on this assignment.**

**SUBCONSULTANTS**

**EG SOLUTIONS, INC. (EGS) (DBE) – Stormwater Design/Permitting; Construction Administration; Resident Project Representative (RPR); Construction Phasing and Sequencing**

EGS is a Lakewood Ranch, Florida-based aviation consulting firm. EGS is recognized as an industry leader in stormwater management consulting, design, constructing, and permitting for the transportation industry. EGS co-authored the current state rules for permitting of stormwater ponds on the airside of airports. EGS was also the technical manager and author of the award-winning FDOT Statewide Airport Stormwater Best Management Practices Manual and Technical Report for the Statewide Airport Stormwater Study. They have provided program management oversight and/or construction observation



services for multiple airport projects having individual construction values exceeding \$250 million. Their senior management has worked at SRQ for the past 38 years on various assignments including the stormwater management system.

**HYATT SURVEY SERVICES, INC. (DBE) – Survey**

Hyatt Survey is a full-service woman-owned surveying and mapping company with a professional staff possessing extensive multi-faceted surveying experience. With their Florida headquarters located in Manatee County, Hyatt Survey Services, Inc. has convenient access to a broad geographic area. Hyatt has provided professional surveying services throughout the state of Florida for more than 20 years. They have experience performing survey and mapping services for Sarasota Bradenton International Airport (SRQ), along with multiple airports located in Southwestern Florida including Tampa International Airport, Punta Gorda Airport, and St. Pete-Clearwater International Airport, to name a few.



**STEVE CORNELL, PE, SSC ADVISOR, LLC – Quality Control Officer**

Steve Cornell of SSC Advisors, LLC provides on-call advisory services to the Aviation Industry for airport capital development programs. Steve was previously employed with Kimley-Horn from 2018-2024, where he served as a firm-wide quality control and constructibility reviewer for airside aviation projects around the nation, including at SRQ. Steve brings a long history of aviation experience, as well as a history of working directly with our team, making his services a key aspect to bolstering the quality of our deliverables to the Authority. Services include independent design/construction document reviews, claims review/support, risk assessments and mitigation strategies, and construction phase services support.



**TIERRA, INC. (MBE) – Geotechnical Explorations/Pavement Coring/Ground Penetrating Radar (GPR)**

Tierra, Inc. is a full-service consulting geotechnical, environmental, and construction materials testing engineering firm. Tierra's project experience includes airport construction, pavement design of municipal airports, buildings, highways, bridges, and more. Recent projects at Sarasota Manatee Airport Authority include Taxiway Bravo Rehabilitation, Rental Car Maintenance Facility, Terminal Concourse B Expansion and Concourse A Design, General Aviation Federal Inspection Station, and West Apron Expansion.



**MCKIM & CREED, INC. – CCTV Pipe Inspections/Subsurface Utilities Exploration**

McKim & Creed, Inc. is one of the largest, most advanced full-service geomatics firms in the Southeast. Committed to industry advancement, they provide cutting-edge technology and cost-effective data collection. Their team offers airborne and mobile LIDAR/scanning, unmanned aerial systems, subsurface utility engineering, and hydrographic and conventional surveying services for the energy, transportation, federal, land development, water, and building markets.



**PROFESSIONAL ENGINEERING SERVICES TO REHABILITATE TAXIWAY ALPHA & ALPHA CONNECTORS****TAB C. APPROACH**

Success of the Rehabilitation of Taxiway Alpha and Alpha Connectors project is contingent upon the Authority selecting an experienced team of professionals that has a successful track record of working together to deliver similar taxiway and airfield pavement rehabilitation projects. Furthermore, given the Authority's desire to hit the ground running with design and project implementation, it is essential your consultant possesses a thorough understanding of the Authority's expectations, preferences, and procedures. With more than 17 years of experience and a history of serving the Authority, **Jared Moreng, PE** will lead the Kimley-Horn team to provide superior technical expertise in combination with his familiarity with SRQ and your staff that will result in your objectives being met. Having served as Project Manager and Engineer of Record on multiple assignments at SRQ in the last five years, **Jared knows firsthand the expectations of the Authority when it comes to communication, seeking timely and budget-conscious solutions, and achieving closure on issues with a sense of urgency and ownership.**

As shown on our Organizational Chart in Tab B, the Kimley-Horn team has been carefully structured to include individuals and firms with the specific, relevant expertise required to achieve all services listed in your RFQ; therefore, it is important that you select a team that possesses a broad range of capabilities, a deep-bench of professionals to draw on, and flexibility to successfully meet any challenge.

Kimley-Horn's services performed under this contract will largely be accomplished through our team of local, in-house experts. Their experience and relationships with the various jurisdictions, funding agencies, and permitting authorities relevant to completing projects at SRQ will enable the greatest amount of success for timely and cost-effective project delivery. Additionally, our team is supplemented by subconsultant partners who have been selected for their specific knowledge of SRQ and the value they bring to this assignment.

Our approach has been structured to address the topics requested in your RFQ, and subdivided as shown below to assist you in your evaluation.

- |   |  |
|---|--|
|  <b>1</b> Understanding Your Project Objectives                                    |  <b>4</b> Construction Phasing Approach            |
|  <b>2</b> Keys to Success  |  <b>5</b> Maximizing Quality and Controlling Costs |
|  <b>3</b> Project Planning, Timeline of Deliverables, and Stakeholder Coordination |  |

**1. UNDERSTANDING YOUR PROJECT OBJECTIVES**

Kimley-Horn understands that the main objectives of this program include (but are not limited to) the following components:

- Rehabilitation of "mainline" Taxiway Alpha asphalt pavements, generally intended as a profile milling and asphalt overlay
- Possible strengthening of Taxiway Alpha within the limits of areas previously extended in 2002
- Rehabilitation of Taxiway Connectors A1, A2, A4, A7, A9, and A10 to Runway 14-32
- Rehabilitation and Realignment of Taxiway A3 to remove expansive pavements and meet the latest geometric standards required by FAA Advisory Circular (AC) 150/5300-13B, Change 1
- Reconstruction of Taxiways R3 and R4 due to their poor Pavement Condition Index (PCI) ratings; realignment of Taxiway R3 to remove the existing direct connection from the Terminal Apron to Runway 14-32
- Reconstruction and relocation of taxiway connectors between the Dolphin Aviation ramp areas to Taxiway Alpha
- Construct holding bay facilities on either end of Taxiway Alpha, as indicated in SRQ's Airport Layout Plan (ALP)
- Stormwater improvements, including potential lining of existing stormwater pipes within the vicinity of Taxiway A
- Airfield electrical improvements to Taxiway Alpha and its connectors, including replacement of the existing LED edge light fixtures, signage replacements/adjustments as required to reflect updated taxiway geometry or replace aging hardware, and replacement of the homerun circuits if warranted

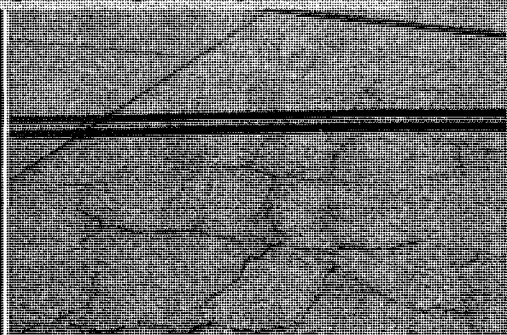
*Uniquely, Kimley-Horn has physically walked and inspected the entirety of the project limits in 2022 as part of FDOT's Statewide Airfield Pavement Management Program (SAPMP). Based on the visual inspections performed at the time, Kimley-Horn prepared the Pavement Condition Index (PCI) values for various locations along Taxiway A, as well as the taxiway connectors included within the scope of this project.*

**A sampling of the various pavement distresses witnessed by the Kimley-Horn team are shown in the photos on the following page.**

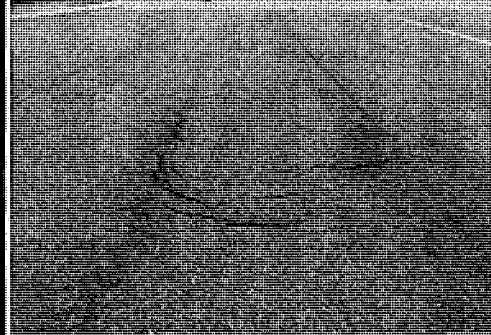
Other pavement conditions observed by our team included longitudinal/transverse cracking, raveling, and other age, climate, and load-based distresses. Based on the wide range of conditions, distress types, and ages of the pavements within the scope of this project, it is anticipated that various strategies may be required to successfully and economically address the Authority's objectives. Having been entrusted by FDOT and other agencies across the nation to analyze, design, and implement airfield pavement rehabilitation, reconstruction, and maintenance programs, our Project Manager will leverage the full depth of Kimley-Horn's technical expertise to advise the Authority on a comprehensive and tailored approach to meeting this project's objectives.

**PROFESSIONAL ENGINEERING SERVICES TO REHABILITATE TAXIWAY ALPHA & ALPHA CONNECTORS**

Alligator Cracking on Taxiway Connector R3



Shoving Distress on Taxiway Connector A4



Rutting of Taxiway Alpha



Swelling Distress on Taxiway Alpha

**2. KEYS TO SUCCESS**

Based on our experience leading similar airfield pavement rehabilitation and reconstruction projects at SRQ and at other commercial-service airports in Florida, we view the following as a few of the **keys to success** when it comes to serving you on this contract:

**KEY 1 Accelerated Project Delivery:** The Authority has indicated their desire to complete design and permitting efforts prior to the end of 2025 in order to advertise the project for construction bids in early 2026. Additionally, your staff has noted that this project will be funded with FAA Airport Improvement Program (AIP) entitlement funds. This will require your consultant and the Authority to define the project scope of work and fees prior to the May SMAA Board Meeting so that a negotiated design contract can be incorporated into the request for grant funding to FAA, due in June of 2025. To achieve this, Kimley-Horn offers the Authority the following benefits:

1. Having recently and successfully completed many similar taxiway and airfield asphalt pavement rehabilitation projects in Florida and SRQ, we have a high level of familiarity and understanding of the various tasks that will need to be undertaken to meet your objectives for this project. This will enable our Project Manager, Jared Moreng, to quickly work with the Authority's PM to develop the scope of design, permitting, bidding, and construction phase services that the Rehabilitation of Taxiway Alpha will require. We will prepare our scope of services in a manner that follows the Authority's preferred format in the RFQ. Having completed multiple projects with the Authority in this manner, we are highly familiar with this workflow and the expectations for when each task needs to be completed. Additionally, our experience working with your staff on previous assignments means that we know the importance of keeping optional tasks separate from the core services required; our goal is to provide the Authority with efficient, economical service required to deliver this project while also maintaining a level of flexibility in our services to easily respond to changes should the need arise.
2. As one of your on-call consultants and having led multiple stand-alone airfield projects at SRQ in the past several years, Jared and his team are highly familiar with the Authority's process for scope of work development and fee negotiations. This means that your staff will not need to spend their time "training" a consultant who is unfamiliar with your expectations. This will also benefit the Authority's schedule by allowing design contract negotiations to be completed quickly and on time for Board approval in May of 2025.
3. Finally, your consultant will need to be prepared to devote the staff resources necessary to fully design and permit the project within a four-to-five-month timeframe. To this end, by selecting Kimley-Horn, the Authority benefits from the deep-bench of over 8,400 diverse professionals nationwide, while enjoying the responsive and personalized service of a local firm. Most of our team assigned to this contract will serve the Authority locally from our Sarasota and Tampa offices. This enables us to be on-site and in your offices within minutes should the need arise.

## PROFESSIONAL ENGINEERING SERVICES TO REHABILITATE TAXIWAY ALPHA & ALPHA CONNECTORS

Kimley-Horn enjoys excellent working relationships with the Southwest Florida Water Management District, Manatee County, Sarasota County, and the City of Sarasota, all of which have the potential to be involved with the permitting of this project. Having planned, designed, and permitted a multitude of projects in these geographies across many different disciplines, our local staff has built a level of trust with the decision-makers in each of these jurisdictions that no other consultant can match.

Based on our team's projected and current project commitments, we are fully committed to providing the efficient and responsive service that the Authority needs for this assignment.

**KEY 2 Complete and Comprehensive Rehabilitation Approach:** Based on the airfield pavement inspections completed by our team in 2022 as part of the FDOT SAPMP, it is known that a wide range of distress types and severities are present within the pavements included in the project. While the PCI values determined in 2022 are useful in providing a sense of what the scope of pavement rehabilitation and reconstruction will need to be (as well as being useful for justifying project funding requests to FAA and FDOT), it serves only as a starting point for prescribing the specific measures that will need to be undertaken to address the objectives of this project.

Since all pavements continue to deteriorate over time at different rates, a key step in preparing accurate and comprehensive Contract Documents will be to validate the current-day conditions and, critically, project those conditions forward to the time of construction.

**Pavements:** During the Design Documentation phase, our team will conduct extensive visual inspections (led by our pavement analysis expert **James Howell, PE**) of the pavements within the project area to gain a granular understanding of the present-day pavement conditions and distresses found. These inspections will be the first step in informing the requirements for geotechnical and subsurface investigations, which is anticipated to include extensive pavement coring, soil borings, and soils analysis. In our experience, airfield asphalt pavement rehabilitation projects greatly benefit from obtaining sufficient core and boring data early in design, as a thorough understanding of the existing pavement layer types and thicknesses, condition of asphalt layers, depth of cracking, delamination between pavement layers, and groundwater conditions will enable a design approach that fully addresses all deficiencies.

While many of the pavement distresses observed on Taxiway Alpha in 2022 stem from the normal aging of the pavements, some of the distresses, such as rutting, indicate structural inadequacy of the pavement to support the loads they are currently experiencing. Therefore, a key task will be analyzing the existing pavement structures in areas exhibiting structural-related distresses against the existing and future projected aircraft fleet at SRQ. To accomplish this, our team will utilize the guidance contained in AC 150/5320-6G *Airport Pavement Design and Evaluation* and FAA's FAARFIELD software, in conjunction with the information gathered in the geotechnical investigation, to provide recommendations to the Authority on strengthening existing taxiway pavements if warranted.

Based on our analysis, we will prepare pavement rehabilitation or reconstruction alternatives for consideration. Each alternative will be evaluated in terms of its effectiveness at addressing pavement deficiencies encountered, operational impacts and risk potential during construction, and anticipated construction costs in order to recommend a preferred approach.

**Stormwater Infrastructure:** Additionally, we will conduct CCTV inspections of existing stormwater pipe infrastructure within the project area, as well as subsurface utility explorations when warranted to inform the design approach and incorporate any repairs, replacements, or in-situ protection necessary while adjacent pavements undergo rehabilitation or reconstruction. As witnessed during the Taxiway Bravo Rehabilitation project, leaky storm pipes have a history of being the culprit of undermining of pavements at SRQ due to the highly erodible nature of the soil conditions inherent to the airport. Additionally, we would recommend that additional Ground Penetrating Radar (GPR) scans be performed within the project limits, especially in the vicinity of known utilities and storm pipes underneath pavements to be rehabilitated, to identify areas of potential voids during the design phase.

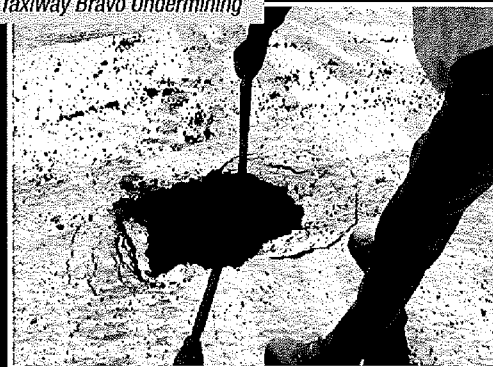
**Airfield Electrical Systems:** Another critical due-diligence activity will be defining which airfield electrical systems will require upgrades or replacements. Since this project contains changes to the geometries of various taxiway connectors, we anticipate the need to reconfigure the taxiway edge lights and signage commensurate with the updated pavement geometry. However, in areas of the project where the taxiway geometry remains unchanged, it may be possible to replace the taxiway edge light fixtures and isolation transformers while preserving the existing light bases and conduit runs. Additionally, evaluating the condition of the existing Taxiway A and other airfield lighting circuits will be necessary to ensure that any deficient home-run circuits are replaced, thereby ensuring uniform and efficient performance of the updated systems. Consideration may also be given to adding in-pavement Runway Guard Lights (RGLs) at the intersection of Runway 4-22 and Taxiway Alpha at the Taxiway Bravo intersection.

**Kimley»Horn**

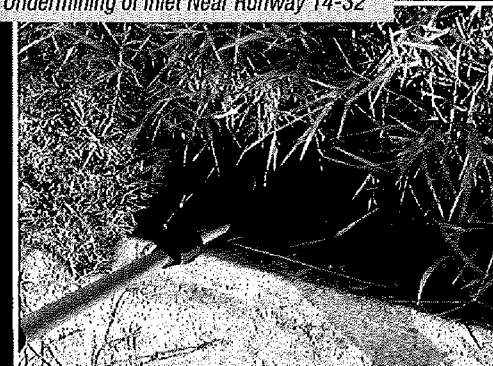
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yes

Taxiway Bravo Undermining



Undermining of Inlet Near Runway 14-32





## PROFESSIONAL ENGINEERING SERVICES TO REHABILITATE TAXIWAY ALPHA & ALPHA CONNECTORS

**Taxiway Renaming and Signage Updates:** A key consideration for this project is updating the Taxiway Alpha and Alpha connector signage to meet the requirements of AC 150/5340-18H Standards for Airport Sign Systems, which was released in September of 2024. The new guidance provided requires taxiways to be designated sequentially. Currently, Taxiway Alpha connects to each end of Runway 14-32. Additionally, Taxiway A8 was removed in 2022, which has created a gap in designations between Taxiways A7 and A9. In redesignating the Taxiways (starting with Taxiway Connector A1 at the Runway 14 end), it will be critical to coordinate closely with SMAA Operations, ATCT, and FAA to update the airport's signage plan, Airport Diagram, and Airfield Lighting Control and Monitoring System (ALCMS). Since signage updates in the field will likely be phased and sequenced with other work with the project, this coordination will be essential in ensuring that the proper NOTAMs and directives are issued during construction to prevent confusion between pilots and ATCT.

**KEY 3 Maintaining a World-Class Customer Experience at SRQ:** One of our top priorities is to partner with the Authority to ensure that your customers are not impacted, delayed, or inconvenienced during the construction phase of this project. Since Taxiway Alpha serves as the primary commercial service taxiway access to Runway 14-32, it is imperative that the contract documents (Construction Plans, Technical Specifications, and Construction Phasing and Safety Plan) are prepared in a manner that accounts for the construction risks inherent to pavement rehabilitation.

This includes ensuring that our deliverables are high-quality and unambiguous, and that they are structured to anticipate "unforeseen" circumstances in construction, such as inclement weather, emergency or VIP aircraft operations, equipment breakdowns, or encountering unsuitable soils or pavements. Our team has experience with this, both at SRQ and at other busy commercial airports, and may employ strategies such as:

- Construction details (and corresponding bid quantities) to address anticipated unsuitable paving surfaces or soils, such as specifying overmilling at the direction of the RPR and additional P-401 asphalt quantity should asphalt scabbing be encountered. Scabbing is often encountered during asphalt milling and is caused by variations in layer depths or delamination of layers within an asphalt pavement structure. Scabbing is required to be removed (through additional passes of the milling machine) to create a stable surface on which to place new asphalt. Additionally, erodible soils often encountered at SRQ have tendency to cause significant undermining of pavements, especially within the vicinity of leaking or damaged pipes. To combat this, it may be pertinent to require the contractor to conduct vibratory rolling of pavements post-milling to quickly identify voids that may have eluded GPR investigations in design. Coupled with proof-rolling, details should be included in the plans to provide details for full depth patching of pavements should unsuitable base materials or soils be encountered. Including these details and quantities within the plans that will allow the RPR and Contractor to quickly adjust to address these conditions in the field without delays or cost overruns.
- Specific language may be included within the front-end contract documents to specify the requirements for the Contractor to utilize multiple asphalt batch plant sources, as well as have multiple asphalt pavers on site. As this project may require certain areas of Taxiway Alpha to be milled and paved utilizing individual overnight work windows (to allow aircraft operations to continue to the following day), we would also recommend that the Contractor be specifically required to not mill areas beyond what they can re-pave within a single work shift.
- Inclusion of specific liquidated damages within the contract to incentivize the Contractor to complete work within the specified contract and phase durations. These provisions are recommended to be scaled to be in line with the most operationally sensitive areas of this project, such as work within the Runway Safety Areas. Conversely, our team has experience at SRQ with employing "reverse" liquidated damages within the contract documents, with the purpose of compensating the Contractor should a planned work shift be canceled at the direction of the Authority due to late flight arrivals or VIP aircraft operations.

**By incorporating strategies such as these, our goal is to provide the Authority, RPR, and Contractor with the tools and contractual framework to quickly respond and adjust as needed, thereby reducing the risks of schedule delays, Contractor claims, and disruptions to airport operations that could impact your customers.**



### 3. PROJECT PLANNING, TIMELINE OF DELIVERABLES, AND STAKEHOLDER COORDINATION

Based on your RFQ and having completed other projects at SRQ in a similar manner, we understand that adequate planning of this project's lifecycle is one of the critical first steps to be taken in collaboration with the Authority. The primary objective of project planning is to identify the key project objectives, funding, schedule, project stakeholders, and the various tasks which will need to be completed to achieve success. **Kimley-Horn anticipates the following key tasks to be incorporated into each phase of design as described below:**

## PROFESSIONAL ENGINEERING SERVICES TO REHABILITATE TAXIWAY ALPHA & ALPHA CONNECTORS

**Design Documentation Phase:** Immediately following design Notice to Proceed, Kimley-Horn will conduct a project design kickoff meeting in which the project schedule, deliverable milestones, objectives, and scope of work are reviewed and discussed with the design team members, Authority staff, and funding agencies (FAA/FDOT). Kimley-Horn will work closely with SMAA and funding agencies to ensure that the design objectives, scope of work, and program budgets are clearly and unambiguously understood by all parties.

Since the Rehabilitation of Taxiway Alpha and Alpha Connectors project will require reconfigurations of existing taxiway pavements and will utilize FAA funding, we will examine and validate the taxiway geometric changes included within the project to ensure that design alternatives are consistent with the recently updated SRQ Master Plan and FAA AC 150/5300-13B, Change 1.

In many recent airfield rehabilitation projects, FAA has required that AIP funds be applied to the rehabilitation/reconstruction of pavement limits defined by current geometric standards. Since many taxiways were originally constructed utilizing geometric standards contained in previous versions of AC 150/5300 (which often resulted in larger taxiway pavement areas), rehabilitation of pavements extending beyond the latest geometric standard is sometimes completed using non-FAA funds.

Therefore, in order to streamline FAA's participation in funding this project, a **key task will be identifying which portions of the project limits are eligible for AIP funding, and which portions must be funded through other sources.** Our team has experience with preparing project bid item quantities and cost estimates in this manner, both on the Taxiway Bravo Rehabilitation Project at SRQ, and at other airports. This breakdown of AIP-eligible versus non-eligible project items will be critical to establish early in the design process in order to streamline grant funding requests to FAA and FDOT, as well as inform the design approach. Other key tasks to be performed within the Design Documentation Phase include:

- Identification of which permits will be required by each Authority Having Jurisdiction (AHJ)
- Provide topographic surveys within areas of proposed construction (**Hyatt**)
- Conduct geotechnical investigations, pavement coring, and Ground Penetrating Radar (GPR) to examine subgrade properties and existing pavement structures (**Tierra**)
- Perform CCTV inspections of storm pipes crossing taxiway pavements within this project, as well as perform subsurface utility engineering to identify utilities that may need to be protected or relocated (**McKim and Creed**)
- Identify alternative pavement designs and evaluate them for both proposed pavements and rehabilitation of existing pavements
- Establish project design criteria utilizing standard FAA specifications and applicable FDOT/local requirements

**Preliminary Design Phase:** During preliminary design, the Kimley-Horn team will provide the following services:

- Prepare preliminary project technical specifications
- Provide geometric layout designs, typical sections, etc.
- Prepare a preliminary **Construction Safety and Phasing Plan (CSPP)** and coordinate with FAA
- Finalize criteria with the Southwest Florida Water Management District (SWFWMD) on drainage design concepts (**EG Solutions**)
- Hold pre-application meetings with other permitting agencies and authorities having jurisdiction to help them understand the project goals and develop early communication lines and relationships with new staff
- Prepare a preliminary opinion of probable cost for comparison with budgets
- Provide a preliminary construction schedule; the schedule must be coordinated with other concurrent projects at SRQ
- Document the preliminary design decisions through meeting minutes and design criteria memos/design reports

Preliminary design is the phase during which decisions can be made regarding the need to evaluate further alternatives or redefine the project to meet budget constraints. Regular review meetings between Authority staff and the project team have always been important to communicate progress and reach timely decisions. Beyond scheduled meetings, we welcome meetings or calls outside of business hours to avoid conflicts with your day-to-day operations and facilitate the progression of the project.

Additionally, the Preliminary Design Phase will present an ideal time to develop any **bid alternates** to be incorporated into the bid documents. Bid alternates may be a useful tool in providing the Authority with additional flexibility to achieve the project objectives in a cost-effective manner, and may include items such as:

- Specifying P-608 seal coat in lieu of milling/overlay on pavement areas exhibiting minimal distresses
- Separation of new run-up pad pavements into a separate bid alternate should funding be limited
- Replacement or repairs of older drainage pipes and structures
- Re-use or replacement of existing taxiway edge light bases

**Final Design Phase:** To complete design efforts, our team will prepare the fully completed set of Contract Documents required to bid the project for construction. During this phase, the team will be responsible for:

- Finalizing the designs for taxiway pavement rehabilitation and reconstruction
- Finalizing design for all airfield electrical improvements
- Finalizing the CSPP and 7460-1 notices of proposed construction

## PROFESSIONAL ENGINEERING SERVICES TO REHABILITATE TAXIWAY ALPHA & ALPHA CONNECTORS

- Providing all engineering plans and specifications for the contract documents, including demolition, geometric, grading, specifications, NAVAIDs, lighting, markings, drainage, and utility plans and details. Bid documents will include local, FAA, and FDOT specifications and contract provisions as applicable, as well as construction phasing plans, bid schedule, and engineer's opinion of probable costs
- Preparing final engineer's reports, permit applications, and sponsor/engineer certifications for submittal to FAA and FDOT as required

**Permitting:** Kimley-Horn anticipates that this project will require permitting, at a minimum, with Sarasota County, Manatee County, and Southwest Florida Water Management District (SWFWMD), and be primarily focused on the stormwater aspects of this project. **Scott Brady, PE (EG Solutions)** will lead the stormwater design and permitting approach for our team.

Rehabilitation, reconstruction, and/or realignment of Taxiway A or its connectors that do not materially change the pavement area should not require any stormwater permitting with the jurisdictional agencies, although notification and a short narrative describing the work will be submitted.

However, the proposed holding aprons may add complexity to the project with respect to water management design and permitting. In addition to an Environmental Resource Permit (ERP) from SWFWMD, these additions will require permitting with both Manatee and Sarasota counties.

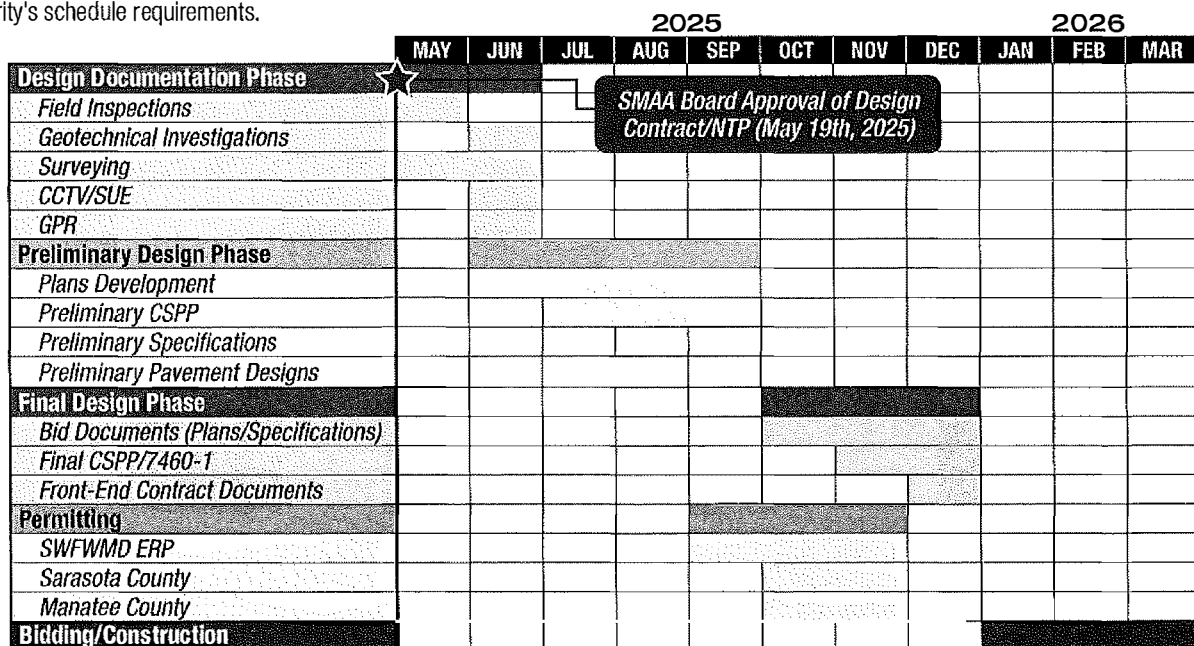
The Northwest holding apron is located in two quadrants of the master drainage system. Both these quadrants have major developments proposed and/or underway and capacity within SRQ's permitted master drainage system may be limited. Provided that capacity remains after those projects, the water management permitting with SWFWMD and with Manatee County will be routine. However, if capacity is not available, modifications to the master drainage system will be required. To remain within the current load reduction criteria, it is imperative that any changes to the system be designed and have a permit application that is deemed to be complete prior to late December 2025, after which time newly adopted rules regarding stormwater treatment will go into effect.

Should capacity within the system for the new holding aprons be insufficient, drainage system modifications would likely involve conveyance changes in the channels on the west side of the airport, possible inlet and outlet structures changes to the pond in the northeast area of the airport, and possible gabion installations in the channels on the west side of the airport.

The proposed holding apron along the southeast segment of Taxiway A extends into an area which is not served by the master drainage system. It is also subject to both Sarasota and Manatee County jurisdictional authority with respect to stormwater as well as to that of SWFWMD. This will require negotiation with all three jurisdictional authorities to divert flow into the master drainage system that would otherwise flow off airport property toward the quarry ponds.

Given the severe constraints that may be imposed by the new water rules in late December 2025, we will schedule a meeting early in the project between SMAA, SWFWMD, Manatee and Sarasota counties, and our team to review permit considerations. It is recommended that this happen immediately following Notice to Proceed. If the airport can qualify under one of several grandfathering options, permitting under the current requirement for net water quality improvement with no specific maintenance manual may be an option. This can remove serious design and schedule constraints from the project.

**Timeline of Deliverables:** Our PM will work with the Authority and agency staff to outline critical dates within the project and ensure that all design activities are coordinated with SMAA and funding agency procurement deadlines. Activities such as pre-application deadlines for grant funding, FAA approval of the Construction Safety and Phasing Plan (CSPP), Form 7460-1, SMAA Board approval dates, and permitting requirements will be incorporated into program schedule. Below is a schematic timeline of key deliverables and milestones required to meet the Authority's schedule requirements.



## PROFESSIONAL ENGINEERING SERVICES TO REHABILITATE TAXIWAY ALPHA & ALPHA CONNECTORS

In considering the Authority's requirement to complete design by the end of 2025, it will be essential to **hit the ground running** with the Design Documentation Phase immediately following contract NTP, as well as ensure that permit applications are prepared and submitted in conjunction with the Preliminary Design Phase.

**Stakeholder Coordination:** At multiple junctures throughout the life of the project our team will, at the behest of the Authority, conduct Stakeholder Coordination Meetings to review proposed construction activities, anticipated impacts to airport operations, and schedule of activities. For the Taxiway Alpha and Alpha Connectors Rehabilitation project, **critical stakeholders are anticipated to include SRQ's ATCT, ARFF Personnel, SRQ Operations and Maintenance staff, Dolphin Aviation, and airline partners.** Our aim is to engage with stakeholders early and often throughout design, and to seek feedback and partnership to drive the success of the project and ensure positive results. This feedback will be implemented into the overall design package and Contract Documents, particularly within the realm of construction phasing that supports continued tenant access, safe airport operations, and a high degree of constructability.

If desired by the FAA, ATCT, and SMAA, Kimley-Horn is prepared to host and/or participate actively in the Safety Risk Mitigation (SRM) Panel Process.

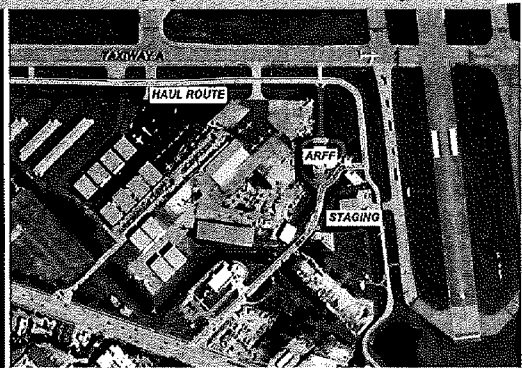
### 4. CONSTRUCTION PHASING APPROACH

Our team's approach to construction phasing will be developed in a manner that encompasses the need to minimize impacts to your air-carrier traffic, maintain tenant access, ensure efficient and safe airport operations, and deliver to the Authority the highest possible standard of quality in construction. With Taxiway Alpha serving as the primary taxi route from SRQ's terminal to Runway 14-32, the importance of a well-defined and planned construction phasing approach cannot be understated. Additionally, Dolphin Aviation relies on Taxiway Alpha as their sole access to the airfield. In developing the construction phasing approach for this project, our team will consider the following:

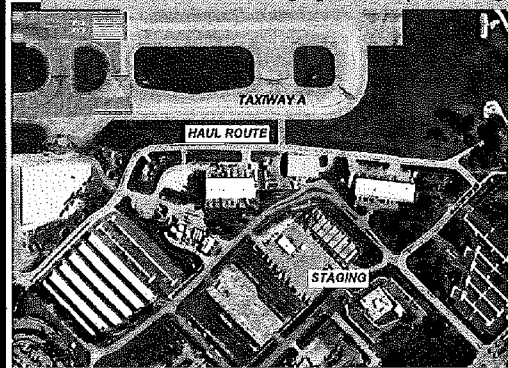
**Contractor Staging, Haul Routes, and Access:** This project will require significant trucking of materials (asphalt millings, hot mix asphalt, base course, and other construction items) using existing access gates and vehicle service roads, which necessitates that the Contractor implement specific measures, such as badged escorts and gate guards, to maintain security of the airfield. Additionally, Foreign Object Debris (FOD) generated by construction vehicles is a significant concern, especially along haul routes that cross active airfield pavements. To alleviate these concerns, the Construction Safety and Phasing Plans will include the specific direction and requirements for airfield security, safety measures, and cleanliness that the Contractor will be required to adhere to during construction.

Since this project will span the full length of Taxiway Alpha, as well as requiring work within the Runway Safety Area (RSA) of both Runway 14-32 and Runway 4-22, we recommend that consideration be given to designating two separate contractor staging areas to prevent the need for long on-airfield haul routes or crossing Runway 4-22. Reducing crossings of active airfield pavements by Contractor vehicles has benefits in terms of safety in construction and has the potential to reduce construction costs associated with maintenance of traffic. Due to the trucking volumes anticipated, we recommend that repairs to pavements utilized as haul routes, such as the airport's vehicle service roads, be included within the project quantities.

Potential Contractor Staging/Access (West of Runway 4-22)



Potential Contractor Staging/Access (SMAA Engineering)



**ARFF Vehicle Access and Impacts to Response Times:** A requirement of SRQ's Part 139 Certification is the ability of Aircraft Rescue and Firefighting (ARFF) vehicles to reach the midpoint of Runway 14-33 within three minutes of an emergency involving an aircraft. Since this project will include reconstruction of Taxiway T3, which serves as a direct access from the ARFF station to Taxiway Alpha, consideration must be given to how each phase of construction impacts ARFF's ability to meet the three-minute response time requirement. Our team will coordinate closely with SMAA's Operations and ARFF leadership during design and construction to ensure that this consideration is incorporated into the construction phasing approach.



## PROFESSIONAL ENGINEERING SERVICES TO REHABILITATE TAXIWAY ALPHA & ALPHA CONNECTORS

**Rehabilitation/Reconstruction Methods and Duration:** As discussed previously, our team anticipates that various construction approaches may be required to rehabilitate, reconstruct, or reconfigure the pavements within the project. Each of the anticipated methods is anticipated to have a direct impact on how the project is phased in construction, due to constructability requirements as well as the length of time (duration) that each method requires to be successfully accomplished.

For example, during SRQ's Runway 14-32 Rehabilitation Project completed in the early 1990s, the runway pavements were rehabilitated through a multi-step asphalt milling and overlay process. The first steps included bulk milling, followed by a micro-milling process to create a milled surface that was, at the time, accepted for temporary use by aircraft. Following this process, the contractor was able to place new asphalt on the milled surface in nightly shifts, implementing asphalt transition wedges to allow aircraft to utilize Runway 14-32 for daytime operations. While that method resulted in a shortened timeline for construction, the Taxiway Alpha Rehabilitation project will have reconfiguration and reconstruction of certain taxiway pavements from subgrade level, which will require more extended closures of those affected pavements.

**Alternative Aircraft Taxi Routes:** SRQ is fortunate to have two full-length parallel taxiways to Runway 14-32. Taxiway Charlie is geometrically designed to Taxiway Design Group (TDG) III and can accommodate aircraft in excess of 100,000 pounds. Because of this, there may be an opportunity to temporarily divert Airplane Design Group (ADG) III aircraft, such as the Boeing 737 and Airbus A320-type aircraft that comprise the majority of SRQ's commercial traffic to Taxiway Charlie to accommodate and expedite construction on Taxiway Alpha.

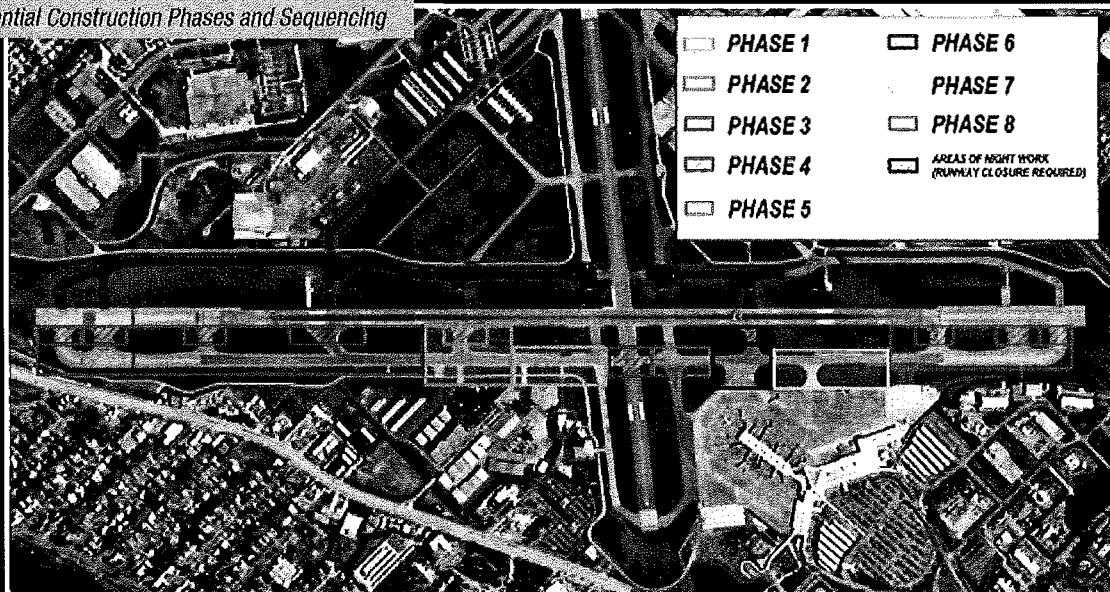
Other key considerations for designation of alternative aircraft taxi routes include:

- Ensuring that all tenants along Taxiway Alpha—notably Dolphin Aviation and the "Delta" T-Hangars—are not cut off from airfield access
- Examining and mitigating, through close coordination with SMAA Operations and ATCT, the effects of queuing of aircraft during times of peak traffic, as well as establishing procedures as necessary to facilitate aircraft crossings of active runways
- Communication and coordination with other airport users and tenants, such as Atlantic Aviation, regarding the effects of temporarily diverting SRQ's commercial aircraft to Taxiway Charlie during construction

SRQ's current flight schedule also includes commercial operations of Boeing 757 aircraft, which is classified as ADG IV. Due to this, the construction phasing developed will need to consider the Boeing 757 operations in a manner that does not rely on Taxiway Charlie.

**Potential Construction Sequencing:** As discussed previously, there are a multitude of important factors for this project's construction phasing that must be considered to develop an effective approach. As with any phasing plan, we anticipate that continual refinement will be necessary as design efforts progress and feedback from stakeholders is received by the design team. However, the following project phasing approach may be considered as a starting point to continue these conversations:

Potential Construction Phases and Sequencing



In other similar projects, it has been beneficial to begin construction in an area of the project that has less potential to impact airport operations relative to other phases of work, which allows the Contractor to ensure that their operations are able to be progressed efficiently prior to entering more disruptive areas of the project. As a potential example of this, we've identified Phase 1 as the area of Taxiway A north of the ARFF station, as access to Dolphin Aviation is preserved, and no work within the Runway Safety Areas is anticipated. Conversely, should certain taxiway pavements adjacent to Runway 14-32 require more extensive reconstruction, it may be beneficial to examine the viability of temporary displacement of the runway thresholds to enable continuous operations.

# PROFESSIONAL ENGINEERING SERVICES TO REHABILITATE TAXIWAY ALPHA & ALPHA CONNECTORS

## 5. MAXIMIZING QUALITY AND CONTROLLING COSTS

### QUALITY CONTROL/QUALITY ASSURANCE

Kimley-Horn's approach to frequent communication and Quality Control/Quality Assurance (QC/QA) is intended to relieve the Authority staff of any significant review efforts. Our formal QC/QA program is based upon assigning experienced senior professionals who are otherwise qualified to manage a particular project, to serve in an independent quality control role. **Steve Cornell, PE (SSC Advisors)**, will lead and monitor our team's QC/QA efforts for this project.

Quality control (QC) will begin during the initial Design Documentation Phase and will continue throughout each phase of design. QC efforts will also continue through construction and closeout. All quality control will be overseen by our Project Manager and will comply with Kimley-Horn's internal Quality Management System (QMS) requirements. To ensure quality control, a formal evaluation of the work product will take place at the completion of each design phase using standard Kimley-Horn quality review checklists and procedures. Our QC process will evaluate design deliverables at each benchmark submission.

### CONTROLLING DESIGN COSTS WHILE PRESERVING QUALITY

Kimley-Horn understands your staff's concerns regarding the trend of increasing design costs over time. Conversely, preparation of high-quality, comprehensive deliverables and construction contract documents is a key requirement to be achieved by your consultant to drive success of this project.

To serve the Authority in a cost-effective manner on this project while delivering a superior work product, Kimley-Horn has structured our team to utilize individuals who are highly qualified and capable in the roles they will perform and possess familiarity with your staff and your airfield. Additionally, our team has a wealth of experience when it comes to permitting similar projects with AHJ's relevant to the Taxiway Alpha project, as well as the funding agencies involved.

In addition to the high degree of efficiency with which this allows us to perform our services, a key aspect of our approach to controlling design costs is by ensuring that the appropriate staff are utilized in tasks and roles commensurate with their level of experience and expertise.

While production of high-quality deliverables is a clear requirement for any project with the Authority, other strategies to reduce consulting fees that we have employed successfully on previous assignments at SRQ include:

- Identification of project tasks (such as construction inspection or coordination with Authorities Having Jurisdiction) that may be undertaken by SMAA, depending on your staff's availability
- Utilizing teleconference software (such as MS Teams) to conduct meetings with the Authority, thereby reducing costs associated with travel time and expenses
- Preparing milestone deliverables in a "Preliminary" and "Final" format, versus submissions at 30%, 60%, 90%, and final design
- Utilizing Kimley-Horn and subconsultant staff who are local to SRQ
- Reducing/eliminating hard-copy reproduction of deliverables

During the preparation of Kimley-Horn's scope of services, our Project Manager will hold a pre-scoping meeting with the Authority to discuss your preferences and expectations for service. Having successfully collaborated with your staff in this manner on other assignments at SRQ, we are accustomed to being flexible and creative in the scoping process to ensure that we deliver the maximum value to the Authority.

### *The types of QC and discipline reviews to be conducted at various completion stages include the following:*

**Conceptual Review:** During early design stages of the project, general concepts and exhibits will be developed for implementation throughout the remainder of the design process. Our team will evaluate these concepts to ensure project goals of the Authority are achieved.

**Intra-Disciplinary Review:** Each technical discipline will be responsible for its own QC review. This review will ensure that an independent, experienced individual from each technical discipline checks applicable drawings, specifications, calculations, and reports produced by that particular discipline.

**Inter-Disciplinary Review:** Each design submission will be reviewed for consistency and coordination among all disciplines. This review will ensure that all technical disciplines involved in the project are consistent and complement one another.

**Final Review:** The final QC review will be conducted to ensure that concerns and comments of all contributing parties have been addressed and/or resolved in subsequent design submissions, as well as the final work product.

**Continuous Quality Improvement:** Apart from our formal QC/QA process, our team conducts weekly electronic "print offs" of the design plans and specifications in development. These draft deliverables are then reviewed by our Project Manager and Task Leads to allow for continuous quality improvement of our work product prior to entering the formal QC/QA process for each milestone submission.

**PROFESSIONAL ENGINEERING SERVICES TO REHABILITATE TAXIWAY ALPHA & ALPHA CONNECTORS****CONTROLLING COSTS IN CONSTRUCTION**

As a result of Kimley-Horn's recent experiences at SRQ, our team is highly familiar with the Authority's procedures and aware of the critical importance of knowing and adhering to approved construction budgets and funding limitations. In today's climate, inflation of labor and construction materials prices continues to present challenges. Kimley-Horn will approach development of construction cost estimates utilizing the following strategies:

- **Develop quantity takeoffs based on the design drawings and specifications on a per-phase basis**
- **Investigate material, equipment, and labor availability at the time of the proposed construction**
- **Develop estimates considering recent bid history, labor, materials, competing concurrent bids with other public agencies such as FDOT, and equipment costs**
- **Solicit feedback from the contracting community on the project and the estimate**
- **Conduct constructability reviews with Authority staff**
- **Adjust the design and the estimate based on feedback from the contractors**
- **Plan for varying levels of contingency to be held at each design or planning milestone, with refinement of estimates and subsequent contingency reduction as the work progresses**

Quantities for projects will be developed independently by two or more individuals and reconciled with an independent reviewer prior to being incorporated into the estimate, which benefits the Authority by ensuring accurate bid quantities upon which the contract amount will be based.

Our efforts to control construction costs of tasks under this contract will not end with design. Of particular importance in this regard is the responsiveness and availability of your consultant during the construction phase. During construction, our Project Manager and other members of our team will be available at a moment's notice to respond to contractor questions, RFIs, review submittals, review quantities with the resident inspector, assess materials testing reports, and be fully available to the Authority and their inspectors. Many of our staff assigned to this contract are local to Sarasota, and can be on-site within minutes if requested. Additionally, our Project Manager understands the importance of being on-site regularly during construction to assist in heading off issues before they arise.

**TAB D. PHONE INTERVIEW**

If the Authority chooses to conduct a phone interview, our project manager and service group leaders will be readily available to answer any questions. **Jared Moreng, PE** serving as Project Manager and **Paul Piro, PE** serving as Lead Airfield Civil Engineer will be available to discuss their experience and the comprehensive approach to this project. They will be available and accessible to SMAA to execute elements necessary to complete the Professional Engineering Services to Rehabilitate Taxiway Alpha & Alpha Connectors—RFQ-01-2025-TWA on time and within budget. *Jared and Paul are prepared to fully devote the necessary time and resources on this project.*

**TAB E. DEMONSTRATED ABILITY TO MEET THE DBE GOAL****PLAN TO MEET DBE REQUIREMENTS FOR THIS CONTRACT**

DBE/MBE Subconsultant	Services to be Performed	Proposed Participation
EG Solutions, Inc. (DBE)	Stormwater Design/Permitting; Construction Administration; Resident Project Representative (RPR); Quality Assurance Materials Testing	8-20%
Hyatt Survey Services, Inc. (DBE)	Surveying	3-7%
Tierra, Inc. (MBE)	Geotechnical Explorations/Pavement	3-7%

**PAST EXPERIENCE MEETING AND EXCEEDING CLIENT'S DBE GOALS**

Name of Project	Client Name	Owner's DBE Goals	Kimley-Horn's Actual DBE Participation
Taxiway Bravo Rehabilitation	Sarasota Manatee Airport Authority	9%	9%
Taxiways E and U Rehabilitation	Hillsborough County Aviation Authority	8%	44%
Taxiway W Reconstruction	Hillsborough County Aviation Authority	8%	30%
Taxiway D Reconstruction	Charlotte County Airport Authority	13.4%	15.4%

**PROFESSIONAL ENGINEERING SERVICES TO REHABILITATE TAXIWAY ALPHA & ALPHA CONNECTORS****TAB F. OTHER FACTORS****SUCCESSFUL TRACK RECORD OF ON TIME AND WITHIN BUDGET PROJECTS**

At Kimley-Horn, we believe that the best results are achieved by working together to meet the common goal of completing your project on time and within budget. When a project goes to construction, we give priority to any issue that may arise and place it at the top of the pile. We work with the contractor to help ensure they understand the design intent and can successfully build the project on time and within budget. Our goal is to remove obstacles that may hinder the contractors' performance, therefore avoiding disputes and claims, which means a better project for you. This does not mean we give the contractor freedom to do whatever they please.

During construction, we will utilize project-specific, standardized forms to provide consistent and accurate project documentation, qualified site observation, certified inspection and testing, formalized manuals for procedures, and other monitoring and quality assurance programs. The intent is to help ensure the construction proceeds in a manner that is consistent with the design plans and meets your needs. With Kimley-Horn, you get a partner with a track record of successfully completing planning, design, and construction projects on or ahead of schedule and within budget.

Project	Design Completed	Budget
Punta Gorda Airport (PGD), Rehabilitation of Runway 15-33	ON TIME	WITHIN BUDGET
Avon Park Executive Airport (AVO), FBO/Terminal Apron Rehabilitation	ON TIME	UNDER BUDGET
Sarasota Bradenton International Airport (SRQ), Taxiway Bravo Rehabilitation	ON TIME	WITHIN BUDGET
Southwest Florida International Airport (RSW), Rehabilitation of Airfield Pavements	ON TIME	WITHIN BUDGET
Tampa International Airport (TPA), Taxiway W Reconstruction	ON TIME	UNDER BUDGET
Punta Gorda Airport (PGD), Reconfiguration of Taxiways A, D, and H	ON TIME	UNDER BUDGET
Fort Lauderdale Executive Airport (FXE), Taxiway Foxtrot Pavement Rehabilitation	ON TIME	UNDER BUDGET
Tampa International Airport (TPA), Taxiways E and U Rehabilitation	ON TIME	UNDER BUDGET
Tampa International Airport (TPA), Remain Overnight (RON) Aprons	ON TIME	UNDER BUDGET
Puerto Rico Ports Authority (PRPA), A/E Services for Regional Airports Improvements Program	ON TIME	WITHIN BUDGET
Quincy Municipal Airport (2J9), Parallel Taxiway A Construction	ON TIME	WITHIN BUDGET

**TRUSTED ADVISORS**

Kimley-Horn has developed an unparalleled, historical knowledge of your airport and maintains key relationships with your staff and stakeholders. Our history of working at SRQ includes past projects such as the relocation of Taxiway Bravo South, rehabilitation of Runway 4-22, extension of Runway 14-32 and Taxiway A, and the construction of Taxiways Juliet and Kilo, all of which finished on time and within budget. Over the past several years, Kimley-Horn has worked hard to earn the confidence and trust of your staff on a variety of tasks. We are excited about the opportunity to continue to build on our partnership with SMAA and we will work tirelessly to become your trusted advisor. At Kimley-Horn, we understand that a strong commitment to client satisfaction must be the foundation of our service to you. Our local knowledge, extensive experience, and responsive service make the Kimley-Horn team the best candidate for this project. We offer unmatched client services, exceptional technical resources, commitment to quality, and knowledge of the Sarasota Manatee Airport Authority's (SMAA's) goals.

Our services routinely include the design of runways, taxiways, aprons, ingress and egress, drainage, permitting, roadway networks, parking garages, lighting, special signage, landscaping, utilities, and a variety of other landside and airside facilities. Our professionals have strong relationships with the Federal Aviation Administration (FAA) and the Florida Department of Transportation (FDOT), as well as a keen understanding of their policies and procedures. Our Florida-based aviation personnel include former FAA Orlando Area District Office (ADO) personnel who maintain personal relationships with the ADO staff. Kimley-Horn delivers outcomes you can depend on—projects that can be successfully delivered on time and within budget.

We have specifically formulated a team with both local and regional experience and expertise aimed at exceeding the SMAA's expectations. Our firm is fully committed to providing SMAA with the required staff and resources for the duration of this project. Kimley-Horn is structured to allow for long-term commitments of specific personnel to serve a client's needs—there is no revolving door of staff.

We have organized a core team of practiced professionals to provide an exceptional level of responsiveness with extensive technical experience needed for this project. We are confident that we can meet the technical and staffing needs that the Rehabilitation of Taxiway Alpha and Alpha Connectors Project will require, and genuinely look forward to continuing to serve the Authority. **Our promise is to always strive for continuous improvement in the services we provide to you, and we look forward to continuing to build on a legacy of delivering success on your projects.**

**APPENDIX. RESUMES AND CERTIFICATE OF INSURANCE****JARED MORENG, PE****PROJECT MANAGER; CONSTRUCTION PHASING AND SEQUENCING;  
CONSTRUCTION ADMINISTRATION****SPECIAL QUALIFICATIONS**

- Civil engineering professional with 17 years of experience in aviation projects
- Specializes in project management, airfield civil design, construction administration on airfield projects, and high-quality client-focused service
- Focus areas include airfield pavement design, airfield geometric design, airfield grading and drainage, NAVAIDS coordination, development of construction sequencing and phasing plans and schedules, and production of contract documents

**PROFESSIONAL CREDENTIALS**

- Bachelor of Science, Civil Engineering, Colorado State University
- Professional Engineer in Florida, #81611
- Society of American Military Engineers (SAME)

**RELEVANT EXPERIENCE**

**Sarasota Bradenton International Airport (SRQ) Taxiway Bravo Rehabilitation, Sarasota, FL** — Project Manager. Taxiway Bravo at the Sarasota Bradenton International Airport (SRQ) is a full-length parallel taxiway to Runway 4-22. This project included the rehabilitation of the Taxiway Bravo pavements north of Runway 14-32, including various taxiway crossings and pavement tie in locations. The scope of work included asphalt milling at various depths, asphalt paving, airfield markings, and reconstruction of a portion of the concrete ramp pavements adjoining the taxiway. In addition, the Taxiway Bravo edge light system was upgraded with new LED edge light fixtures and a new home-run circuit back to the airfield electrical vault and included the installation of a new constant current regulator to maximize efficiency of the new edge light system. The project limits exist within a busy section of the airfield that is consistently utilized by the Atlantic Aviation and other general aviation tenants at SRQ. As such, during the development of the project's construction phasing, close coordination with SMAA engineering, maintenance, and operations staff, as well as Rectrix management was essential to preserve access and usability of the Taxiway Bravo pavements to the greatest extent possible during construction.

**Sarasota Bradenton International Airport (SRQ) West Apron Hardstand Expansion and Employee Parking Lot Relocation, Sarasota, FL** — Project Manager. Kimley-Horn was selected by the Sarasota Manatee Airport Authority to provide professional engineering services for design, permitting, bidding, and construction phase services for the West Apron Hardstand Expansion and Employee Parking Lot Relocation project at Sarasota Bradenton International Airport (SRQ). Design efforts included topographic survey, geotechnical exploration of the site, subsurface utilities investigations, and permitting through Southwest Florida Water Management District (SWFWMD), Manatee County, and Sarasota County. The project includes expansion of the concrete terminal apron at SRQ to include three new Aircraft Design Group (ADG) III parking positions, new on-ramp vehicle service roads to support ground-loading and fueling of aircraft, high-mast lighting, new jet blast deflectors, pavement markings, apron edge lighting, and airfield drainage infrastructure. Kimley-Horn utilizes AviPlan software in CADD to model all aircraft movements to ensure maneuverability and adherence to clearance requirements while maximizing economy and efficiency.

**Tampa International Airport (TPA) Taxiways E and U Rehabilitation, Tampa, FL** — Lead Airfield Civil Engineer. Taxiway E is a 75' wide by 3,200' long asphalt taxiway that primarily serves the FBO and MRO facilities. As Prime Consultant, Kimley-Horn delivered the design contract documents and construction administration services that provided for a nominal 2" mill and 2" asphalt overlay covering approximately 25,000 SY of surface. Rehabilitation also included the demolition of connecting taxiways to eliminate hot spots. This also required the reconfiguration of the taxiway's edge light and signage system. A significant design element included the exposure and structural investigation of twin 54" stormwater pipes installed 50 years ago.

**Tampa International Airport (TPA) Taxiway W Reconstruction, Tampa, FL** — Lead Airfield Civil Engineer. Kimley-Horn provided professional design services for HCAA's airfield pavement rehabilitation program at Tampa International Airport. Services under this contract included the design for full-depth reconstruction of concrete, asphalt, and composite pavements on approximately 5,300 linear feet of Taxiway W, as well as associated electrical infrastructure, paved shoulders, and airfield markings. Other services included drainage, construction inspection, cost estimating, scheduling, surveying geotechnical, and materials testing. Jared was responsible for leading and informing the Project Manager with regards to the design of required geometry modifications, design of new Portland Cement Concrete (PCC) and asphalt pavement sections, design of airfield markings, drainage design, construction phasing, scheduling, quantities, and estimates.



## PAUL PIRO, PE

### LEAD AIRFIELD CIVIL ENGINEER; CONSTRUCTION ADMINISTRATION



#### SPECIAL QUALIFICATIONS

- Has more than 40 years of experience in engineering for aviation, municipal, industrial, and commercial projects
- Technical experience in the site engineering components of aviation development projects, including terminal renovation and new construction, airfield pavement rehabilitation for concrete aprons and bituminous ramps, crack seal and seal coating for taxiways and runways, AOA security fencing, rehabilitation of airfield pavements and landside roadway/utility improvements

#### PROFESSIONAL CREDENTIALS

- Master of Science, Water Resources and Environmental Engineering, Villanova University
- Bachelor of Science, Civil Engineering, Merrimack College
- Professional Engineer in Florida, #53407
- Professional Engineer in Connecticut, Delaware, Maine, Massachusetts, New Jersey, Pennsylvania, South Carolina, and Texas
- American Society of Civil Engineers (ASCE)
- Society of American Military Engineers (SAME)

#### RELEVANT EXPERIENCE

**Punta Gorda Airport (PGD) Reconstruction of Taxiway D, Punta Gorda, FL — Project Manager.** Kimley-Horn provided design, bidding, and construction administration services for the Reconstruction of Taxiway D. The design required 29,000 square yards of full depth asphalt pavement removal, 31,000 square yards of 12-inch thick lime rock base, 17,000 tons of FAA P-401 asphalt, airfield markings, edge lighting, stormwater, sod, and topsoil. A significant challenge within the design was to complete the reconstruction without interruption to aircraft operations. Kimley-Horn developed several iterations of construction phasing and sequencing while soliciting the input from PGD's Engineering, Planning, Operations, and Maintenance Staff. Multiple meetings were conducted by Kimley-Horn that included these stakeholders and input from the PGD ATCT Chief. Paul led the design team, prepared front end and technical specifications, participated in the pre-bid meeting, and prepared the recommendation of contract award.

**Punta Gorda Airport (PGD) Reconfiguration of Taxiways A and H, Punta Gorda, FL — Project Manager.** As part of the extension of Runway 15-33, Taxiway A required reconfiguration at RW 4' and Taxiway H extended to the new extended end of RW 33. Paul led the design team from the very beginning through project close-out. Design of these taxiways accounted for future aircraft traffic projects, ADG III, taxiway edge lighting, airfield signage and markings. At the completion of the design, Paul led the pre-bid meeting, evaluated the bid and provided PGD Staff a recommendation of award. During construction, Paul was on-site frequently to confirm that the project was being constructed in accordance with the design. Throughout this assignment, Paul coordinated with PGD's Operations, Engineering and Field Staff.

**Punta Gorda Airport (PGD) Rehabilitation and Extension of Runway 15-33, Punta Gorda, FL Project Manager.** Kimley-Horn provided design, bidding, and construction administration services to rehabilitate and extend Runway 15-33. Paul assembled the consulting team, scope and fee preparation, internal oversight of the design production team, coordinated with stakeholders such as FAA Tower, FAA Tech Ops, FAA ADO, airlines, and tenants. Paul conducted bimonthly project working group meetings with the client, prepared and published meeting minutes, ensured schedule compliance, developed engineer's estimate of probable construction costs, ensured quality control reviews occurred on schedule and provided full availability to the client.

**Tampa International Airport (TPA) Taxiway W Reconstruction, Tampa, FL — Project Manager.** Kimley-Horn executed professional design services for the airfield pavement rehabilitation program at the Tampa International Airport (TPA). Services under this contract included the design for full-depth reconstruction of concrete, asphalt, and composite pavements on approximately 5,300 linear feet of Taxiway W, as well as associated electrical infrastructure, paved shoulders, and airfield markings. In addition, Kimley-Horn conducted drainage, construction inspection, cost estimating, scheduling, surveying, geotechnical, and materials testing.

**Tampa International Airport (TPA) Taxiways E and U Reconstruction, Tampa, FL Project Manager.** Taxiway E is a 75' wide by 3,200' long asphalt taxiway that primarily serves the FBO and MRO facilities. As Prime Consultant, Kimley-Horn delivered the design contract documents and construction administration services that provided for a nominal 2" mill and 2" asphalt overlay covering approximately 25,000 SY of surface. Rehabilitation also included the demolition of connecting taxiways to eliminate hot spots. This also required the reconfiguration of the taxiway's edge light and signage system. A significant design element included the exposure and structural investigation of twin 54" stormwater pipes installed 50 years ago.



## DUSTIN COLWELL, PE

### LEAD AIRFIELD ELECTRICAL ENGINEER; CONSTRUCTION ADMINISTRATION

#### SPECIAL QUALIFICATIONS

- Brings 17 years of electrical engineering experience in design, analysis, and construction management
- He prepares bid documents and specifications, cost estimates, and planning for electrical and architectural projects
- Construction management experience includes inspection, submittal review, pay request review, RFI response, and field directives
- Technical experience includes design and analysis of airfield lighting and signage design, voltage drop calculations for power distribution, photometric design and calculations, and fiber optic network design

#### PROFESSIONAL CREDENTIALS

- Bachelor of Science, Electrical Engineering, University of Nebraska, Lincoln
- Professional Engineer in Florida, #84554
- Professional Engineer in Nevada, Texas, Arizona, Washington, California, Colorado, Oklahoma, Puerto Rico, Ohio, and Massachusetts
- Institute of Electrical and Electronic Engineers (IEEE)

#### RELEVANT EXPERIENCE

**Punta Gorda Airport (PGD) Reconstruction of Taxiway D, Punta Gorda, FL** — Lead Airfield Electrical Engineer. Kimley-Horn provided design, bidding, and construction administration services for the Reconstruction of Taxiway D. The design required 29,000 square yards of full depth asphalt pavement removal, 31,000 square yards of 12-inch-thick lime base. Dustin was responsible for the electrical design and worked directly with the Airport Engineer to assure completeness and accuracy for the taxiway edge lighting and signage.

**Southwest Florida International Airport (RSW) Rehabilitation of Taxiways A, F, and G2, Fort Myers, FL** — Lead Airfield Electrical Engineer. Kimley-Horn was selected to provide design manager services for the rehabilitation of airfield pavements at RSW including taxiways, taxiway connectors, and aircraft parking ramps. Dustin led the airfield electrical design and was the Engineer of Record for the design of airfield lights, including taxiway edge and taxiway centerline lights, guidance signs, new lighting vault building with new constant current regulators and Runway Guard Lights. Dustin coordinated with the airport engineering team and airfield maintenance to transition half of the lighting circuit to the old vault and reconfigure the existing vault to comply the NEC regulations. Kimley-Horn led an extensive investigation of the pavement and subsurface conditions, which included visual observations, geotechnical investigation, geophysical testing, non-destructive testing, and topographic and utility surveying. The project also incorporated safety and electrical improvements for the airfield. Coordinating closely with LCPA and FAA-ADO staff, Kimley-Horn developed strategies to reduce the potential for runway incursions and mitigate airport hot spots. Efficient phasing coordination of this project was a top priority for Kimley-Horn, as RSW is a busy single-runway airport. Kimley-Horn is currently providing construction administration services for three construction projects under this program.

**Sarasota Bradenton International Airport (SRQ) Commercial Apron Expansion / Taxiway R5 Rehabilitation and Removal of Taxiway A8, Sarasota, FL** — Lead Airfield Electrical Engineer. While serving as a subconsultant to another firm, Kimley-Horn was selected to provide support during the design and bidding phases of the project. Services include providing production support, airfield electrical engineering, structural engineering of drainage structures, and development of construction specifications and project quantities for the project. Kimley-Horn serves as the Engineer-of-Record for airfield electrical and structural engineering.

**Puerto Rico Ports Authority (PRPA) A/E Services for Regional Airports Improvements Program, Puerto Rico, PR** — Lead Airfield Electrical Engineer. Kimley-Horn provides professional consulting services to the Puerto Rico Ports Authority (PRPA) for the program verification, design, permitting, bid, and construction phase services for its regional airports program. The scope includes reviewing existing information and conditions and performing preliminary studies to determine the viability of existing infrastructure. The ongoing projects will bring the current airfield geometry at each airport into conformance with the most current criteria contained in the FAA AC 150/5300-13A (Change 1). The projects include pavement rehabilitation, geometric changes (including mitigation of hot spots), airfield lighting and visual aids modifications, and all new airfield electrical vaults.

**Punta Gorda Airport (PGD) New Taxiway G, Punta Gorda, FL** — Lead Airfield Electrical Engineer. From the beginning, Dustin provided direction during plan production, ensuring the layout of the lighting and signage was compliant with the Advisory Circulars. He prepared load calculations and evaluated any impacts to the electrical vault. The Scope of Work included civil engineering, electrical engineering, topographic surveys, subsurface geotechnical investigations, design and development of construction contract documents, bid phase services, quality assurance testing, and post-design services during the construction phase. New Taxiway G was proposed to be 2700' x 50' wide with no paved shoulders and was to be constructed to meet Taxiway Design Group (TGD) 3 geometric standards per FAA Advisory Circular (AC) 150/5300-13B Airport Design.

## JAMES HOWELL, PE

### PAVEMENT DESIGN; CONSTRUCTION ADMINISTRATION



#### SPECIAL QUALIFICATIONS

- 11 years of experience in project design, construction administration, and pavement management implementation
- James has conducted pavement condition index (PCI) surveys and analysis at more than 120 public use airports according to FAA and American Society for Testing and Materials (ASTM) D5340 requirements
- He has provided instruction in the method of field data collection according to FAA and ASTM D5340 requirements, the performance of PCI surveys, and analysis of pavement condition for nearly 300 aviation staff through the FDOT Airfield Pavement Inspection and Repair Training Course
- Has successfully lead field investigations at both commercial and general aviation airports as part of the FDOT statewide airfield pavement management program

#### PROFESSIONAL CREDENTIALS

- Master of Engineering, Civil Engineering, University of Florida
- Bachelor of Science, Civil Engineering, University of Florida
- Professional Engineer In Florida, #81814
- Professional Engineer in Pennsylvania and Tennessee
- American Society of Civil Engineers (ASCE)

#### RELEVANT EXPERIENCE

##### **Orlando International Airport (MCO) STC South Terminal C Phase 1, Orlando, FL**

Pavement Analysis/Pavement Design Engineer. South Terminal C Phase 1 is in a new greenfield site which will include 19 airside international/domestic swing gates, a landside terminal, rental car facilities, associated roadway and bridge structures, parking garage expansion, central energy plant, central receiving facility and ground support equipment facility. The airfield portion of the project, led by Kimley-Horn as the Engineer of Record, consists of the airfield concrete apron and associated infrastructure for aircraft parking and circulation at the terminal, and the taxiways and taxilanes for access to and from the new South Terminal C complex existing airfield. Project included approximately 575,000 square yards of Rigid Portland Cement Concrete pavement. In addition to the airside elements, Kimley-Horn is the Engineer of Record on the landside terminal building civil improvements. Off-site improvements include site development for a Rent-A-Car (RAC) facility outside the Terminal C area.

##### **Motor Pool Maintenance Facility Pavement Assessment at Orlando International Airport (MCO), Orlando, FL**

— Pavement Analysis/Pavement Design Engineer. Kimley-Horn completed a pavement assessment on the Motor Pool Maintenance Facility in August of 2014. The on-site inspection consisted of a pavement condition index (PCI) inspection and an observation of vehicle inventory at the time of the survey on the approximately 3.5-acre site. Tasks for this project included pavement condition analysis, maintenance and rehabilitation recommendations, conceptual pavement design and opinion of probable cost. James was responsible for pavement design efforts and development of opinion of probable costs using the Florida Department of Transportation Flexible Pavement Design Manual and Specifications.

##### **Punta Gorda Airport (PGD) Rehabilitation and Extension of Runway 15-33 and Associated Taxiways, Punta Gorda, FL**

— Pavement Analysis/Pavement Design Engineer. Kimley-Horn provided design, bidding, and construction administration services to rehabilitate and extend Runway 15-33. With a very stringent schedule to meet the deadline for FAA grant application, Kimley-Horn successfully prepared the contract documents on-time and fully coordinated with PGD staff exceeding their expectations for quality and service.

##### **Punta Gorda Airport (PGD), Runway 4-22 Rehabilitation and Reconstruction, Punta Gorda, FL**

Pavement Analysis/Pavement Design Engineer. Kimley-Horn provided professional consulting services for Runway 4-22, PGD's primary runway and the longest of the three runways at 7,193 feet long. The center portion of the runway was removed and reconstructed along its entire length. The remaining portion was milled and resurfaced. Both portions of the runway were paved with asphalt and grooved and painted with runway markings. New blast pads also were constructed at each end of the runway and new energy-efficient lighting was installed.

##### **Orlando Executive Airport (ORL) Runway 7-25 Rehabilitation Alternatives Analysis, Orlando, FL**

Project Engineer. Kimley-Horn was selected by GOAA to provide engineering analysis services for ORL Runway 7-25 Rehabilitation Alternatives Analysis at Orlando Executive Airport under W000478. As part of this project, Kimley-Horn provided rehabilitation strategies and opinions of probable construction costs (OPCC) alternatives. The Scope of Work consisted of the initial planning work for identification of the preferred alternative/approach to rehabilitation, which included a site visit, records review, pavement design and rehabilitation strategies preparation, and program-level OPCCs for each alternative. The OPCCs included the costs for rehabilitating the pavements, upgrading the pavement geometry, marking, lighting, guidance signs and runway safety area to meet the FAA standards.





## BRIAN GOODLING, PE

### AIRFIELD CIVIL ENGINEER; CONSTRUCTION ADMINISTRATION

#### SPECIAL QUALIFICATIONS

- Brian is an aviation engineering professional with seven years of experience and his specialties include aircraft pavement design, airfield and landside grading and drainage, airspace analysis, security improvements, parking and circulation design, stormwater design, utility design, and development of detailed technical construction phasing and scheduling
- Brian has served as a project engineer or project manager for various airside and landside projects at general aviation and commercial service airports encompassing asphalt and concrete pavement reconstruction and rehabilitation, new construction of airside and landside infrastructure such as aircraft aprons and parking areas, airspace analysis, and landside site design including stormwater and utility design
- He has extensive knowledge of permitting through various review agencies across Florida including the Southwest Florida Water Management District (SWFWMD), Florida Department of Transportation (FDOT), and Sarasota and Manatee Counties

#### PROFESSIONAL CREDENTIALS

- Bachelor of Science, Civil Engineering, Pennsylvania State University
- Professional Engineer in Florida, #93398

#### RELEVANT EXPERIENCE

**Sarasota Bradenton International Airport (SRQ) Taxiway Bravo Rehabilitation, Sarasota, FL** Airfield Engineer. Taxiway Bravo at the Sarasota Bradenton International Airport (SRQ) is a full-length parallel taxiway to Runway 4-22. This project included the rehabilitation of the Taxiway Bravo pavements north of Runway 14-32, including various taxiway crossings and pavement tie in locations. The scope of work included asphalt milling at various depths, asphalt paving, airfield markings, and reconstruction of a portion of the concrete ramp pavements adjoining the taxiway. In addition, the Taxiway Bravo edge light system was upgraded with new LED edge light fixtures and a new home-run circuit back to the airfield electrical vault and included the installation of a new constant current regulator to maximize efficiency of the new edge light system. The project limits exist within a busy section of the airfield that is consistently utilized by the Rectrix FBO and other general aviation tenants at SRQ. As such, during the development of the project's construction phasing, close coordination with SMAA engineering, maintenance, and operations staff, as well as Rectrix management was essential to preserve access and usability of the Taxiway Bravo pavements to the greatest extent possible during construction.

**Sarasota Bradenton International Airport (SRQ) West Apron & Employee Parking Lot Relocation, Sarasota, FL** — Lead Airfield Engineer. Kimley-Horn is providing professional engineering services for design, permitting, bidding, and construction phase services for the West Apron Hardstand Expansion and Employee Parking Lot Relocation project at SRQ. Design efforts included topographic survey, geotechnical exploration of the site, subsurface utilities investigations, and permitting through Southwest Florida Water Management District (SWFWMD), Manatee County, and Sarasota County. The project includes expansion of the concrete terminal apron at SRQ to include three new Aircraft Design Group (ADG) III parking positions, new on-ramp vehicle service roads to support ground-loading and fueling of aircraft, high-mast lighting, new jet blast deflectors, pavement markings, apron edge lighting, and airfield drainage infrastructure.

**Sarasota Bradenton International Airport (SRQ) Commercial Apron Expansion / Taxiway R5 Rehabilitation and Removal of Taxiway A8, Sarasota, FL** — Airfield Engineer. While serving as a subconsultant to another firm, Kimley-Horn was selected to provide support during the design and bidding phases of the project. Services include providing production support, airfield electrical engineering, structural engineering of drainage structures, and development of construction specifications and project quantities for the project. Kimley-Horn serves as the Engineer-of-Record for airfield electrical and structural engineering.

**Punta Gorda Airport (PGD) Rehabilitation and Extension of Runway 15-33 and Associated Taxiways, Punta Gorda, FL** — Airfield Engineer. Kimley-Horn provided design, bidding, and construction administration services to rehabilitate and extend Runway 15-33. Within the early phases of design, Kimley-Horn performed an extensive pavement condition analysis including a pavement coring program to fully understand the most economical approach for the rehabilitation. The rehabilitation consisted of a nominal 1-inch profile milling and a 2-inch overlay of P/401 asphalt. The extension component of the project occurs at the Runway 33 end, which is being 593 feet for the full width of 150 feet. During design, Kimley-Horn coordinated regularly with airport staff. Engagement with stakeholders, such as ATCT Chief, FAA, Airlines, and Airport Operations, was necessary when preparing the construction safety and phasing plan. With a very stringent schedule to meet the deadline for FAA grant application, Kimley-Horn successfully prepared the contract documents on-time and fully coordinated with PGD staff exceeding their expectations for quality and service.

## Scott T. Brady, P.E. | Senior Consultant

Mr. Brady has over 46 years of experience in civil engineering, emphasizing public sector projects. More than 35 years of his total experience is for airport projects, which includes assignments as program manager, project engineer, and consultant. His varied engineering functions have included engineering analysis, design documents preparation, permitting, cost estimating, CPM scheduling, bid analysis, grant assistance, field observation, construction claims evaluation and resolution, forensic engineering, expert testimony, research and instruction. He has worked on over 175 airport projects at over 50 airports. These have been located in 11 states across four FAA regions, with a concentration in the FAA Southern Region.

**FDOT, Statewide Airport Stormwater Study, Tallahassee, FL.** Program Manager or Technical Manager (phase dependent). The FDOT Statewide Airport Stormwater Study, jointly funded by the FDOT and the Federal Aviation Administration was intended to limit water management features that are more attractive to wildlife, while meeting all state and federal rules for water quality and quantity management. Program Manager for the initial study that included program design, data collection (including stormwater runoff quality and quantity data from the airside of 13 Florida airports), a Technical Report and an updateable Best Management Practices Manual for Florida Airports. Technical Manager for subsequent phases updating the Best Management Practices (BMP) Manual. The BMP Manual makes recommendations based on data collected and analyzed for the study, and guidance from the Florida Department of Environmental Protection and Water Management Districts for designing and permitting airport stormwater systems. The project also included studies illustrating the application of the data, legislation and rulemaking assistance, and post-construction monitoring for projects demonstrating the effectiveness of BMP Manual recommended designs. The project resulted in legislation and a general permit for airport airside stormwater management FAC 62-330.449 and 2024 Applicant's Handbook Volume 1.

**Sarasota Bradenton International Airport, Stormwater Management System Improvements - Planning, Design, Permitting, and Construction, Sarasota, FL.** Program Manager. The project reduced, modified, and eliminated wet ponds that were attractants for hazardous wildlife. This improved safety. It also permitted 111 acres of new aviation business development consisting of terminal expansion, aprons, taxiways, hangars and offices, access roads and parking, thus increasing airport revenue. This is about 55 acres greater than would otherwise be available using presumptive design criteria. The project also replaced failed pipes in parts of the system.

Total Experience: 46  
With Firm: 11



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### Education

B.S./1977/Civil Engineering/ Georgia Institute of Technology  
M.S./1978/Civil Engineering/ Georgia Institute of Technology

### Professional Registrations

Professional Engineer/FL 34966  
Professional Engineer/GA  
Professional Engineer/TN  
Commercial Pilot, single engine, land and sea,  
instrument rated

### Professional Affiliations

American Society of Civil Engineers  
Aircraft Owners and Pilot Association  
Florida Airports Council

### Awards and Recognition

- Program Manager for the 2014 J. Bryan Cooper Environmental Award project
- Program Manager for the 2015 J. Bryan Cooper Environmental Award project
- Program Manager for the 2016 J. Bryan Cooper Vision Award project
- Program Manager for the 2022 J. Bryan Cooper Environmental Award project
- Corporate Eagle Award – Florida Airport Council, 2012
- Construction Administration for the National Asphalt Paving Association First Place Quality Paving Award for an Airfield Project

## Mike Harris, CM | Chief Designer

Mike Harris is a chief designer at EG Solutions and has over 23 years of experience designing, planning, and managing various airport projects. He is knowledgeable regarding FAA Advisory Circulars and in construction administration through his experience performing construction observation and management of airport, highway, and building construction projects. Representative projects include runway, taxiway, and apron rehabilitation projects; taxiway extensions; apron paving; airfield lighting design; security and wildlife fencing projects; and preparing airport layout plans and other airport planning documents.

**Sarasota Bradenton International Airport, Aircraft Rescue and Firefighting (ARFF) Station, Sarasota, FL.** Project Manager. Responsibilities included civil portions of the renovation of the existing ARFF station at the airport. The project included various upgrades which included hardening the structure, HVAC upgrades, windows, roofing, enclosed bunk rooms, modifications and expansion to include a new fitness room, lighting upgrades, lightning protection, and new finishes. Services included preparation of plans and specifications for site grading and drainage, erosion control, construction safety and phasing plans and other site improvements. Additional services included cost estimating, bidding support, and construction administration for the project.

**Sarasota Bradenton International Airport, ASG Hangar, Sarasota, FL.** Project Manager. The project includes professional engineering services for design-build development of a 5-acre parcel in the airport's North Quadrant. The site includes a 35,000 square foot hangar, 7,500 square yard aircraft parking apron, vehicular parking lot, fuel tank, drainage improvements, utilities, and associated improvements as part of Phase 1 construction. A second hangar and expanded apron will be part of Phase 2 construction. Services for the project included civil site design, airfield electrical/lighting modifications, pavement design, stormwater management design and permitting, utility design and permitting services, and local site development permitting.

**Sarasota Bradenton International Airport, Industrial Development Lot 9, Sarasota, FL.** Project Manager. The project includes design of approximately 105,000 square feet of industrial building and associated site improvements. Services included stormwater management design and permitting, environmental permitting, wetlands and ecological surveys, Phase I environmental audit assessments and geotechnical investigations.

**Sarasota Bradenton International Airport, Experimental Aircraft Association Hangar, Sarasota, FL.** Project Manager. The project provides professional engineering services for the redevelopment of the former ATCT site in the North Quadrant of the Sarasota Bradenton International Airport. The project includes a 6,000 square foot aircraft storage hangar for the Experimental Aircraft Association (EAA), apron and connector taxiway, vehicular parking area, and associated site improvements. Services for the project include civil site design, airfield electrical/lighting modifications, pavement design, stormwater management design and permitting, and assistance with local site development permitting. EGS is providing professional services for this project at no cost to the EAA to support the valuable programs they continue to offer.

Total Experience: 24  
With Firm: 2



mharris@eg-solutionsinc.com

### Education

B.S./1999/Public Affairs/Indiana University

### Professional Training

AutoCAD  
AutoCAD Civil3D  
AutoCAD Map3D  
ArcGIS  
Microstation

### Certifications

American Association of Airport Executives  
Certified Member

### Professional Affiliations

Florida Airports Council  
Airport Consultants Council



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## Dale Simmers | Resident Project Representative



Dale Simmers is a resident project representative (RPR) at EG Solutions. He spends the majority of his time in the field performing construction management duties. Some of these duties include reviewing the progress schedules, attending conferences and meetings, serving as a liaison between the client and all prime contractors, maintaining shop drawings and samples, observing work in progress to ensure it conforms to contract documents and reporting any discrepancies, making initial interpretations of contract documents, considering and evaluating contractor's suggestions for modifications and discussing them with the client, accompanying regulatory inspectors onsite and reporting findings, maintaining a jobsite log book, producing reports as required, reviewing and endorsing pay requests, and organizing, preparing for, and leading the substantial completion and final inspection as well as verifying completion.

Total Experience: 17  
With Firm: 2

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### Relevant Projects:

**Sarasota Bradenton International Airport, Commercial Apron Expansion, Sarasota, FL.** Resident Project Representative. Responsibilities included construction observation and record keeping, coordination and review of construction geotechnical and materials testing, performing select confirmation and referee field test, assistance coordinating project work with adjacent projects, and ongoing assistance with closeout materials. The project included expansion of the commercial apron parking ramp east of the existing ramp, reconstruction and realignment of Taxiway R5, and removal of Taxiway A8. SRQ required five additional ground loading gates with parking for the Airbus A320/A321 Aircraft. The services performed included field surveys, geotechnical investigation, geometric layouts, pavement design, stormwater management design and permitting with three jurisdictional agencies, electrical modifications, signage, pavement markings, bidding, and construction observation.

**Sarasota Bradenton International Airport, West Apron Expansion, FL.** Resident Project Representative. Responsibilities included construction observation and record keeping, coordination and review of construction materials testing, coordinating select confirmation tests, assistance coordinating project work with adjacent projects, and assistance with closeout materials. The project consisted of relocation of the employee parking lot and expansion of the existing commercial apron hardstand parking areas. Work items included earthwork, drainage, utilities, concrete and asphalt paving, airfield lighting, marking, and associated work items.

**Venice Airport, Runway 13-31 Rehabilitation, Venice, FL.** Resident Project Representative. Responsibilities included construction observation and record keeping, geotechnical testing, coordination and review of laboratory materials testing, and coordination and review of pavement testing. This project was the rehabilitation of Runway 13-31 which included maintaining current pavement strengths and plan dimensions, partial correction of pavement grades, and improvement of Runway Safety Areas (RSA) using a composite material. The RSA improvement partially satisfied an unrelated regulatory consent order that the City of Venice was under.

### Certifications

CPN Nuclear Gauge  
ACI Level 1 FTT  
CTQP Earthwork Construction Inspection,  
Level 1  
CTQP Concrete Field Technician, Level 1  
CTQP Asphalt Paving, Levels 1 and 2  
CTQP LBR Technician



## HYATT SURVEY SERVICES, INC.

### Russell Hyatt, PSM

#### Survey and Mapping Support

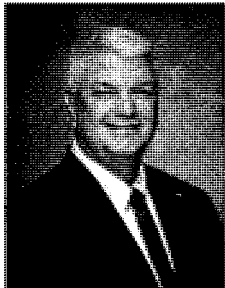
*Hyatt Survey Services, Inc.*

**Years of Experience:** 36

#### **Education:**

Bachelor of Science, Survey and Mapping, University of Florida, 1990

26 years of continuing education in Florida Law, standards of practice, land title, environmental, GIS, GPS and business and professional development



#### **Distinguishing Attributes:**

- Mr. Hyatt has 36 years of professional surveying and mapping experience relating to transportation planning, construction and engineering. He, also has experience as an expert witness in depositions regarding survey and property titles.

#### **Certifications/Registrations:**

- Professional Surveyor and Mapper, FL. LS#5303

#### **Affiliations:**

- Florida Surveying and Mapping Society (Past President)
- Manasota Chapter of the Florida Surveying and Mapping Society
- Tampa Bay Chapter of the Florida Surveying and Mapping Society (Past President)
- University of Florida Surveying and Mapping Advisory Committee
- The Hydrographic Society of America
- National Society of Professional Surveyors
- American Society of Civil Engineers

#### **EXPERTISE:**

##### **SRQ Project Experience:**

##### **SMAA Property, Tree Removal Verification & Tallevast Road Rezone:**

Client: SMAA

Description: Provided FPL legal descriptions & sketch, tree removal verification survey & boundary survey of Tallevast Rd.

##### **SRQ Ready Return Lot**

Client: SMAA

Description: Provided topographic survey of pad and light poles.

##### **SRQ Suncoast Golf Course Easement**

Client: SMAA

Description: Provided topographic survey of the golf course easement and Lockheed Martin Tallevast site.

##### **SRQ Monitoring Well Locations**

Client: SRQ Manatee Airport Authority

Description: Determined the locations of 175 monitoring wells within the SRQ properties.

##### **SRQ FEMA Elevation Certifications**

Client: SRQ Manatee Airport Authority

Description: Provided FEMA Elevation certifications for several buildings located on airport property.

##### **SRQ Runway 14 Rehab**

Client: Michael Baker, Inc.,

Description: Topographic Survey of a portion of Runway 14 for future rehab.

##### **SRQ Commercial Park Connector**

Client: American Infrastructure Development

Description: Topographic survey for the proposed offsite commercial park and connecting roadway.

##### **SRQ National Car Rental Site**

Client: JDK Construction, Hyatt Survey

Description: Provided a Boundary and topographic survey for proposed fuel tank.

##### **SRQ Airport Terminal Entrance**

Client: The LPA Group

Description: Provided a Topographic survey for new sidewalks.

##### **SRQ Taxiways "G", "J"**

Client: Woodruff & Sons, Inc.

Description: Provided construction Stakeout & Asbuilt surveys

##### **SRQ Aircraft Pavement Marking**

Client: Aero Bridgeworks

Description: Provided layout and asbuilt of aircraft striping at airline gates

##### **SRQ Airport Mode S**

Client: Federal Aviation Administration (FAA)

Description: Radar calibration survey

##### **SRQ Airport Fiber Optic Tower**

Client: J. Ranck Electric

Description: Provided construction layout & asbuilts

##### **SRQ Airport Ready Return Lot Improvements**

Client: AECOM

Description: Provided a topographic survey for the shade structures ready return lot mods

**Current Availability: 60%**

#### **TOPOGRAPHIC/DESIGN PHASE PROJECTS:**

##### **SRQ Runway 14 Rehab**

Client: Michael Baker, Inc.,

Description: Topographic Survey of a portion of Runway 14 for future rehab.

##### **SRQ Commercial Park Connector**

Client: American Infrastructure Development







**SSC Advisors LLC**

**PROFESSIONAL CREDENTIALS**

- ▶ Bachelors, Civil Engineering, University of South Florida
- ▶ Professional Engineer in Florida, #39434
- ▶ Professional Engineer in Alabama, #38548-E
- ▶ Airport Consultants Council (ACC)
- ▶ American Association of Airport Executives

## STEVEN B. CORNELL, PE

### QUALITY CONTROL AND CONSTRUCTABILITY REVIEWS

*Steve's history working with the Kimley-Horn team has spanned six years, where their trust in his ability to provide top-level quality control and constructability reviews has been based on him delivering real results. Steve has 40 years of progressive experience with varying roles as an owner, consultant, and contractor in the planning, design, and construction of complex airport development programs. His extensive experience includes new greenfield airports as well as expansion, redevelopment, and rehabilitation of airside, landside, and terminal facilities for airport clients across the U.S. and on four continents abroad. He has managed numerous airport improvement programs that involved complex airfield improvements at airports such as San Diego, Oakland, and Houston Intercontinental Airports. He also is a specialist in the efficient and effective use of alternative project delivery methods. He co-authored the "Airport Owner's Guide to Project Delivery Systems" and has served as a subject matter specialist at specialty conferences.*

### RELEVANT EXPERIENCE

#### **Sarasota Bradenton International Airport (SRQ) Taxiway Bravo Rehabilitation, Sarasota, FL**

Quality Control Officer. **Kimley-Horn** provided design and construction administration services for the rehabilitation of the Taxiway Bravo pavements north of Runway 14/32, including various taxiway crossings and pavement tie in locations. The scope of work included asphalt milling at various depths, asphalt paving, airfield markings, and reconstruction of a portion of the concrete ramp pavements adjoining the taxiway. In addition, the Taxiway Bravo edge light system was upgraded with new LED edge light fixtures and a new home-run circuit back to the airfield electrical vault and included the installation of a new constant current regulator to maximize efficiency of the new edge light system. The project limits exist within a busy section of the airfield that is consistently utilized by the Atlantic Aviation and other general aviation tenants at SRQ. Steve performed quality assurance and control services for the construction documents during the design phase of the project.

#### **Punta Gorda Airport (PGD), Reconstruction of Taxiway D, Punta Gorda, FL**

Quality Control Officer. **Kimley-Horn** provided design, bidding, and construction administration services for the Reconstruction of Taxiway D. The design required 29,000 square yards of full depth asphalt pavement removal, 31,000 square yards of 12-inch-thick lime rock base, 17,000 tons of FAA P-401 asphalt, airfield markings, edge lighting, stormwater, sod, and topsoil. Steve provided this relevant experience in reviewing the contract plans and specifications for completeness, accuracy, and constructability.

#### **Punta Gorda Airport (PGD), Rehabilitation and Extension of Runway 15-33, Punta Gorda, FL**

Quality Control Officer. **Kimley-Horn** provided design, bidding, and construction administration services for the Punta Gorda Airport (PGD). The project encompassed rehabilitation and reconstruction of asphalt pavements on 5,688 linear feet of Runway 15-33 and involved design extensions of Runway 15-33 by 593 linear feet, as well as associated electrical infrastructure, paved shoulders, installation of new PAPs, coordination with FAA for development of revised approach procedures, and airfield markings. This project required the reconfiguration of Taxiways G and D to accommodate access to the newly extended runway. Other services included drainage, wetland mitigation, cost estimating, scheduling, surveying, geotechnical, and materials testing. **Kimley-Horn** met the strict deadline for the FAA grant application. The Kimley-Horn team prepared the contract documents and coordinated with PGD staff, while exceeding their expectations for quality and service. Construction was recently completed in November of 2020.

#### **Sarasota Bradenton International Airport (SRQ), West Apron & Employee Parking Lot Relocation, Sarasota, FL**

Quality Control Officer. **Kimley-Horn** is providing professional engineering services for design, permitting, bidding, and construction phase services for the West Apron Hardstand Expansion and Employee Parking Lot Relocation project at SRQ. Design efforts included topographic survey, geotechnical exploration of the site, subsurface utilities investigations, and permitting through Southwest Florida Water Management District (SWFWMD), Manatee County, and Sarasota County. The project includes expansion of the concrete terminal apron at SRQ to include three new Aircraft Design Group (ADG) III parking positions, new on-ramp vehicle service roads to support ground-loading and fueling of aircraft, high-mast lighting, new jet blast deflectors, pavement markings, apron edge lighting, and airfield drainage infrastructure.

## Daniel R. Ruel, P.E.

Geotechnical Engineer



### Summary of Capabilities

Geotechnical Engineering  
Civil Engineering  
Project Management  
FDOT Project Management

### Years of Experience

With Tierra: 11 years

### Education

B.S., Civil Engineering, University of South Florida, 2011

### Professional Organizations/Registrations/Awards

Fundamentals of Engineering – 2011  
Florida Professional Engineer, No. 82404

Mr. Ruel has 11 years of experience in the field of Geotechnical and Structural Engineering and has worked on a variety of infrastructure projects including roadways and bridges, aviation facilities, water, wastewater and private developments.

He has worked on projects for numerous municipalities as well as state agencies. Through these projects Mr. Ruel has analyzed slope stability, settlement, deep foundation design (drilled shafts and driven piles), shallow foundation design, laboratory testing and research, and forensic geotechnical investigations.

### Airport Project Experience

**Sarasota Bradenton International Airport: North Quad Access Roadway** - The project consisted of the construction of a new North Quad Roadway to connect with the existing Clyde Jones Road. Portions of the project included milling and resurfacing as well as reconstruction in the area of the proposed tie-in. Tierra's services included nine (9) SPT borings and eight (8) hand auger borings in the area of the proposed north quad roadway and one (1) SPT boring in a potential drainage improvement area. Additionally, four (4) CBR tests were performed on selected samples within the project area. Laboratory testing was conducted and geotechnical engineering recommendations were provided to support the design team. **December 2017 – April 2018**

**Sarasota Bradenton International Airport: Taxiway Bravo Rehabilitation** - The project consisted of rehabilitating Taxiway Bravo. Tierra's services included twenty-eight (28) pavement cores, three (3) SPT borings and collection of two (2) bulk samples for California Bearing Ratio (CBR) testing to support the design. **August 2019 – February 2020**

**Sarasota Bradenton International Airport: Ground Transportation Center** - This project included SPT borings, asbestos and lead based paint surveys, laboratory testing and associated geotechnical recommendations to support the design of roadway improvements as well as new lounge and canopy structures. **June 2021 – February 2022**

**Sarasota Bradenton International Airport: Terminal Concourse B Expansion and New Concourse A** - This project included SPT borings, laboratory testing and associated geotechnical recommendations to support the design of the new Concourse A. The new Terminal expansion will be approximately 73,500 square feet and include 5 gates. **February 2022 – April 2022**

**Naples Municipal Airport: ARFF Building and Improvements** – The project consisted of providing geotechnical services for the proposed single story Aircraft Rescue and Firefighting (ARFF) building at Naples Municipal Airport in Collier County. Additionally, the project included potential stormwater management areas as well as the parking and access drives. **January 2018 – March 2018**

**Lakeland Linder International Airport, Runway 9-27 Lighting and Other Facilities Improvements** – The project consists of improvements to the existing Runway 9-27 lighting, the air traffic control tower and a future glide slope location. Tierra provided geotechnical support through pavement cores, SPT borings, hand auger borings and laboratory testing. **June 2020 – July 2020**

**Peter O' Knight Airport Runway 4-22, Taxiway and Apron Pavement Rehabilitation** - The project consisted of performing geotechnical services to support the reconstruction of Runway 4-22 as well as rehabilitation of Taxiways A, C & E, T-Hangar Taxilanes and apron areas. The improvements consisted of Full Depth Reclamation throughout the project limits. Tierra executed a program of subsurface exploration consisting of asphalt pavement cores, auger borings, and subsurface sampling. Three (3) Limerock Bearing Ratio (LBR) tests were conducted on collected samples. Laboratory testing was performed to identify the soil conditions at each boring location, and geotechnical engineering recommendations were provided to assist the design. **November 2016 – April 2017**



## QUALIFICATIONS

- SUE
- Surveying

## EDUCATION

Diploma, Calvert Hall High School

Attended, Storm Drain Design,  
Catonsville Community College

## LICENSURE

Professional Land Surveyor, DE, #S6-0000659

Professional Land Surveyor, MD,  
#21210

## YEARS OF EXPERIENCE

50

## Neil Eppig, RLS

### SUE PROJECT MANAGER

Mr. Eppig is a Subsurface Utility Engineering (SUE) project manager with over four decades of professional experience. He brings exceptional client and project management skills along with technical expertise in land surveying and SUE. His responsibilities include estimation of SUE staff hours, management of SUE designation and locations, and QA/QC of final utility deliverables. Mr. Eppig currently carries dual survey licensure in Maryland and Delaware.

### ► Project Experience

**River to Sea Loop Trail Ph II and III; GAI Consultants, Inc. | Deland, FL:** McKim & Creed provided professional surveying and Quality Level B & A SUE services for Phase II and III of the River to Sea Loop Trail. The St. Johns River-to-Sea Loop (SJR2C) is a 260-mile paved multi-use trail project underway in northeast Florida. It runs through five Florida counties, includes the entire Palatka-to-St. Augustine State Trail, and is part of the 3,000-mile East Coast Greenway. It also overlaps with the Florida Coast-to-Coast Trail and other long-distance trail corridors.

**FDOT District 5, SR 500 from CR 437A to Bradshaw Rd | South Apopka, FL:** McKim & Creed completed this Design Survey in support of proposed RRR improvements along SR 500 (US 441). This project was performed to resurface SR 500 with the addition of bicycle lanes, curb reconstruction and drainage repair. McKim & Creed was responsible for establishing horizontal & vertical control, completing a drainage survey of existing structures, completing a mobile lidar topographic survey to support design, and SUE designation and locations.

**FDOT District 5, I-4 Beyond the Ultimate Segment 2, from SR 528 to SR 435 with Jacobs Engineering | Orlando, FL:** The project involved the build-out of I-4 to its ultimate condition within the project limits. This project included widening the existing six lane divided interstate to a ten-lane divided urban interstate. The concept design proposed the addition of two new express lanes in each direction, resulting in a total of ten dedicated lanes. A barrier wall in between the adjacent shoulders will separate the express lanes from the general use lanes. Three twelve-foot auxiliary lanes will be provided in some areas in the eastbound direction and up to two auxiliary lanes will be provided in some locations in the westbound direction. McKim & Creed performed Quality Level B utility designations and 500 Quality Level A test holes at utility conflict locations and clearings for proposed mast arms, overhead signs, and ITS poles. Safety signs and cones were placed along this extremely busy roadway to create a safe work environment for both our staff and the public.

**FDOT District 5, SR 600 South John Young Parkway Pleasant Hill Road to Portage Street | Kissimmee, FL:** McKim & Creed provided professional topographic survey services to the FDOT for the widening of SR 600 from Pleasant Hill Road to Portage Street a length of approximately 2.384 miles. The project aimed to relieve congestion, improve access, extend bicycle and pedestrian facilities, enhance aesthetics, and add landscaping within the project area.

**FDOT District 5, Design Build Push Button Contract No. 2 (E54A6); GAI Consultants, Inc. | Eustis, FL:** McKim & Creed provided professional survey and SUE support services for the Design Build Push Button Contract No. 2 - Program Management for FDOT District 5. Typical projects will consisted of but were not limited to: minor intersection improvements, sidewalks lighting upgrades, median revisions, traffic signal installations, signing and pavement marking projects, minor roadway design and construction, intelligent transportation systems (ITS) upgrades, safety improvements, minor structures projects, and other miscellaneous traffic operations and safety improvements. Elements of work included roadways, sidewalks, structures, intersections, interchanges, geotechnical activities, ITS, design surveys, drainage, signing & pavement markings, signalization, lighting, utility coordination/relocations, MOT, cost estimates, environmental permits, FAA permits, quantity computation books, specification packages & coordination, public involvement efforts, and all necessary incidental items for a complete project. No ROW acquisition will be required under this contract - all improvements must be completed within existing FDOT or local jurisdiction ROW.support design, and SUE designation and locations.





## QUALIFICATIONS

- Sewer Modeling Rehabilitation & Replacement

## EDUCATION

B.S., Organizational Leadership & Learning, University of Louisville

## CERTIFICATIONS

PACP #U-0618-0703002134

MACP #U-0618-0703002134

## EXPERIENCE

13 Years Experience

<1 Year with McKim & Creed

13 Years with Prior Firms

# Derek Holderman

## SEWER MODELING (R&R) DISCIPLINE B

Mr. Holderman began his career in the underground utilities market in 2008. He has successfully led and managed projects and operations across the United States with a focus on the assessment, data collection, and rehabilitation of water, wastewater, stormwater, and natural gas distribution systems. These projects included flow monitoring, smoke testing, manhole inspections, cross bore investigation, leak detection, CIPP, pipe bursting, manhole rehabilitation, and trenchless lateral rehabilitation. Derek has also worked on development teams to create proprietary software and applications to enhance field data collections and delivery to internal and external clients. With his wide variety of experience, Derek is familiar with the various equipment, software, and techniques available within the industry which will help to ensure the unique challenges faced are being met with an appropriate solution.

## ► Project Experience

### **Falkenburg Sewer Service Area I&I Abatement Phase I | Hillsborough County, FL**

Operations Manager. McKim & Creed is providing sanitary sewer evaluation services to Hillsborough County Public Utilities to investigate and resolve inflow and infiltration into the County's Falkenburg basin area wastewater collection system. The project entails mapping of the services area that includes 162 pump stations that pump into the Falkenburg AWTF. The work is being conducted in two phases. Phase 1 consists of flow and rainfall monitoring and analysis; and phase 2 consists of smoke/dye testing, closed-circuit television (CCTV) inspection, manhole inspections and night flow isolations to identify storm water inflow and groundwater infiltration sources.

### **North County Flow Monitoring Study | Pinellas County, Clearwater, FL**

Operations Manager. McKim & Creed developed a flow monitoring plan to define and differentiate eleven (11) sewer zones within the North County Wastewater Collection System. Each zone was divided into approximately nine (9) flow monitoring sub-basins for the purpose of recording and reporting wastewater flows. Our team is currently collecting data using a combination of 40 open channel flow meters and pump run times; plus 10 rain gauges and 10 groundwater monitoring wells dispersed throughout the service area. Data collected will be used to prepare a Sewer Flow Monitoring Study Report which will document the infiltration & inflow characterization and sewer zone prioritization analysis along with recommendations for further investigation and system improvements within each sewer zone and the North County Wastewater Collection System as a whole.

### **Hurricane Hermine SSO Abatement | City of Largo, FL**

Operations Manager. McKim & Creed is providing assessments of the City of Largo's sanitary sewer system to evaluate the impact on the system due to Hurricane Hermine, and establish and implement a plan to prevent sanitary system overflows (SSOs) from occurring during future wet seasons. Tasks include hydraulic modeling, flow and rainfall monitoring, smoke testing, manhole inspections, CCTV inspections, I&I quantification and abatement, dry and wet weather calibration of the City's InfoWorks model, alternative software evaluation, and identification of system defects and hydraulic deficiencies with recommendations for improvements.

### **Wastewater Services Smoke Testing | City of Jasper, GA**

Data Acquisition Manager. McKim & Creed is providing smoke testing of 38,000 LF of sanitary sewer lines identified by the City of Jasper, as part of sanitary sewer evaluation services to remedy SSO's and heavy sewer flow in the area. Work efforts included coordination with the City's Fire Department, coordinating the distribution of smoke testing notices, and documenting all areas of smoke escaping from ground sources, roof vents, storm drains, etc.



# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

3/18/2024

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).

<b>PRODUCER</b> Edgewood Partners Ins. Center/Greyling 3780 Mansell Rd. Suite 370 Alpharetta GA 30022		<b>CONTACT NAME:</b> Jerry Noyola <b>PHONE</b> (A/C, No, Ext): 7702207699 <b>E-MAIL</b> : greylingcerts@greyling.com <b>ADDRESS</b> :		<b>FAX</b> (A/C, No):
		<b>INSURER(S) AFFORDING COVERAGE</b>		<b>NAIC #</b>
		<b>INSURER A:</b> National Union Fire Ins Co of Pittsburg		19445
		<b>INSURER B:</b> Allied World Assurance Co (U.S.) Inc.		19489
		<b>INSURER C:</b> New Hampshire Insurance Company		23841
		<b>INSURER D:</b> Lloyd's of London		85202
		<b>INSURER E:</b>		
		<b>INSURER F:</b>		

**COVERAGES** **CERTIFICATE NUMBER:** 2080884375 **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 SUBR INSD. WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> <b>COMMERCIAL GENERAL LIABILITY</b> <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> Contractual Liab GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PRO-JECT <input checked="" type="checkbox"/> LOC OTHER:		GL5268169	4/1/2024	4/1/2025	EACH OCCURRENCE \$ 2,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000 MED EXP (Any one person) \$ 25,000 PERSONAL & ADV INJURY \$ 2,000,000 GENERAL AGGREGATE \$ 4,000,000 PRODUCTS - COMP/OP AGG \$ 4,000,000 \$
A	<b>AUTOMOBILE LIABILITY</b> <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY		CA4489663 (AOS) CA2970071 (MA)	4/1/2024 4/1/2024	4/1/2025 4/1/2025	COMBINED SINGLE LIMIT (Ea accident) \$ 2,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
B	<input checked="" type="checkbox"/> <b>UMBRELLA LIAB</b> <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> <b>EXCESS LIAB</b> <input type="checkbox"/> CLAIMS-MADE DED <input checked="" type="checkbox"/> RETENTION \$ 10,000		03127930	4/1/2024	4/1/2025	EACH OCCURRENCE \$ 5,000,000 AGGREGATE \$ 5,000,000 \$
C	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N N	WC015893685 (AOS) WC015893686 (CA)	4/1/2024 4/1/2024	4/1/2025 4/1/2025	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 2,000,000 E.L. DISEASE - EA EMPLOYEE \$ 2,000,000 E.L. DISEASE - POLICY LIMIT \$ 2,000,000
D	Professional Liability		B0146LDUSA2404949	4/1/2024	4/1/2025	Per Claim \$ 2,000,000 Aggregate \$ 2,000,000

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

<b>CERTIFICATE HOLDER</b>  Sample Certificate	<b>CANCELLATION</b> SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. <b>AUTHORIZED REPRESENTATIVE</b> 
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## **AGENDA ITEM NO. 5.6**

**SARASOTA MANATEE AIRPORT AUTHORITY  
MARCH 31, 2025 MEETING  
STAFF NARRATIVE**

**REQUEST FOR APPROVAL: INCREASE CONTRACT SCOPE FOR THE TERMINAL EXPANSION PROJECT  
WITH DEANGELIS DIAMOND – MAGNUM BUILDERS FOR WORK PROGRAM INCENTIVE BONUS**

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**EXECUTIVE SUMMARY:** The Board approved a contract amendment with DeAngelis Diamond – Magnum Builders (DDM) for the Terminal Expansion Project that allowed DDM to receive an incentive bonus if project was completed prior to December 23, 2024. DDM was able to complete project and receive their certificate of substantial completion on December 20, 2024. Staff requests authorization from the Board to approve an increase in contract cost for the Terminal Expansion Project in the amount of \$375,000.00 for the project incentive bonus. The new total contract cost for the Terminal Expansion Project is \$93,980,592.67

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**NARRATIVE:** With the significant increases in airline traffic, an expansion of the terminal was required to maintain good level of service for passengers. To expedite construction, the Board selected DDM as the Construction Manager at Risk to construct the terminal expansion. The project's key goals were to expand the existing Holdroom capacity, expand and/or increase concessions areas, improve efficiency of the arrival/departure gate areas, install an additional ingress/egress escalator system, evaluate and upgrade power and utilities, and construct a new ground loading concourse with a minimum of five (5) additional gates at the east side of the terminal. The project has been constructed through several GMP packages to accelerate the construction schedule.

This cost increase request is for the incentive bonus that was previously approved by the Board through Contract Amendment No. 6. The incentive bonus was contingent upon DDM completing the project prior to December 23, 2024. DDM was able to complete the project and receive their certificate of substantial completion on December 20, 2024.

Gresham Smith and staff recommend approval of this bonus for the Terminal Expansion project, increasing the Guarantee Maximum Price for Work Packages 1 through 7 from \$93,605,592.67 to \$93,980,592.67. The incentive bonus is not eligible for grant funding.

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**RECOMMENDATION:** It is hereby recommended that the Sarasota Manatee Airport Authority approve the increase in the Guarantee Maximum Price by \$375,000.00 with DDM for a total GMP of \$93,980,592.67. Staff also requests authorization to prepare all documents necessary to implement this action.

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**ATTACHMENTS:** Certificate of Substantial Completion  
Contract Amendment No. 6



# AIA Document G701® – 2017

## Change Order

**PROJECT:** *(Name and address)*  
SRQ Ground Boarding Facility (WP5)  
6000 Airport Circle  
Sarasota, FL 34243

**CONTRACT INFORMATION:**  
Contract For: General Construction  
Date: March 27, 2023

**CHANGE ORDER INFORMATION:**  
Change Order Number: 008  
Date: March 4, 2025

**OWNER:** *(Name and address)*  
Sarasota Manatee Airport Authority  
  
6000 Airport Circle  
Sarasota, FL 34243

**ARCHITECT:** *(Name and address)*  
Gresham Smith, a Tennessee General  
Partnership  
302 Knights Run Avenue, Suite 900  
Tampa, FL 33602

**CONTRACTOR:** *(Name and address)*  
DeAngelis Diamond Construction, LLC  
  
6635 Willow Park Drive  
Naples, FL 34109

**THE CONTRACT IS CHANGED AS FOLLOWS:**

*(Insert a detailed description of the change and, if applicable, attach or reference specific exhibits. Also include agreed upon adjustments attributable to executed Construction Change Directives.)*

PCO #WP-5-075 CE #421 SMAA Incentive

**TOTAL:** \$375,000

The original Contract Sum was	\$ 91,666,518.00
The net change by previously authorized Change Orders	\$ 1,939,074.67
The Contract Sum prior to this Change Order was	\$ 93,605,592.67
The Contract Sum will be increased by this Change Order in the amount of	\$ 375,000.00
The new Contract Sum including this Change Order will be	\$ 93,980,592.67

The Contract Time will be unchanged by Zero (0) days.

The new date of Substantial Completion will be

**NOTE:** This Change Order does not include adjustments to the Contract Sum or Guaranteed Maximum Price, or the Contract Time, that have been authorized by Construction Change Directive until the cost and time have been agreed upon by both the Owner and Contractor, in which case a Change Order is executed to supersede the Construction Change Directive.

**NOT VALID UNTIL SIGNED BY THE ARCHITECT, CONTRACTOR AND OWNER.**

Gresham Smith, a Tennessee General  
Partnership

DeAngelis Diamond Construction, LLC

Sarasota Manatee Airport Authority

**ARCHITECT** *(Firm name)*

**CONTRACTOR** *(Firm name)*

**OWNER** *(Firm name)*

Matt Wilson

Scott Beck

**SIGNATURE**

**SIGNATURE**

**SIGNATURE**

Matt Wilson Project Manager

Scott Beck vp & Division Manager

**PRINTED NAME AND TITLE**

**PRINTED NAME AND TITLE**

**PRINTED NAME AND TITLE**

March 5, 2025

March 5, 2025

**DATE**

**DATE**

**DATE**

# **AIA Document G704® – 2017**

## Certificate of Substantial Completion

**PROJECT: (name and address)**

SRQ Airport Expansion  
 Sarasota Bradenton International Airport,  
 6000 Airport Circle  
 Sarasota, FL 34243

**CONTRACT INFORMATION:**

Contract For: SRQ Terminal Expansion  
 Date: 10/10/2022

**CERTIFICATE INFORMATION:**

Certificate Number: WP-3 & WP-5  
 Date: 12/20/2024

**OWNER: (name and address)**

Sarasota Manatee Airport Authority  
 6000 Airport Circle  
 Sarasota, FL 34243

**ARCHITECT: (name and address)**

Gresham Smith  
 3615 Bromley Grand Ave., #320  
 Tampa FL 33607  
 Gresham Smith Project #45192.00

**CONTRACTOR: (name and address)**

Deangelis Diamond Construction, LLC  
 6635 Willow Park Dr.  
 Naples, FL 34109

The Work identified below has been reviewed and found, to the Architect's best knowledge, information, and belief, to be substantially complete. Substantial Completion is the stage in the progress of the Work when the Work or designated portion is sufficiently complete in accordance with the Contract Documents so that the Owner can occupy or utilize the Work for its intended use. The date of Substantial Completion of the Project or portion designated below is the date established by this Certificate.

*(Identify the Work, or portion thereof, that is substantially complete.)*

Work Package 3 (WP-3) ERP Utility Relocation and Work Package 5 (WP-5) Ground Boarding Facility

Gresham Smith

ARCHITECT (Firm Name)

SIGNATURE



Matthew Wilson,  
 Architect

PRINTED NAME AND TITLE

12/20/2024

DATE OF SUBSTANTIAL COMPLETION

**WARRANTIES**

The date of Substantial Completion of the Project or portion designated above is also the date of commencement of applicable warranties required by the Contract Documents, except as stated below:

*(Identify warranties that do not commence on the date of Substantial Completion, if any, and indicate their date of commencement.)*

Warranties for work or equipment related to items listed on Exhibit A that were completed or installed after the date of substantial completion.

**WORK TO BE COMPLETED OR CORRECTED**

A list of items to be completed or corrected is attached hereto, or transmitted as agreed upon by the parties, and identified as follows:

*(Identify the list of Work to be completed or corrected.)*

All work identified in attached Exhibit A - "Punch Items for 23-004 - SRQ Ground Boarding Fac (WP 5)"

The failure to include any items on such list does not alter the responsibility of the Contractor to complete all Work in accordance with the Contract Documents. Unless otherwise agreed to in writing, the date of commencement of warranties for items on the attached list will be the date of issuance of the final Certificate of Payment or the date of final payment, whichever occurs first. The Contractor will complete or correct the Work on the list of items attached hereto within 60 (sixty) days from the above date of Substantial Completion.

Cost estimate of Work to be completed or corrected: \$250,000.00 inclusive of open punch list items

The responsibilities of the Owner and Contractor for security, maintenance, heat, utilities, damage to the Work, insurance, and other items identified below shall be as follows:

*(Note: Owner's and Contractor's legal and insurance counsel should review insurance requirements and coverage.)*

The Owner and Contractor hereby accept the responsibilities assigned to them in this Certificate of Substantial Completion:

DocuSign Envelope ID: 95580044-CF6D-4099-8AC3-ED6012F75496  
DocuSign Envelope ID: 3FDA9D75-3CD8-421B-B7B0-6BDE3130D6F7

Deangelis Diamond  
Construction, Inc.  
**CONTRACTOR** (Firm  
Name)

Sarasota Manatee Airport  
Authority  
**OWNER** (Firm Name)

DocuSigned by:

*Scott Beck*

SIGNATURE

Scott Beck, Vice President  
& Division Manager  
**PRINTED NAME AND TITLE**

January 23, 2025  
**DATE**

Signed by:

*Kent Bontrager*

SIGNATURE

Kent D. Bontrager, Senior  
VP, Engineering, Planning  
& Facilities  
**PRINTED NAME AND TITLE**

January 24, 2025  
**DATE**

**CONTRACT AMENDMENT NO. 6**

This Contract Amendment No. 6 ("Contract Amendment") to the AIA A133-2019 Standard Form of Agreement Between Owner and Contractor where the basis of payment is the Cost of the Work Plus a Fee with a Guaranteed Maximum Price, as amended, by and between SARASOTA MANATEE AIRPORT AUTHORITY (the "Owner") and DEANGELIS DIAMOND CONSTRUCTION, LLC (the "Contractor"), for the TERMINAL EXPANSION PROJECT – SARASOTA BRADENTON INTERNATIONAL AIRPORT dated October 10, 2022 (the "Agreement") is made and entered into this 29th day of August, 2023, by the parties. In the event of a discrepancy between the terms and conditions contained in this Amendment and those set forth in the Agreement, the terms and conditions set forth in this Amendment shall prevail.

**WITNESSETH**

NOW, THEREFORE, for and in consideration of the mutual promises made herein and based upon the terms, conditions, and provisions set forth herein, the parties hereby agree to amend the Agreement as follows:

1. **Add New § 6.1.7.** The following new provision is added to the Agreement:

*§ 6.1.7. If the Construction Manager substantially finishes all Work under Work Packages 1-5 prior to December 23, 2024, then the Owner shall pay a time performance bonus based upon the amounts listed in the table below. The applicable bonus amounts from the table shall constitute the bonus amount earned by the Construction Manager. In no event shall the time performance bonus exceed \$475,000.00. The actual bonus amount will be determined based on the completion dates below:*

<b><i>Incentive Table</i></b>	
<b><i>Substantial Completion Prior To:</i></b>	<b><i>Bonus</i></b>
• <i>November 23, 2024</i>	<i>\$475,000</i>
• <i>December 23, 2024</i>	<i>\$375,000</i>


*The Construction Manager shall have no claim for any early completion bonus unless all Work under Work Packages 1 through 5 are substantially complete prior to December 23, 2024, regardless of cause including the Owner's negligence. For the purpose of this Section only, the Substantial Completion dates in the table above are not subject to extension for any cause whatsoever that might otherwise be characterized as an excusable or compensable delay. The Architect of Record shall determine when Substantial Completion, as defined in the Agreement, is met. However, the Architect is not authorized to determine that Substantial Completion of the Ground Board Facility has occurred until the traveling public is able to occupy the space and utilize it for gate departures safely and without inconvenience due to unperformed, incomplete, or defective Work.*

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2. All terms and conditions of the Agreement not inconsistent with this Amendment are hereby ratified and both parties agree that such terms and conditions remain in full force and effect.

IN WITNESS WHEREOF, the parties have executed this Amendment on the day and in the year first mentioned which shall be the effective date of this Amendment.

SARASOTA MANATEE AIRPORT AUTHORITY

By:   
Printed Name: Jeff Jackson  
Title: Chairman SMAA

DEANGELUS DIAMOND CONSTRUCTION, LLC

By:   
Printed Name: Scott Beck  
Title: Division Mgr. and Authorized Agent





### Certificate Of Completion

Envelope Id: CD2DA9B34EC84825A95D4C6701C7CBA1

Status: Completed

Subject: Complete with DocuSign: SMAA/DeAngelis Diamond Contract Amendment No 06.pdf

Source Envelope:

Document Pages: 2

Signatures: 2

Envelope Originator:

Certificate Pages: 2

Initials: 0

Jennifer Hawkins-Dyrda

AutoNav: Enabled

200 S Orange Ave

EnvelopeId Stamping: Enabled

Sarasota, FL 34236

Time Zone: (UTC-05:00) Eastern Time (US &amp; Canada)

jhawkins@williamsparker.com

IP Address: 199.27.244.226

### Record Tracking

Status: Original

Holder: Jennifer Hawkins-Dyrda

Location: DocuSign

9/8/2023 4:40:21 PM

jhawkins@williamsparker.com

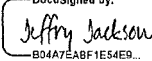
### Signer Events

Jeffrey Jackson

jjackson@pgtindustries.com

Security Level: Email, Account Authentication  
(None)

### Signature

DocuSigned by:  
  
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Signature Adoption: Pre-selected Style

Using IP Address: 50.222.242.20

### Timestamp

Sent: 9/8/2023 4:47:10 PM

Resent: 9/15/2023 11:51:31 AM

Resent: 9/15/2023 12:16:35 PM

Viewed: 9/15/2023 12:18:26 PM

Signed: 9/15/2023 12:18:32 PM

### Electronic Record and Signature Disclosure:

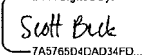
Not Offered via DocuSign

Scott Beck

scott.beck@deangelisdiamond.com

Vice President &amp; Division Manager

Security Level: Email, Account Authentication  
(None)

DocuSigned by:  
  
 7A5765D4DAD34FD...

Signature Adoption: Pre-selected Style

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Viewed: 9/8/2023 5:41:10 PM

Signed: 9/8/2023 5:42:51 PM

### Electronic Record and Signature Disclosure:

Not Offered via DocuSign

### In Person Signer Events

### Signature

### Timestamp

### Editor Delivery Events

### Status

### Timestamp

### Agent Delivery Events

### Status

### Timestamp

### Intermediary Delivery Events

### Status

### Timestamp

### Certified Delivery Events

### Status

### Timestamp

### Carbon Copy Events

### Status

### Timestamp

Christian Young

christian.young@deangelisdiamond.com

General Counsel

Security Level: Email, Account Authentication  
(None)

**COPIED**

Sent: 9/8/2023 4:47:11 PM

Viewed: 9/8/2023 4:48:03 PM

### Electronic Record and Signature Disclosure:

Not Offered via DocuSign

**Carbon Copy Events**

Doug Walker  
dwalker@williamsparker.com  
licensee

Security Level: Email, Account Authentication  
(None)

**Electronic Record and Signature Disclosure:**  
Not Offered via DocuSign

**Status****COPIED****Timestamp**

Sent: 9/8/2023 4:47:10 PM

Jennifer Hawkins-Dyrda  
jhawkins@williamsparker.com  
Williams Parker

Security Level: Email, Account Authentication  
(None)

**Electronic Record and Signature Disclosure:**  
Not Offered via DocuSign

**COPIED**

Sent: 9/8/2023 4:47:10 PM

Resent: 9/15/2023 12:18:35 PM

Viewed: 9/15/2023 12:50:45 PM

John Wright  
john.wright@flysrq.com

Security Level: Email, Account Authentication  
(None)

**Electronic Record and Signature Disclosure:**  
Not Offered via DocuSign

**COPIED**

Sent: 9/8/2023 4:47:11 PM

Viewed: 9/11/2023 9:29:58 AM

Kent Bontrager  
kent.bontrager@flysrq.com

Security Level: Email, Account Authentication  
(None)

**Electronic Record and Signature Disclosure:**  
Not Offered via DocuSign

**COPIED**

Sent: 9/8/2023 4:47:11 PM

**Witness Events****Signature****Timestamp****Notary Events****Signature****Timestamp****Envelope Summary Events****Status****Timestamps**

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**Payment Events****Status****Timestamps**

## **AGENDA ITEM NO. 5.7**

**SARASOTA MANATEE AIRPORT AUTHORITY  
MARCH 31, 2025 MEETING  
STAFF NARRATIVE**

**REQUEST FOR APPROVAL: INCREASE CONTRACT SCOPE FOR THE WEST APRON AND EMPLOYEE  
PARKING LOT RENOVATIONS FOR DRAINAGE IMPROVEMENTS**

---

**EXECUTIVE SUMMARY:** Staff requests authorization from the Board to approve an increase in contract scope for the West Commercial Apron Project with E.O. Koch Construction, Inc. The additional scope is for improvements to the stormwater outfall system. The 2024 hurricanes caused significant scour and erosion on the drainage outfall system directly downstream of the West Commercial Apron Project. This additional scope will replace and improve drainage structures as well as reshape and add riprap to the drainage conveyance system.

---

**NARRATIVE:** At the May 2022 Board meeting, the Authority awarded the low responsive bidder, E.O. Koch Construction, a contract to expand the west apron and provide three additional Remain Overnight (RON) parking positions. In addition, the board approved expansion of the employee parking lot.

In this change order request, staff is requesting an increase in scope to E.O. Koch's contract to allow for additional improvements to the downstream stormwater system. These improvements will include removing the airport's west 72-inch outlet structure, and replace it with 72-inch straight headwall, regrade/reshape drainage ditch, add riprap, replace 36-inch outlet structure and pipes, add curbing, and relocate a section of watermain. Kimley-Horn and Associates has evaluated these change order prices and have found them to be in conformance with current construction costs.

Staff is requesting an increase of \$466,500.00 to E.O. Koch's contract and an additional 210 -calendar days to complete these improvements. The cost of this work is eligible for reimbursement by FEMA.

---

**RECOMMENDATION:** It is hereby recommended that the Sarasota Manatee Airport Authority approve the increase in contract scope and fee of \$466,500.00 with an additional 210-calendar days with E.O. Koch Construction to complete the stormwater improvements. Staff also requests authorization to prepare all documents necessary to implement this action.

---

**ATTACHMENTS:** Contract Change Order

**SARASOTA BRADENTON INTERNATIONAL AIRPORT  
SARASOTA MANATEE AIRPORT AUTHORITY  
8000 AIRPORT CIRCLE  
SARASOTA, FLORIDA 34243**



Project Title:	West Apron Expansion Construction Project	Date Prepared:	March 19, 2026
Project Description:	Expand aircraft apron to West and relocate employee parking area	AIP No.	N/A
Contractor:	E.O. Koch Construction Co., Inc.	FDOT Fin. Proj. No.	450356-494-01
Address:	1417 Swank Avenue Sebring, FL 33873	G.L. Acct. No.	18757-00-000
		Change Order #	07

ORIGINAL CONTRACT AMOUNT:	\$	8890,709.60
COST OF PREVIOUS CHANGE ORDERS:	\$	537,963.13
COST OF THIS CHANGE ORDER	\$	466,500.00
REVISED CONTRACT AMOUNT:	\$	9,895,168.93

DESCRIPTION OF CHANGE	QUANTITY	UNIT PRICE	TOTAL AMOUNT
<b>ADD Drainage Improvements per attached detail:</b>			
• Mobilization	1 LS	\$40,000.00	\$40,000.00
• Silt Fence	1 LS	\$2,500.00	\$2,500.00
• Turbidity Curtain	1 LS	\$2,500.00	\$2,500.00
• Sod	1 LS	\$7,500.00	\$7,500.00
• Utility Locates	1 LS	\$3,500.00	\$3,500.00
• Excavation and Grading	1 LS	\$60,000.00	\$60,000.00
• Demolition	1 LS	\$60,000.00	\$60,000.00
• 30' RCP Pipe	1 LS	\$12,000.00	\$12,000.00
• 72" RCP Pipe	1 LS	\$28,000.00	\$28,000.00
• 30' MES	1 LS	\$2,500.00	\$2,500.00
• Rip Rap	1 LS	\$100,000.00	\$100,000.00
• Survey	1 LS	\$12,000.00	\$12,000.00
• Type "E" Structure	1 LS	\$12,000.00	\$12,000.00
• Trash Rack	1 LS	\$4,000.00	\$4,000.00
• Miscellaneous Concrete	1 LS	\$25,000.00	\$25,000.00
• FDOT Headwall	1 LS	\$40,000.00	\$40,000.00
• Remove and Reinstall Waterline	1 LS	\$15,000.00	\$15,000.00
• Dewatering	1 LS	\$25,000.00	\$25,000.00
• Dam and Bypass Pumps	1 LS	\$15,000.00	\$15,000.00
<b>Change Order Total:</b>			<b>\$466,500.00</b>

Reason for Change Order: Changes due to Owner's request.

Subject to the conditions set forth below, an equitable adjustment is established as follows:

The contract price is ...	The contract time to complete work is ...
<input type="checkbox"/> Not changed. <input checked="" type="checkbox"/> Increased	<input type="checkbox"/> Not changed. <input checked="" type="checkbox"/> Increased 210 days

The foregoing is in accordance with your contract dated June 23, 2023 and as listed below:

- The aforementioned change and work affected thereby are subject to all contract stipulations and covenants.
- The rights of the Owner are not prejudiced; and
- All claims against the Owner which are incidental to or as a consequence of the aforementioned change are satisfied.

Owner Representative:	SIGNATURE	TITLE	DATE
		Chairman, SMAA	

March 31, 2025 Board Meeting - Items Needing Action

Contractor	E.O. Koch Construction Co.
Design Consultant	Kimley-Horn & Associates
FAA: (if applicable)	N/A
FDOT (if applicable)	
DISTRIBUTION: Copy for Each Signatory Party, SMAA Finance, SMAA Project File	



## REQUEST FOR CHANGE ORDER

**Owner** Sarasota Manatee Airport Authority, 6000 Airport Circle, Sarasota FL 34243  
**Project** West Commercial Apron and SMAA Employee Parking Lot Relocation  
**Project Address** 6000 Airport Circle, Sarasota FL 34243  
**Date** 02/27/25  
**Engineer** Kimely-Horn, 201 North Franklin St., Ste. 1400 Tampa FL 33602  
**Contractor** E. O. Koch Construction Co., 1417 Swank Avenue, Sebring FL 33870  
**Reference** Drainage Improvements  
**Request No.** 15

### Make Drainage Improvements per plans and details at Structures 298, 281, and 297

Improvements include removal of existing structures, bypass pumping, installation of new concrete structure, installation of new headwall, modification of existing RCP Pipe, installation of new mitered end section, installation of filter fabric and Rip Rap, dewatering, survey and layout, installation of trash rack, installation of concrete spillway, temporary relocation of AOA Fence, removal and reinstallation of existing 12" waterline, sod, clean up and as built survey

210 additional days are requested to be added to contract.

Item	Cost
Mobilization	\$ 40,000.00
Silt Fence	\$ 2,500.00
Turbidity Curtain	\$ 2,500.00
Sod	\$ 7,500.00
Utility Locates	\$ 3,500.00
Excavation and Grading	\$ 60,000.00
Demolition	\$ 60,000.00
30" RCP Pipe	\$ 12,000.00
72" RCP Pipe	\$ 28,000.00
30" MES	\$ 2,500.00
Rip Rap	\$ 100,000.00
Survey	\$ 12,000.00
Type E Structure	\$ 12,000.00
Trash Rack	\$ 4,000.00
Misc. Concrete	\$ 25,000.00
FDOT Headwall	\$ 40,000.00
Remove and Reinstall Waterline	\$ 15,000.00
Dewatering	\$ 25,000.00
Dam and Bypass Pumps	\$ 15,000.00
<b>Total</b>	<b>\$466,500.00</b>

Thank you,

E.O. Koch Construction, Co.

**AGENDA ITEM NO. 5.8**

**SARASOTA MANATEE AIRPORT AUTHORITY  
MARCH 31, 2025, REGULAR MEETING  
STAFF NARRATIVE**

**REQUEST FOR APPROVAL  
FIRE MARSHAL SERVICES IN UNINCORPORATED MANATEE COUNTY**

**EXECUTIVE SUMMARY:** Request approval of Interlocal Agreement to establish a process for reimbursing the Airport for its role in reviewing and approving building and construction plans and conducting inspections within portions of the Airport in unincorporated Manatee County.

**NARRATIVE:** Subsection 22 of Section 5 of the Authority's Enabling Act (Ch. 2015-185, Laws of Florida), empowers the SMAA to enforce the Florida Fire Prevention Code within the "enclave" of the Airport, which consists of those lands owned by the Authority in unincorporated Manatee County, including the air operations area and various tenant parcels, which are not within the boundaries of the Cedar Hammock Fire Control District or the Southern Manatee Fire Control District. That power extends to the review of construction plans and conducting of inspections. Manatee County maintains a centralized online permitting system whereby building permit applicants pay fees to have their construction and building plans reviewed and their improvements inspected. But because it is the Authority's fire marshal, and not the County's, who reviews the plans and conducts the inspections for improvements within the enclave, the attached Interlocal Agreement provides a process for the Authority to be reimbursed for those services.

**RECOMMENDATION:** It is hereby recommended that the Sarasota Manatee Airport Authority Board approve the attached Interlocal Agreement and authorize the chairman to execute it.

**ATTACHMENT:** Interlocal Agreement



## INTERLOCAL AGREEMENT

THIS INTERLOCAL AGREEMENT ("Interlocal Agreement") is made and entered into by and between Manatee County, a political subdivision of the State of Florida ("COUNTY"), and Sarasota Manatee Airport Authority, an Independent Special District of the State of Florida ("SMAA") (collectively, "Parties").

WHEREAS, Section 163.01, Florida Statutes, the Florida Interlocal Cooperation Act of 1969, permits local governmental units to make the most efficient use of their powers by enabling them to cooperate with other localities on a basis of mutual advantage; and

WHEREAS, Section 125.01(1)(p), Florida Statutes, provides that the legislative and governing body of a county shall have the power to carry on county government, including the power to enter into agreements with other governmental agencies within or outside the boundaries of the county for joint performance, or performance by one unit on behalf of the other, of any of either agency's authorized functions; and

WHEREAS, the SMAA is an independent special district created by Chapter 2003-309, Laws of Florida, as amended ("Enabling Act") and is the owner and operator of the Sarasota Bradenton International Airport ("Airport"); and

WHEREAS, the SMAA maintains an Airport Rescue and Firefighting ("ARFF") department that provides daily aircraft fire protection and airport medical services, 24 hours per day, employing Florida Certified Firefighters/Emergency Medical Technicians ("EMTs")/Paramedics to assist the traveling public, airport tenants and employees when any emergency or medical need may arise; and

WHEREAS, subsection 22 of Section 5 of the Enabling Act (Ch. 2015-185, Laws of Florida), authorizes and empowers the SMAA to enforce the Florida Fire Prevention Code within the enclave of the Airport, which, pursuant to subsection 4, Section 2 thereof, the enclave consists of those lands owned by the SMAA in unincorporated Manatee County, including the air operations area and various tenant parcels, which are not within the boundaries of the Cedar Hammock Fire Control District and not within the boundaries of the Southern Manatee Fire Control District; and

WHEREAS, subsection 10 of Section 5 of the Enabling Act (Chapter 2003-309, Laws of Florida) empowers the SMAA to fix and revise from time to time and collect rates, fees, and other charges for the use of or for the services furnished by any airport facilities; and

WHEREAS, subsection 13 of Section 5 of the Enabling Act (Chapter 2003-309, Laws of Florida), empowers the SMAA to make and enter into all contracts and agreements necessary or incidental to the performance of its duties and the execution of its powers under the act; and

WHEREAS, in accordance with applicable law, the governing board of the SMAA from time to time adopts resolutions establishing a schedule of user service fees for plan reviews and inspections; and

WHEREAS, the SMAA desires to provide for enhanced customer service through the collection of the SMAA's user service fees by the COUNTY; and

WHEREAS, the Board of Commissioners of the COUNTY desires to provide enhanced customer service for owners/applicants involved in construction projects within Manatee County by streamlining the plan review process and collecting the SMAA's user service fees at one location in conjunction with the COUNTY's collection of COUNTY user fees from owners/applicants; and

WHEREAS, the Board of County Commissioners of the COUNTY and the SMAA Commission agree that the COUNTY shall collect payment of the SMAA's user service fees and remit such user service fees to the SMAA; and

WHEREAS, the COUNTY is willing to collect and pay user service fees for certain plan reviews and inspections conducted by the SMAA in accordance with the then-current SMAA user service fee schedule, as may be amended from time to time, for projects located in the unincorporated areas of Manatee County, Florida, subject to the terms and conditions set forth in this Interlocal Agreement; and

WHEREAS, the Parties wish to enter into this Interlocal Agreement to establish their mutual rights and obligations with respect to the COUNTY's collection and submission of SMAA'S user service fees to SMAA; and

WHEREAS, it is in the best interest of the Parties to enter into this Interlocal Agreement in the manner set forth herein.

NOW, THEREFORE, in consideration of the premises and the mutual covenants contained herein, the Parties agree as follows:

SECTION 1. RECITALS. The above recitals are true and correct and are incorporated herein by reference.

SECTION 2. AUTHORITY. This Agreement is entered into pursuant to the powers and authority granted to the Parties hereto under the Constitution and laws of the State of Florida, including expressly (but not limited to) Section 1 of Article VIII of the Constitution of the State of Florida, Chapter 166, Florida Statutes and Section 163.01, Florida Statutes.

SECTION 3. USER SERVICE FEE SCHEDULE. The SMAA shall charge a user service fee for the plan review services provided by the SMAA for projects submitted to COUNTY's

Development Services Department in accordance with the SMAA then-current user service fee schedule in effect that was properly adopted by the SMAA. In accordance with applicable law, the SMAA reserves the right to amend and adjust the user service fee schedule from time to time. In the event that the governing board of the SMAA amends in accordance with applicable law such user service fee schedule by the adoption of a superseding or amending resolution, the SMAA shall notify the COUNTY of the adoption of such superseding resolution and shall forward a copy of such superseding resolution at least thirty (30) days in advance of such superseding resolution's effective date. Upon the properly adopted superseding resolution's effective date, the COUNTY shall collect the SMAA's user service fees pursuant to the SMAA's most recent properly adopted user service fee schedule, unless this Interlocal Agreement is otherwise terminated as provided for herein.

SECTION 4. USER SERVICE FEES COLLECTION PROCEDURES. The SMAA's user service fee schedule sets forth the applicable user service fee for all plan reviews conducted by the SMAA associated with: planning and development activities, and construction plan reviews.

- A. Planning and Development Activities. The COUNTY shall collect the SMAA plan review user service fee for the SMAA's review of general development/site plan submissions and development of regional impact ("DRI") submissions in the amount set forth in the SMAA's then-current user service fee schedule in effect that was properly adopted by the SMAA. The applicable SMAA user service fee for general development/site plan submissions and DRI review shall be collected by the COUNTY from the owner/applicant at the time of the submittal of the application to the COUNTY's Development Services Department. In accordance with Resolution 2025-02, general development and site plan review by the SMAA shall include, but not be limited to, the SMAA's review of general development plans, preliminary site plans, final site plans, administrative permits, special permits, and off-street parking permits.
- B. Construction Plan Review. The amount of the SMAA plan review fees payable from the owner/applicant for construction plan review shall be determined by the frequency and number of reviews required of SMAA personnel during the course of the construction plan review process. Accordingly, the SMAA shall advise the COUNTY of the appropriate amount of construction plan review user fees payable and due to the SMAA through the transmittal of letter(s) as described herein and, to the extent feasible, through the use of a shared computer software program (today, Accela) that allows the SMAA to directly input the SMAA's review fee information into COUNTY's electronic construction review program for all development and construction activities within Manatee County. During the course of the owner/applicant's construction plan review process, the SMAA shall provide a letter to the owner/applicant for each phase of the construction plan review conducted by the SMAA, with a copy to the COUNTY's Development Services Department, specifying the user service fee applicable for the plan review associated with the

owner/applicant's plan submittal. Concurrently with the issuance of such letter, and to the extent the SMAA has the shared computer software program, the SMAA shall enter the applicable review fees into the shared computer software program. All letters issued by the SMAA to the owner/applicant shall include substantially the following statement:

The user service fees for your plan submittal dated \_\_\_\_\_ have been calculated by the SMAA to be \$ \_\_\_\_\_. If you have any questions regarding your user service fees, please contact the SMAA. The SMAA may charge additional review fee(s) for each subsequent plan submittal that requires SMAA review.

The COUNTY shall collect the total amount of the user service fees as specified by the SMAA in the shared computer software program, if available, and within the SMAA's letter(s) directed to the owner/applicant. The total amount of construction plan review user fee(s) payable to the SMAA by the owner/applicant shall be collected by the COUNTY prior to the issuance of a Certificate of Inspection and/or Certificate of Completion for the building permit. Notwithstanding the foregoing, in the event that the COUNTY does not collect the total construction plan review fee calculated as owed to the SMAA, nothing herein shall prevent the SMAA from independently pursuing such outstanding amounts due from the owner/applicant relating to the applicable user service fees, and the COUNTY shall not be responsible to the SMAA for the COUNTY's inability to collect user service fees.

- C. Fees not to Exceed Costs. Notwithstanding anything to the contrary herein, in no event shall the SMAA establish or charge user service fees in excess of its reasonable administrative costs incurred for review of applications.
- D. Collection and Payment of User Service Fees. The COUNTY shall collect user service fees for the SMAA's plans reviews of projects located in unincorporated Manatee County within the boundaries of the Airport. The COUNTY shall verify the location of each project according to the address on the application. The COUNTY shall collect the applicable user service fees from the owner/applicant according to the SMAA's then-current user service fee schedule that was properly adopted by the SMAA. The COUNTY shall deposit all user service fees collected into a separate account established for the user service fees of the SMAA and maintained by the Clerk of the Circuit Court for Manatee County. The COUNTY shall deposit all administrative costs collected for the user service fees into the General Fund of the COUNTY. Approximately once per month, the COUNTY shall submit a request for payment of the amount of the user service fees collected by the COUNTY for the SMAA to the Clerk of the Circuit Court for Manatee County. The request for payment shall contain all necessary documentation, including a list itemizing the amount of the SMAA's user service fees collected, the names of the owner/applicant,

the addresses of the project, parcel number of property, and the building permit/case numbers of the project. The COUNTY shall cause the Clerk of the Circuit Court of Manatee County to issue a check to the SMAA in the amount of the user service fees collected by the COUNTY along with an itemized list prepared by the COUNTY.

- E. Administrative Costs. The COUNTY shall not charge the SMAA for administrative costs associated with the collection and processing of the owner/applicant's payments of the SMAA's user service fees.
- F. Questions Regarding User Service Fees. Any questions from the owner/applicant of a project relating to user service fees, adjustments or credits, shall be referred to the SMAA for assistance. The SMAA shall resolve any such questions in a timely manner.

SECTION 5. INDEMNIFICATION AND RELEASE. To the extent permitted by applicable Florida law and without waiving sovereign immunity, the SMAA shall indemnify and hold harmless the COUNTY, its Board of County Commissioners, officers, employees and agents, from and against any and all claims, damages, liabilities, demands, losses and expenses, including attorneys' fees and costs, arising out of, resulting from, or connected with any act, omission, failure to act, negligence or fault relating to the SMAA's acts and responsibilities provided for in this Interlocal Agreement. To the extent permitted by applicable Florida law and without waiving sovereign immunity, the COUNTY shall indemnify and hold harmless the SMAA, its Board of Fire Commissioners, officers, employees and agents, from and against any and all claims, damages, liabilities, demands, losses and expenses, including attorneys' fees and costs, arising out of, resulting from, or in any way connected with any act, omission, failure to act, negligence or fault relating to the COUNTY's actions and responsibilities provided for in this Interlocal Agreement. Such mutual indemnifications and hold harmless provisions shall include but not be limited to any and all claims, actions, causes of action, suits, judgments, damages, liabilities, demands, costs and expenses based on or relating to the collection, processing, payments and administration of the SMAA's review user service fees, the adoption of any resolutions regarding the SMAA's review user service fees, the adoption or amendment of any resolution enacting the review user service fees, calculation, accounting or reporting of review user service fees, use or expenditure of review user service fees, notice of review user service fees, and/or compliance with or failure to comply with Chapters 125, 189 and 191, Florida Statutes, or any applicable laws, rules or regulations. Nothing in this Interlocal Agreement shall be interpreted as a waiver of the COUNTY's sovereign immunity or an extension of its liability beyond the limits established in Section 768.28, Florida Statutes, nor be constructed as consent by COUNTY to be sued by third parties in any manner arising out of this Interlocal Agreement.

SECTION 6. EFFECTIVE DATE. Pursuant to Subsection 163.01(11), Florida Statutes, this Interlocal Agreement shall become effective upon approval and execution by both Parties and filing of a fully executed copy of the Interlocal Agreement with the Clerk of the Circuit Court of Manatee County, Florida. The user service fees adopted by Resolution 2025-02, with respect to

the fees covered by this Interlocal Agreement, shall become effective at the same time. SMAA shall be responsible for filing the Interlocal Agreement with the Clerk of the Circuit Court for Manatee County and incurring any fees associated therewith.

SECTION 7. AMENDMENTS. This Interlocal Agreement may only be amended by mutual written agreement of the Parties, approved and executed by the Parties with the same formality as this Interlocal Agreement. Pursuant to Subsection 163.01(11), Florida Statutes, any amendments to this Interlocal Agreement shall become effective upon approval and execution by both Parties and filing with the Clerk of the Circuit Court of Manatee County, Florida.

SECTION 8. TERMINATION. This Interlocal Agreement may be terminated by mutual written consent of the Parties or upon ninety (90) days prior written notice by the COUNTY or the SMAA to the other Party.

SECTION 9. NOTICES. All notices required to be given by either Party under this Interlocal Agreement shall be in writing, addressed to the other Party as follows, and delivered by certified mail, return receipt requested, or by hand delivery:

A. COUNTY: County Administrator Manatee County  
Post Office Box 1000  
Bradenton, Florida 34206

With copy to: Director  
Development Services Department  
Manatee County  
Post Office Box 1000  
Bradenton, Florida 34206

Manatee County Attorney's Office  
1112 Manatee Avenue West, Suite 969  
Bradenton, Florida 34205  
Attention: County Attorney

B. SMAA Fredrick J. Piccolo, AAE, President, CEO  
Sarasota Manatee Airport SMAA  
6000 Airport Circle, Third Floor  
Sarasota, FL 34243-2105

Either party may, by written notice to the other party as provided above, change the address for any subsequent notice.

SECTION 10. SEVERABILITY. Should any term, provision, covenant, condition, section, paragraph, sentence or portion of this Interlocal Agreement be held invalid or unenforceable by

any court of competent jurisdiction, the remaining terms, provisions, covenants, conditions, sections, paragraphs, sentences and portions shall, nevertheless, remain in full force and effect.

SECTION 11. ENTIRE AGREEMENT. Except as specifically provided in Section 7 of this Interlocal Agreement, this agreement sets forth all covenants, promises, agreements and understandings between the Parties concerning the subject matter of this Interlocal Agreement, and there are no covenants, promises, agreements or understandings, either oral or written, between the Parties except as herein set forth.

SECTION 12. GOVERNING LAW; VENUE. This Interlocal Agreement shall be governed by and construed in accordance with laws of the State of Florida, and venue for any action arising out of or related to this Interlocal Agreement shall be in the Circuit Court for the Twelfth Judicial Circuit in Manatee County, Florida.

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SIGNATURES AND ACKNOWLEDGEMENTS TO FOLLOW**



IN WITNESS WHEREOF, the Parties hereunto have executed this Interlocal Agreement, by and through their fully authorized representatives, on the respective dates below.

**COUNTY**

**MANATEE COUNTY**, a political  
subdivision of the State of Florida

By: its Board of County Commissioners

By:  
George Kruse, Chair

Date:

**ATTEST: ANGELINA COLONNESO**  
**CLERK OF THE CIRCUIT COURT**  
**AND COMPTROLLER**

By:  
Deputy Clerk

**SMAA**

**SARASOTA MANATEE AIRPORT AUTHORITY**,  
an Independent Special District of the State  
of Florida

By:  
Jesse Biter, Chair

Date:

Approved as to form and legality:

By:  
C. Dan Bailey, General Counsel

8852860.v1

AGENDA ITEM NO. 5.9

**SARASOTA MANATEE AIRPORT AUTHORITY  
March 31, 2025, REGULAR MEETING  
STAFF NARRATIVE**

**APPROVAL: AGREEMENT WITH 911 BILLING SERVICES AND CONSULTANT, INC. FOR  
PROFESSIONAL AMBULANCE BILLING SERVICES**

**EXECUTIVE SUMMARY:** Staff requests approval of a billing agreement contract with 911 Billing and Consultant, Inc., to provide professional ambulance billing services.

**NARRATIVE:** The Authority maintains a licensed ambulance service for which it is eligible for payment or reimbursement by patients, insurance carriers, governmental agencies, employers and others. 911 Billing Services and Consultant, Inc. is a Kentucky company that provides complete billing service and account receivable management of accounts for EMS. By contracting with this company, the Authority's ARFF department aims to streamline the billing process for emergency medical transports, improving both efficiency and revenue collection. By implementing 911 Billing, the department can automate the process, ensuring more accurate claims and timely payments from insurance providers. The acquisition of this system will reduce administrative burdens, enhances revenue recovery, and ensure compliance with billing regulations. Additionally, it will increase financial sustainability for EMS operations while improving transparency and customer service for patients.

**RECOMMENDATION:** It is hereby recommended that Sarasota Manatee Airport Authority approve the attached Agreement for Billing Services with 911 Billing and Consultant, Inc. and authorize the President/CEO to execute.

## AGENDA ITEM 5.7

**SARASOTA MANATEE AIRPORT AUTHORITY  
March 31, 2025, REGULAR MEETING  
STAFF NARRATIVE**

**APPROVAL: AGREEMENT WITH 911 BILLING SERVICES AND CONSULTANT, INC. FOR  
PROFESSIONAL AMBULANCE BILLING SERVICES**

**EXECUTIVE SUMMARY:** Staff requests approval to approve a billing agreement contract with 911 Billing and Consultant, Inc., to provide professional ambulance billing services.

**NARRATIVE:** The Authority maintains a licensed ambulance service for which it is eligible for payment or reimbursement by patients, insurance carriers, governmental agencies, employers and others. 911 Billing Services and Consultant, Inc. is a Kentucky company that provides complete billing service and account receivable management of accounts for EMS. By contracting with this company, the Authority's ARFF department aims to streamline the billing process for emergency medical transports, improving both efficiency and revenue collection. By implementing 911 Billing, the department can automate the process, ensuring more accurate claims and timely payments from insurance providers. The acquisition of this system will reduce administrative burdens, enhances revenue recovery, and ensure compliance with billing regulations. Additionally, it will increase financial sustainability for EMS operations while improving transparency and customer service for patients.

**RECOMMENDATION:** It is hereby recommended that Sarasota Manatee Airport Authority approved the attached Agreement for Billing Services with 911 Billing and Consultant, Inc. and authorize the President, Chief Executive Officer to execute.

## **AGREEMENT FOR BILLING SERVICES**

This agreement is made and entered into and effective this 21<sup>ST</sup> day of October, 2024, by and between Sarasota Manatee Airport Authority, sometimes hereinafter “EMS”, 6000 Airport Circle, a an Independent Special District, organized and existing under the laws of the State of Florida and 911 Billing Services and Consultant, Inc., sometimes hereinafter “911 Billing Services and Consultant, Inc”, a Kentucky business corporation with its principal place of business at 1320 Island Ford Rd; PO Box 589, Madisonville, Kentucky 42431-0012.

### **RECITALS**

WHEREAS, 911 Billing Services is a professional ambulance service billing company with expertise in providing claims processing, billing and accounts receivable management services for ambulance and emergency medical service organizations.

WHEREAS, EMS is a licensed ambulance service for which it is eligible for payment or reimbursement by patients, insurance carriers, governmental agencies, employers and others.

WHEREAS, 911 Billing Services, desires to provide complete billing service and account receivable management of accounts for EMS upon the terms and conditions provided in this Agreement, and EMS desires 911 Billing Services to provide such services for it.

NOW THEREFORE AND IN CONSIDERATION of the mutual covenants and agreements of the parties contained in this agreement, the parties, intending to be legally bound, do hereby agree as follows:

**1. DESCRIPTION OF SERVICES:** EMS hereby engages 911 Billing Services to exclusively perform the services set forth in Paragraph 2 of this Agreement and 911 Billing Services accepts such exclusive appointment and agrees to provide complete billing service and account receivable management of EMS's accounts as outlined herein. EMS agrees that it will not enter into any contract, agreement, arrangement or understanding with any other person or entity, the purpose of which is to provide for the same or substantially similar services during the term of this Agreement unless the parties agree otherwise as set forth in writing in an Addendum to this Agreement. For purposes of this Agreement, the recitals set forth above are incorporated by reference and made a part of this Agreement as if set forth in their entirety.

**2. PERFORMANCE OF SERVICES:** 911 Billing Services will provide a complete billing service and account receivable management of EMS's accounts as further described in Paragraph 3, below. EMS shall perform the duties set forth in Paragraph 4, below.

**3. DUTIES OF 911 BILLING SERVICES:** 911 Billing Services shall perform the following duties (collectively referred to as the “Services”) on behalf of EMS:

**A. EDUCATION AND IMPLEMENTATION OF SERVICES:** 911 Billing Services shall provide EMS with instructions for the submission of necessary paperwork

mandated by Medicare, Medicaid and Private/Group insurance carriers for EMS (hereinafter referred to as "Required Documentation"). 911 Billing Services shall assist in training the staff on documentation of the medical record and Required Documentation for a smooth-running reimbursement operation. Required Documentation shall consist of prehospital patient care reports (PCRs) (also referred to as "trip sheets" or "run reports"), physician certification statements and non-physician certification statements (PCSs) (required for non-emergency transports), patient authorization signatures (sometimes referred to as an "assignment of benefits form" or "signature form"), Advance Beneficiary Notices of Noncoverage (ABNs) and other documentation necessary for 911 Billing Services to perform the Services under this Agreement. 911 Billing Services reserves the right to modify the list of Required Documentation and/or data to be submitted to 911 Billing Services at any time in accordance with new or revised payer requirements and will provide a copy of any such revisions to EMS in writing.

**B. ENTERING THE DATA:** 911 Billing Services will review the Required Documentation based on information supplied by EMS, for completeness and eligibility for submission to request reimbursement and to verify compliance with applicable laws, regulations, and payer rules, based upon 911 Billing Services' understanding of said laws, regulations and payer rules applicable to the date the ambulance services were rendered. If any required documentation is missing, 911 Billing Services will request necessary documentation from EMS.

**C. SUBMISSION OF CLAIMS:** 911 Billing Services will promptly prepare and submit claims deemed eligible by 911 Billing Services for reimbursement to all payers in an efficient manner according to accepted billing practice. All such submission shall be in conformance with this Agreement for electronic or paper submission to the appropriate party or payer based on the information supplied by EMS. In the event that 911 Billing Services deems the Required Documentation to be incomplete or inconsistent, 911 Billing Services will notify EMS that additional information may be required to process the claim, and the claim will be returned to EMS so that EMS can obtain the additional information. 911 Billing Services will not be responsible to submit any claims with insufficient documentation. 911 Billing Services will make a decision regarding the appropriate coding and payer for submission of the claim based on the information supplied by EMS. EMS understands and acknowledges that not all accounts will satisfy the eligibility requirements of all payers, and that it might not be possible to obtain reimbursement in all cases. 911 Billing Services makes no representation or warranty that all claims are payable or will be paid, and EMS agrees to abide by 911 Billing Services' decisions with regard to proper coding and payer based on the information provide to 911 Billing Services by EMS.

**D. BILLING THE INSURANCE CLAIMS:** Before billing insurance claims, 911 Billing Services will attempt to verify the insurance information listed with the account.

Coding shall be done based upon the medical documentation submitted by the EMS staff making the run. If it appears that the EMS staff may have made an error, 911 Billing Services will verify the information documented with the supervisor of the EMS staff making the run for possible correction. 911 Billing Services will attach to the claim form any additional required paperwork that the insurance companies routinely require.

911 Billing Services will bill any secondary insurance claims as soon as Medicare or other Primary insurance Carriers make payment, unless the remittance indicates the secondary insurance claims are already filed electronically.

911 Billing Service shall take all necessary and proper steps for claims submission on behalf of EMS. The Director of the EMS shall be noted as the responsible party on all Medicare claims.

911 Billing will review all denials and make appeals where appropriate.

**E. BILLS FOR PATIENTS:** 911 Billing Services will send patients a bill when:

- The account is considered Self Pay (no insurance information is obtained)
- 911 Billing Services has incomplete information.
- Deductibles or co-payments are due from the patient.

911 Billing Services will perform a claim status inquiry where the insurance company has failed to remit payment in a timely manner. We will contact the insurance company to verify why the claim has not been paid. If the payer requires additional information, 911 Billing Services will provide the additional information that it has in its possession. If 911 Billing Services does not have the information in its possession, it will work with EMS to obtain the additional information necessary to process the claim.

**F. POSTING OF PAYMENTS:**

911 Billing Services will promptly post payments made on EMS's behalf by patients, insurers, and others to EMS's accounts. The bank account will be the property of EMS only. 911 Billing will have no access to the bank account other than to make deposits into it on behalf of EMS.

Each payment shall be posted to EMS's patient's account showing which insurance company sent payment and the check number or cash method of the payment.

After all money has been entered into the system a daily Credit Report shall be run for the actual date of the payments. The total of all payments posted to EMS's patient accounts are then balanced against a copy of the deposit ledger.

A deposit ledger of the total amount of money applied to EMS's patient accounts and a breakdown of any miscellaneous moneys, such as class fees or interest paid by insurance companies, entered on the deposit will be posted separately for reconciliation. At month end, 911 Billing Services will provide reports to assist EMS in balancing the bank deposit total.

A report of credits will be run periodically by 911 Billing Services that will show all credits applied to individual accounts.

Agency will have two options for physical check processing. Option one will include the agency receiving checks at their designated address and will be required to provide a copy of all checks

received to the billing department. Option two will be all checks addressed to billing agencies P.O. Box and monies will be deposited into the designated local bank account as received.

**G. MONTHLY REPORTS:** By the 5th business day of each month, 911 Billing Services shall run the following reports and give these reports to the designated person(s) at EMS:

1. Charge Report for the previous month showing all charges entered,
2. Credit Report for the previous month showing all credits posted/entered,
3. Call Report showing all the runs made during the previous month,
4. Revenue Report showing the age of the accounts from date of service by carriers,
5. A Unit Report showing the mileage run on each of the units, and
6. Run log, identifying any missing run numbers.

Other reports will be run upon request.

**H. CHARITY AND ADMINISTRATIVE ADJUSTMENT APPROVALS:** If and when a charity policy is adopted by EMS which complies with federal and state laws, regulations and guidelines, 911 Billing Services shall send charity and administrative adjustments to EMS following any and all insurance reimbursement available, when claims meet EMS' policy. All claims must be approved and signed by 911 Billing Services and EMS.

After EMS has reviewed and signed the document: 1) a copy may be kept at EMS, 2) the original shall be returned to 911 Billing Services to be maintained with the patient account.

If the application does not meet the criteria set forth in the policies, the patient shall be advised that a payment plan may be set up for him or her. 911 Billing Services will attempt to assist each and every patient to fulfill each patient's obligations by working with all patients to achieve a collection plan each patient can meet.

This policy shall be based on the current federal poverty level.

**I. REFUND OF CREDIT BALANCES:** 911 Billing Services will notify EMS of any overpayments and/or credit balances of which 911 Billing Services becomes aware that must be refunded by EMS. EMS bears sole responsibility for the refund of any overpayments or credit balances to Medicare, Medicaid, patient, or other payers or insurers, and agrees to make such refunds when and within the time frames required by law. 911 Billing Services will assist EMS, as set forth in this Paragraph, with processing such refunds, but all refunds are to be made solely with EMS's funds, and 911 Billing Services has no responsibility to make such refunds unless and until EMS provides such funds to 911 Billing Services for this purpose. EMS acknowledges that federal law requires that any overpayments made by Medicare or any other federal healthcare program be refunded within 60 days of the identification of any such overpayments. When an account has a payment entered onto it that places it into a credit balance, the following procedure will be followed.



1. The 911 Billing Services shall review the account to determine the reason for the credit. If the payer has requested a refund in error, 911 Billing Services will appeal the request. 911 Billing Services will determine who is due the refund. All documentation shall be attached to a standard form requesting the refund and sent to EMS.
2. The refund will be approved by EMS and the check will be processed by EMS's accountant made to the payer being refunded as documented on the request form.
3. The completed check will be forwarded to 911 Billing Services for distribution to the payee. When refunding to insurance companies, the patient's name, identification number, date of service, and claim number must be listed on the check. 911 Billing Services' refund clerk will attach such documentation.
4. When EMS returns a signed copy of the complete documentation along with a copy of the check to 911 Billing Services, the money will be credited on the account. The documentation shall be attached digitally to the copy of the claim and scanned into the digital document storage site for access by both parties. 911 Billing Services will distribute the checks after verifying all necessary identification has been attached to the check.

**J. TRAINING AND EDUCATION:** 911 Billing Services will seek to attend available compliance and reimbursement training available to them. Every effort will be made to keep abreast of the ever-changing rules and regulations affecting EMS reimbursement, and 911 Billing Services will promptly communicate to EMS any billing or reimbursement changes that may affect Required Documentation and information EMS will need to provide to support its claims. 911 Billing Services will maintain Certified Ambulance Coders on staff in its effort to provide EMS with the best quality of compliance possible in coding EMS's claims. 911 Billing Services may agree to offer training, in 911 Billing Services' discretion and as requested by EMS.

**K. REASONABLE EFFORTS:** Unless otherwise directed by EMS, 911 Billing Services will make reasonable efforts for the collection of co-payments, deductibles or other patient balances, to include the preparation of invoices and a maximum of three reminder statements to patients, supplemental insurers or other financially responsible parties at industry-appropriate intervals.

**L. FOLLOW-UP:** 911 Billing Services will perform follow-up for a commercially reasonable period of time following the initial billing date on all open accounts. After this follow-up period, 911 Billing Services will either return the accounts to EMS or forward the accounts to a collection agency of EMS's choosing. EMS and/or its designated collection agency shall bear all costs and liabilities of collections activities and collection agency charges. 911 Billing Services is not a collection agency and bears no responsibility for the conduct of any collection activities undertaken by EMS or its collection agency.

**M. REPRESENTATIVE:** 911 Billing Services will provide one or more account representative(s) to handle patient, payer, and/or EMS billing questions during 911 Billing Services' regular business hours.

**4. DUTIES OF EMS:** EMS shall be responsible for the following at its sole cost and expense:

**A. PROVIDE COMPLETE AND ACCURATE INFORMATION:** EMS will provide 911 Billing Services with complete, accurate, and well documented Patient Care Reports (PCR) and other Required Documentation on a regular and timely basis as scheduled by 911 Billing Services. EMS is responsible to ensure all Required Documentation is signed in accordance with applicable laws, regulations and payer guidelines. EMS acknowledges that 911 Billing Services must rely on the accuracy and completeness of the forms, signatures and other documentation provided to it by EMS to allow 911 Billing Services to perform the Services specified in this Agreement. EMS understands that 911 Billing Services is not in a position to verify the accuracy or completeness of Required Documentation provided by EMS. By forwarding any such documentation to 911 Billing Services, EMS expressly warrants and represents that any such documentation is complete and accurate, and that 911 Billing Services may rely on the completeness and accuracy of any such documentation in performing its Services under this Agreement. EMS bears sole responsibility for the claim submissions made by 911 Billing Services on its behalf based upon the documentation submitted to 911 Billing Services by EMS, and, notwithstanding any other term or provision in this Agreement, EMS will defend, indemnify and hold harmless 911 Billing Services and any employee of 911 Billing Services based on documentation submitted to 911 Billing Services by EMS if such documentation is later determined to be incomplete or inaccurate. EMS must provide 911 Billing Services with all Required Documentation, as set forth in Paragraph 3(A), above, as well as complete and accurate information on Patient Care Reports including, but not limited to the following:

1. Patient's name, address, social security number, and telephone number;
2. Billing authorization signature (in accordance with Medicare/payer claim submission guidelines) including signature for receipt of HIPAA Notice of Privacy Practices;
3. Physician Certification Statement, Non-Physician Certification Statement, or other physician order where required by law for non-emergency trips;
4. Accurate description of the treatment provided (including assessments, interventions and other care);
5. If patient is a repetitive patient, additional medical records documenting the condition of the patient that represents medical necessity for the transfers where a third-party payer requires it;
6. Information regarding whether the patient is a subscriber to EMS's subscription or membership program, if applicable;
7. All necessary and available insurance information for the patient, including identity of the payer, group or plan numbers, patient's insurance/Medicare/Medicaid number(s);
8. Mandated Prior Authorization numbers;

9. Reason for patient transport (including dispatch complaint and intake information, and provider impression and treatment);
10. Accurate information regarding points of origin and destination;
11. Actual odometer readings and number of total loaded miles (to the nearest tenth of a mile);
12. Patient's date of birth;
13. Date of service;
14. Patient's medical condition;
15. Hospital face sheets (where applicable)
16. Other information and Required Documentation, as may reasonably be required by 911 Billing Services to compliantly bill the claims.

**B. COMPILING THE ACCOUNT:** Required Documentation shall be reviewed/compiled by EMS on a prompt and regular basis (and should generally be daily for regular business days), verifying that all runs have been turned in. These runs will then be forwarded to 911 Billing Services immediately upon completion of review/compilation. EMS will compare its call log to the Required Documentation submitted to verify all runs are sent to 911 Billing Services. A copy of EMS' daily run log shall be made available to 911 Billing Services for secondary follow up, if requested.

All correspondence on patient accounts shall be forwarded to 911 Billing Services on a prompt and regular basis (and should generally be daily for regular business days) and in a confidential and acceptable manner, as mutually agreed upon by both parties.

**C. PROMPT NOTIFICATION OF CHANGES:** EMS will promptly notify 911 Billing Services of any changes in billing rates, contractual obligation affecting EMS's billing or other changes to EMS's billing policies not later than thirty (30) days prior to the effective date of such changes.

**D. NOTIFICATION OF SUBSCRIBERS:** EMS will supply 911 Billing Services with EMS policies for billing any agreements or subscription program materials that may impact on 911 Billing Services' billing for EMS's services if applicable. 911 Billing Services will bill in accordance with the terms of EMS's subscription/membership program, provided that EMS furnishes those terms to 911 Billing Services in writing. EMS is responsible to inform 911 Billing Services of its patients who are members or subscribers of EMS's membership or subscription program. If EMS operates a subscription or membership program, EMS represents that its annual subscription/membership program complies with all applicable state and federal laws and regulations and is actuarially sound, as defined by the Office of Inspector General (OIG) guidance. EMS agrees to indemnify, defend, and hold harmless 911 Billing Services in the event EMS's subscription or membership program is not actuarially sound as set forth in applicable OIG guidance or is not permissible under State law or regulation.

**E. COPIES OF LICENSE:** EMS will maintain its qualifications to provide ambulance services, including any required local, state and/or federal licenses, permits certifications or enrollments (collectively, "Licenses"), and remain in good standing with Medicare, Medicaid and all other state and federal health care programs. EMS shall be

responsible for ensuring all information on file with Medicare, Medicaid and all other payment sources is accurate and complete and timely updated as required by law, regulation, or payer policy. EMS shall supply to 911 Billing Services a current copy of all EMS licenses, certifications or permits to do business (including renewals) as required by payer enrollments. EMS shall be responsible to maintain a National Provider Identifier (NPI) number and to update the information associated with its NPI. EMS expressly represents and warrants that it will not forward accounts for processing by 911 Billing Services if the account is ineligible for payment or reimbursement, or if EMS is ineligible for payment by any payers or insurers as a result of its licensure status, exclusion, deactivation, revocation, or other sanction with such payer or insurer, or other legal impediment, and that it will promptly notify 911 Billing of any suspension, deactivations, revocation, or exclusion from any state or federal health care program or any change in ownership or management of EMS. EMS will provide 911 Billing Services with a copy of all required Licenses, permits, certificates, enrollments, and enrollment updates, and shall forward copies of these documents to 911 Billing Services as they are renewed. Such information includes, but is not limited to EMS's:

1. National Provider Identifier(s) (NPI(s)),
2. Employer Identification Number (EIN),
3. Medicare Provider Transaction Access Number (PTAN),
4. Railroad Medicare PTAN, and
5. Medicaid Provider Number.

**F. REPORT DIRECT PAYMENTS:** EMS will report to 911 Billing Services all payments made directly to EMS for services rendered by EMS within two (2) business days of EMS's receipt of such payment (not made through the lockbox).

**G. NOTIFICATION OF CHANGE OF INDIVIDUALS TO WHOM CONFIDENTIAL BILLING INFORMATION MAY BE RELEASED:** EMS will notify 911 Billing Services in writing of any change in individuals to whom confidential billing information can be released.

**H. OBTAIN SIGNATURES:** EMS will, in accordance with appropriate payer guidelines, obtain the signature of the patient or other authorized representative of the patient or otherwise meet the ambulance signature requirements set forth at 42 C.F.R. § 424.36 on each call and forward to 911 Billing Services as part of the Required Documentation.

**I. OBTAIN ALL OTHER INFORMATION REASONABLY REQUIRED BY 911 BILLING SERVICES:** EMS will obtain all information reasonably required to accurately justify the services being reported and/or billed by 911 Billing Services on EMS's behalf. More particularly, if EMS is a basic life support (BLS) ambulance service and requests 911 Billing Services to submit claims on its behalf as an advanced life support (ALS) provider, i.e., pursuant to a joint billing agreement, EMS shall be responsible to obtain and submit a copy of the joint billing agreement with that ALS agency and the ALS trip report to supplement its BLS trip report. Additionally, EMS must obtain a completed and valid PCS form on all trips where required by law and provide copies of all PCS forms to 911 Billing Services as part of the Required Documentation. If EMS fails to provide accurate and complete trip reports or medical

records necessary to bill claims for payment within three months (90 days) 911 Billing may bill for denial and/or bill the patients according to applicable law.

**J. PROVIDE COPIES OF CONTRACTS:** EMS will provide copies to 911 Billing Services of all billing charges, billing policies, facility contract, joint billing agreements, and copies of all contracts with which EMS is considered in-network or participating.

**K. COOPERATE:** EMS will cooperate reasonably with 911 Billing Services so as to enable 911 Billing Services to meet its obligations under this Agreement. In the event that EMS's approval is required in order for 911 Billing Services to fulfill any obligations it may have under this Agreement, EMS shall not unreasonably withhold, condition, or delay its approval.

**L. NOTIFY REGARDING CUSTOMIZED NEEDS:** EMS will notify 911 Billing Services in writing regarding any customized needs (reporting, scheduling, etc.). EMS understands that the processing of customized needs may entail additional charges to EMS by 911 Billing Services.

**M. DESIGNATE A REPRESENTATIVE:** EMS will designate a contact person, authorized to transact business on behalf of EMS, who can promptly respond to any questions raised by 911 Billing Services, or who can execute required forms and other documents necessary to the provision of Services by 911 Billing Services under this Agreement.

**N. PERMIT TRAINING:** EMS will permit 911 Billing Services to provide additional training to EMS personnel in the event that 911 Billing Services deems such training to be necessary and/or desirable.

**O. DESIGNATE DEPOSITORY ACCOUNT:** EMS will designate to 911 Billing Services a depository account to which funds may be deposited directly without the necessity of 911 Billing Services negotiating checks made payable to EMS.

**5. SPECIFICALLY, EXCLUDED DUTIES OF 911 BILLING SERVICES:**  
Notwithstanding any provisions of this Agreement to the contrary, 911 Billing Services shall *not* be responsible to:

**A.** Negotiate any checks made payable to EMS, though 911 Billing Services may receive refunds as an agent of EMS for transmittal to EMS where permitted by EMS.

**B.** Accept reassignment of any benefits payable to EMS.

**C.** Provide legal advice or legal services to EMS, any of EMS's patients or payers, or anyone acting on EMS's behalf.

**D.** Provide collection agency services or file or pursue legal actions for payments due to EMS, although 911 Billing Services may forward collection accounts to a collection agent of EMS's choosing at EMS's expense, if so directed by EMS. Nothing in this Agreement is

intended to make EMS a debt collector under the federal Fair Debt Collection Practices Act or similar state laws and 911 Billing Services should not be construed as undertaking any activities that would make it a debt collector under the Fair Debt Collection Practices Act or similar state laws.

- E. Monitor the actuarial soundness of EMS's subscription program, if applicable.
- F. Initiate or pursue litigation for the collection of past due accounts.

**6. PAYMENT:** For the services rendered herein, EMS shall pay 911 Billing Services the sum of 7.65% of net collections. Net collections include all reimbursement EMS receives as a result of billing/claim submission efforts performed by 911 Billing Services according to the previous month's receivables, and net collections shall also include co-payments and other payments made directly by a patient to EMS. EMS will be billed by 911 Billing Services for this fee on a monthly basis, and this fee is due and payable in full to 911 Billing Services within ten (10) days of the date of its invoice, no later than the 15<sup>th</sup> of the month. Except as otherwise provided in this Agreement, this is the total compensation due and payable to 911 Billing Services for the Services rendered herein. 911 Billing Services shall be responsible for all out of pocket expenses necessary to perform the billing Services herein described (i.e. staffing, postage from the billing office, billing forms, continuing education, and telephone service). A minimum of \$500.00 monthly will be applied if collections due not generate a minimum of \$500.00 due.

EMS will be responsible for Merchant Fees charged for processing credit cards if EMS decides to accept credit card payments. The current Merchant Account service provider charges 3.5% for all payments processed. Patients will be charged a service fee in addition to their payment to help cover the cost from Merchant Services. The fees will be initially paid by 911 Billing. The patient service fees will be deducted from the Merchant account fees and the balance will be billed monthly to EMS on their month end invoice from 911 Billing. Merchant Fees are subject to change, any changes shall be approved by the EMS.

If Required Documentation (i.e., Physician Certification Statements, Signatures forms, required Prior Authorization, medical records for repetitive patients, or accurate documentation on the PCR by the crews) are routinely left off, mandating additional manpower to complete the billing processing on **over 10% of the accounts**, a penalty may be imposed upon EMS of \$5.00 per form where complete and accurate Required Information has not been submitted with the claim or as mutually agreed upon.

911 Billing Services shall be entitled to reimbursement for account payments made after the termination date but billed by 911 Billing Services prior to the termination date of the contract, as described in Paragraphs 8(E) and (F), below.

All late payments are subject to a late fee of 1.5% or a minimum of \$50 per month on unpaid balances. If at any time EMS fails to remit within 30 days of the date of 911 Billing Services' invoice, 911 Billing Services may discontinue billing any and all claims on behalf of EMS until such time that all past due fees of EMS under this Agreement have been paid, or 911

Billing Services may terminate this Agreement pursuant to the provisions of Paragraph 7(D), below. Provided that 911 Billing Services has not terminated this Agreement as an Event of Default pursuant to Paragraph 7(D), when EMS's past due fees to 911 Billing Services have been paid pursuant to this Agreement, 911 Billing Services will immediately begin processing all claims for which the timely filing deadline has not passed. 911 Billing Services shall not be responsible for missing any timely filing deadlines when the failure to file claims is as a result of EMS not timely paying 911 Billing Services pursuant to the terms of this Agreement.

**7. TERM/TERMINATION:**

**A. TERM:** This Agreement shall begin on \_\_\_\_\_ ("effective date"), and shall be for an initial term of two years. Thereafter, this Agreement shall automatically renew for additional terms of three (3) years each.

**B. TERMINATION UPON NOTICE:** Notwithstanding the foregoing, either party may terminate this Agreement with or without cause by giving the other party written notice of its intent not to renew at least ninety (90) days prior to the expiration of the then-current term.

**C. TERMINATION UPON BREACH:** Notwithstanding anything to the contrary in this Agreement, this Agreement may also be terminated by either party for just cause on 30 (30) days' prior written notice at any time due to a material breach hereof by the other party, provided that the breaching party shall be given the opportunity to correct such breach during the thirty (30) day notice period. In the event that the breaching party has cured the breach to the reasonable satisfaction of the other party, this Agreement shall continue in full force and effect as if such breach (and prior notice of intent to terminate) had not occurred. If the breach has not been cured to the satisfaction of the other party, this Agreement shall terminate thirty (30) days after the notice was issued by the non-breaching party. For purposes of this paragraph, "material breach" shall be defined as any violation of the duties and obligations of each party, as outlined throughout this Agreement. "Just cause" shall include, but not be limited to the following:

1. Any breach of a material provision of this agreement by the other party (except for a failure to pay, which is covered as an Event of Default under Paragraph 7(D), below).
2. Failure of either party to practice in accordance with the appropriate policies, standards and procedures established by the respective parties.
3. Harassment or discrimination of a party or personnel of a party by the other party or by the other party's personnel.
4. Willful damage by a party or a party's personnel to the property, business, reputation, or good will of the other party.
5. Willful injury to any customer, independent contractor, employee, or agent of the other party.
6. Inattention to or neglect of the duties to be performed by either party, which inattention or neglect is not the result of illness or accident.
7. Commitment of unethical or immoral acts by a party or a party's personnel which disparages the other party or could have the effect of disparaging the other party.

**D. TERMINATION UPON AN EVENT OF DEFAULT:** This Agreement may be terminated immediately by 911 Billing Services upon written notice to EMS for an Event of Default. An “Event of Default” shall include any of the following reasons:

1. If EMS makes an assignment for the benefit of creditors, files a voluntary or involuntary petition in bankruptcy, is adjudicated insolvent or bankrupt, petitions or applies to any tribunal for the appointment of any receiver or trustee over its assets or properties, commences any proceeding under any reorganization, arrangement, readjustment of debt or similar law or statute of any jurisdiction, whether now or hereafter in effect, or if there is commenced against the other party by any act or omission to act indicated its consent to, approval of or acquiescence in any such proceeding or the appointment of any receiver or of any trustee, or suffers any such receivership or trusteeship.
2. If EMS loses its license, permit or certification necessary to do business, or is excluded from any state or federal health care program, or is convicted of a criminal offense related to any federal or state health care program.
3. If EMS fails to pay 911 Billing Services for its Services within thirty (30) days of the date such payment becomes due, taken any actions which 911 Billing Services, in its sole discretion, determines to be unethical, illegal, immoral, or non-compliant, or fails to cooperate with 911 Billing Services in any way that prevents, impedes, obstructs, or delays 911 Billing Services in the performance of the Services set forth in this Agreement.
4. If EMS repeatedly fails to respond to 911 Billing Services requests for information required to perform Services on behalf of EMS.
5. If EMS repeatedly fails to report payments made directly to EMS.
6. If EMS revokes or otherwise rescinds the applicable contractor, carrier, or insurer source code required by 911 Billing Services to perform Services on EMS’s behalf or causes such source code to be revoked or otherwise rescinded.

**E. CONTINUATION UPON TERMINATION:** Upon termination of the Agreement by either party 911 Billing pursuant to Paragraphs 7(B), 7(C), 7(D)(1), 7(D)(4), or 7(D)(5), 911 Billing Services will, following the effective date of termination, continue to perform the duties specified in this Agreement for all open and previously billed accounts for an additional six months, provided that EMS continues to timely pay 911 Billing Services for these Services according to the terms and conditions of this Agreement. During this time credit for those claims processed by 911 Billing Services will be made under the terms of this Agreement. In the event this Agreement is terminated pursuant to any other provision of this Agreement, or in violation of this Agreement, 911 Billing Services shall have no continuing obligation to perform any Services on behalf of EMS following the effective date of termination. Additionally, all claims that 911 Billing Services is continuing pursuant to this paragraph that require research will be billed at \$25 per claim. Research shall consist of research necessary as a result of a refund request, a Medicare/Medicaid/Insurance Company audit, appeal, etc. Notwithstanding anything to the contrary herein, 911 Billing Services shall be responsible to bill



for the submission of all claims in accordance with Paragraph 3.C. for all claims with dates of service prior to and including the date of termination of this Agreement

**F. IMPROPER TERMINATION:** In the event EMS improperly terminates this Agreement by not terminating this Agreement in accordance with the termination provisions set forth in Paragraphs 7(B), (C), or (D) of this Agreement, EMS agrees to immediately return all equipment and software supplied by 911 Billing Services, to indemnify 911 Billing Services according to the indemnification provisions of Paragraph 16(A) of Agreement, and to pay 911 Billing Services an early termination fee of \$15,000.

#### **8. RECORD OWNERSHIP AND ACCESS:**

**A.** EMS understands that documents generated or acquired in the course of providing Services hereunder and maintained by 911 Billing Services are the property of both 911 Billing Services and EMS. It is EMS's responsibility to maintain all of its documents and records, including copies of Required Documentation and all other documents and records provided to 911 Billing Services. 911 Billing Services does not act as EMS's records custodian.

**B.** During the term of this Agreement, 911 Billing Services shall, upon EMS's written request, provide to EMS, in electronic format and within 14 days of receipt of such written request, copies of any EMS-provided Required Documentation furnished to 911 Billing Services by EMS, and any Claim Adjudication Documents generated by and received from insurers or payers in response to claims submitted by 911 Billing Services on EMS's behalf. "Claim Adjudication Documents" shall consist of the documents generated secondary to claim submission in the normal course of claim processing by payers and insurers, including Explanation of Benefits (EOB) documents, Remittance Advice (RA) documents, Medicare Summary Notice (MSN) documents, denials and other documents of a similar type.

**C.** Costs for large amounts of copies of documents (defined as above and beyond the requirement of the normal daily claim handling requirements) shall be invoiced to EMS by 911 Billing Services at rates not to exceed those established under Kentucky law, regulation or policy regarding copying costs.

**D.** Should this Agreement be terminated for any reason, all EMS documents shall be maintained at a site convenient to both EMS and 911 Billing Services for a reasonable amount of time for follow-up of all open claims or appeals following the effective date of termination of this Agreement unless as otherwise stated in this Agreement. It is understood by both that access to all records must be maintained according to federal and state requirements, as well as the provisions of this Agreement. 911 Billing Services will provide to EMS an electronic copy of all billing records of EMS and a text file format copy of all EMS's open balance claims (the "Claims Data") within two (2) business days following termination of the Agreement, without regard for the cause of the termination. Every effort will be made by 911 Billing Services to provide the records in a manner acceptable to EMS. Claims for unpaid fees or other sums or claims of breach or default shall not be grounds for withholding the Claims Data from EMS. Requests for the return of documents pursuant to this Paragraph must be made in writing to 911 Billing Services by EMS no later than thirty (30) days after the termination date of this

Agreement.

E. As a convenience to EMS, 911 Billing Services will, during the term of this Agreement, produce patient care reports in response to routine attorney requests (with appropriate patient authorization) for such documentation, if those records are in 911 Billing Services' possession at the time it receives such attorney request. For subpoenas, as well as any requests beyond those deemed by 911 Billing Services to be routine requests, 911 Billing Services shall forward such requests to EMS for disposition.

F. Any documents, data, records, or information compiled in the course of 911 Billing Services' provision of Services under this Agreement, other than EMS-provided Required Documentation and Claim Adjudication Documents defined in Paragraph defined in Paragraphs 8(A) and 8(B), above, shall be the sole and exclusive property of 911 Billing Services and shall be considered the business and/or proprietary records of 911 Billing Services. 911 Billing Services shall have no obligation to furnish any such business or proprietary records of 911 Billing Services to EMS, and EMS shall have a right of access only to the EMS-provided Required Documentation and Claim Adjudication Documents, as defined in Paragraphs 8(A) and (B), above.

G. Should this Agreement be terminated for a reason pursuant to which 911 Billing Services continues to work the open claims under Paragraph 7(E), at the end of six months from the date of termination all documents and records to which EMS has a right of access under Paragraphs 8(A) and (B) will be forwarded to EMS within two (2) business days following the expiration of the period. EMS agrees to pay an additional 3% of all outstanding balances properly billed by 911 Billing Services on behalf of EMS but not yet collected at the end of the period. Every effort will be made by 911 Billing Services to provide the records in a manner acceptable to EMS. Claims for unpaid fees or other sums or claims of breach or default shall not be grounds for withholding the Claims Data from EMS.

H. If EMS desires 911 Billing Services to continue working open claims remaining balances beyond six months fees from the date of termination of this Agreement, EMS shall pay 911 Billing Services 20% of all money collected for these claims.

**9. RELATIONSHIP OF PARTIES:** It is understood that 911 Billing Services, is acting as an independent contractor with respect to EMS. Neither party shall be deemed to be the agent or partner or fiduciary of the other, and neither is authorized to take any action binding upon the other, other than the actions specifically enumerated herein. Consequently, EMS will not provide fringe benefits, insurance, vacation, or any other employee benefit and will not withhold taxes from the compensation paid herein. Further, there is no liability on the part of 911 Billing Services to any entity on EMS's behalf for any debts, liabilities, or obligations incurred by or on behalf of EMS.

**10. CONFIDENTIALITY:** Recognizing that 911 Billing Services will be dealing with patient, business and office records that might be otherwise confidential, 911 Billing Services shall not divulge, disclose or communicate in any manner any information obtained through the review or its billing of accounts to any third party without the prior written consent of EMS.

This covenant of confidentiality shall be binding on all agents, representatives and/or employees of 911 Billing Services and Consultant, Inc. and shall continue beyond the termination of this agreement.

**11. NON-DISCLOSURE:** EMS has obtained or will obtain information regarding the business and financial plans of 911 Billing Services, and EMS hereby agrees that, for itself and its board members, officers, directors, employees, volunteers, members and agents, EMS shall not disclose to others any of 911 Billing Services' Confidential Information. Confidential information includes but is not limited to fees, staffing, and the names of other providers, and shall not be disclosed without 911 Billing Services' prior written consent for any such disclosure.

**12. COOPERATION:** Both parties agree that their staff shall cooperate fully in documenting the necessary data required by both the state EMS regulatory agency, as well as all federal, state and private reimbursement programs, including all federal, state and private insurance companies. This will facilitate the billing of the accounts receivable in accordance with the accepted compliance program that both companies shall develop to promote adherence with all applicable federal, state, and private healthcare program requirements.

**13. HIPAA BUSINESS ASSOCIATE ASSURANCES:** 911 Billing Services agrees to appropriately safeguard protected health information ("PHI") that is created, received, maintained, or transmitted on behalf of EMS in compliance with the applicable provisions of Public Law 104-191 of August 21, 1996, known as the Health Insurance Portability and Accountability Act of 1996, Subtitle F – Administrative Simplification, Sections 261, *et seq.*, as amended ("HIPAA"), and with Public Law 111-5 of February 17, 2009, known as the American Recovery and Reinvestment Act of 2009, Title XII, Subtitle D – Privacy, Sections 13400, *et seq.*, the Health Information Technology and Clinical Health Act, as amended (the "HITECH Act").

#### **A. GENERAL PROVISIONS**

1. **Meaning of Terms.** The terms used in this Agreement shall have the same meaning as those terms defined in HIPAA.
2. **Regulatory References.** Any reference in this Agreement to a regulatory section means the section currently in effect or as amended.
3. **Interpretation.** Any ambiguity in this Agreement shall be interpreted to permit compliance with HIPAA.

#### **B. OBLIGATIONS OF 911 BILLING SERVICES**

911 Billing Services agrees that it will:

1. Not use or further disclose PHI other than as permitted or required by this Agreement or as required by law;
2. Use appropriate safeguards and comply, where applicable, with the HIPAA Security Rule with respect to electronic protected health information ("e-PHI") and implement appropriate physical, technical and administrative safeguards to prevent use or disclosure of PHI other than as provided for by this Agreement;

3. Report to EMS any use or disclosure of PHI not provided for by this Agreement of which it becomes aware, including any security incident (as defined in the HIPAA Security Rule) and any breaches of unsecured PHI as required by 45 CFR §164.410. Breaches of unsecured PHI shall be reported to EMS without unreasonable delay but in no case later than 60 days after discovery of the breach;

4. In accordance with 45 CFR 164.502(e)(1)(ii) and 164.308(b)(2), ensure that any subcontractors that create, receive, maintain, or transmit PHI on behalf of 911 Billing Services agree to the same restrictions, conditions, and requirements that apply to 911 Billing Services with respect to such information;

5. Make PHI in a designated record set available to EMS and to an individual who has a right of access in a manner that satisfies EMS's obligations to provide access to PHI in accordance with 45 CFR §164.524 within 30 days of a request;

6. Make any amendment(s) to PHI in a designated record set as directed by EMS, or take other measures necessary to satisfy EMS's obligations under 45 CFR §164.526;

7. Maintain and make available information required to provide an accounting of disclosures to EMS or an individual who has a right to an accounting within 60 days and as necessary to satisfy EMS's obligations under 45 CFR §164.528;

8. To the extent that 911 Billing Services is to carry out any of EMS's obligations under the HIPAA Privacy Rule, 911 Billing Services shall comply with the requirements of the Privacy Rule that apply to EMS when it carries out that obligation;

9. Make its internal practices, books, and records relating to the use and disclosure of PHI received from, or created or received by 911 Billing Services on behalf of EMS, available to the Secretary of the Department of Health and Human Services for purposes of determining 911 Billing Services and EMS's compliance with HIPAA and the HITECH Act;

10. Restrict the use or disclosure of PHI if EMS notifies 911 Billing Services of any restriction on the use or disclosure of PHI that EMS has agreed to or is required to abide by under 45 CFR §164.522; and

11. If EMS is subject to the Red Flags Rule (found at 16 CFR §681.1 *et seq.*), 911 Billing Services agrees to assist EMS in complying with its Red Flags Rule obligations by: (a) implementing policies and procedures to detect relevant Red Flags (as defined under 16 C.F.R. §681.2); (b) taking all steps necessary to comply with the policies and procedures of EMS's Identity Theft Prevention Program; (c) ensuring that any agent or third party who performs services on its behalf in connection with covered accounts of EMS agrees to implement reasonable policies and procedures designed to detect, prevent, and mitigate the risk of identity theft; and (d) alerting EMS of any Red Flag incident (as defined by the Red Flag Rules) of which it becomes aware, the steps it has taken to mitigate any potential harm that may have occurred, and provide a report to EMS of any threat of identity theft as a result of the incident.

### **C. PERMITTED USES AND DISCLOSURES BY 911 BILLING SERVICES**

The specific uses and disclosures of PHI that 911 Billing Services may make on behalf of EMS include:

1. The preparation of invoices to patients, carriers, insurers and others responsible for payment or reimbursement of the Services provided by EMS to its patients, as set forth in this Agreement;

2. Preparation of reminder notices and documents pertaining to collections of overdue accounts;
3. The submission of supporting documentation to carriers, insurers and other payers to substantiate the healthcare services provided by EMS to its patients or to appeal denials of payment for the same; and
4. Other uses or disclosures of PHI as permitted by HIPAA necessary to perform the Services that 911 Billing Services has been agreed to perform on behalf of EMS, as set forth in this Agreement.

#### **D. TERMINATION**

1. Notwithstanding the termination provisions set forth in Paragraph 7 of this Agreement, EMS may terminate this Agreement if EMS determines that 911 Billing Services has violated a material term of the HIPAA Business Associate Assurances set forth in this Paragraph 13.
2. If either party knows of a pattern of activity or practice of the other party that constitutes a material breach or violation of the other party's obligations under this Agreement, that party shall take reasonable steps to cure the breach or end the violation, as applicable, and, if such steps are unsuccessful, terminate this Agreement, according to the provisions set forth in Paragraph 7 of this Agreement, if feasible.
3. Upon termination of this Agreement for any reason and upon the written request of EMS and pursuant to the other terms and conditions set forth in this Agreement, 911 Billing Services shall return to EMS or destroy all PHI received from EMS, or created, maintained, or received by 911 Billing Services on behalf of EMS that 911 Billing Services still maintains in any form. If return or destruction is infeasible, the protections of this Agreement will extend to such PHI.

**14. FINANCIAL HARDSHIP POLICIES AND PROCEDURES:** EMS may develop policies and procedures which will appropriately and uniformly identify charity cases among EMS's patients. EMS warrants and represents that any financial hardship policies and procedures that it has in place comply with Medicare laws, regulation, and policy, and also comply with any other applicable laws, regulations, or payer policies. EMS shall forward its financial hardship policy to 911 Billing Services. 911 Billing Services agrees to comply with EMS's financial hardship policy, as long as 911 Billing Services agrees that such policy does not violate Medicare laws, regulations, or policy, and also does not violate any other applicable laws, regulations or payer policies. 911 Billing Services has the authority to apply EMS's established financial hardship policy to any of EMS's accounts in accordance with EMS's financial hardship policy.

**15. WAIVER:** The failure of either party to enforce any provision of this Agreement shall not be construed as a waiver or limitation of that party's right to subsequently enforce and compel strict compliance with any or every provision of this Agreement.

#### **16. HOLD HARMLESS/DISCLAIMER/INDEMNIFICATION:**

**A.** EMS is entitled to sovereign immunity pursuant to Florida Statute Chapter 768. To the extent permitted by Florida law and specifically by Chapter 768 without waiver of sovereign immunity EMS agrees to indemnify, defend and hold harmless 911 Billing Services and Consultant, Inc. from and for any claims, liabilities or causes of action, and damages, including but not limited to, overpayment or false claims liability to any government agency, third party payer, financially responsible party, carrier or insurer, to the extent caused by an act or omission, including but not limited to supplying inaccurate, incomplete, false or fraudulent information, on the part of EMS or its agents, servants, volunteers, contractors, or employees. This provision shall also require EMS to reimburse 911 Billing Services for 911 Billing Services' costs in the event of a breach of this Agreement by EMS or an Event of Default on the part of EMS. The indemnifications provisions of this Paragraph shall include all costs and disbursements, including without limitation, court costs, penalties, fines, and reasonable attorneys' fees.

**B.** 911 Billing Services agrees to indemnify, defend and hold EMS and/or its employees, officers, directors and agents harmless from any and all claims, losses, damages, liabilities and expenses, including reasonable attorneys' fees and court costs resulting from any wrongful act or omission the part of 911 Billing Services, its agents, servants, employees, or contractors and which relate to the Services performed by 911 Billing Services under this Agreement.

**C.** Notwithstanding any other provision of this Agreement, 911 Billing Services shall not be liable for any damages, including but not limited to loss in profits, or for any special, incidental, indirect, consequential or other similar damages suffered in whole, or in part, in connection with this Agreement. Any liability of 911 Billing Services shall not exceed any amounts paid to 911 Billing Services by EMS under this Agreement for any disputed billing performed by 911 Billing Services on behalf of EMS.

**D.** Where any provision of this Agreement obligates EMS to defend, indemnify and/or hold harmless 911 Billing Services, such provision shall include any claims, losses, assessment or damages of any kind, and shall apply equally to 911 Billing Services and to its employees, officers, directors, agents, contractors, attorneys, consultants, accountants and servants.

**17. INSURANCE:** 911 Billing Services shall maintain Errors and Omissions insurance, Owners & Directors Insurance, and Employment Practices coverage in an amount no less than \$1,000,000.00. 911 Billing Services shall provide proof of such coverage to EMS upon reasonable written request.

**18. APPLICABLE LAW:** This Agreement shall be construed in accordance with the laws of the State of Kentucky without consideration of conflict of laws principles. The parties expressly agree that any disputes arising under or pertaining to this Agreement shall be brought exclusively in any court or magisterial district serving the Hopkins County, Kentucky area. EMS expressly consents to personal jurisdiction within the Commonwealth of Kentucky and to venue and personal jurisdiction in the Courts set forth in this Paragraph. In the event that EMS fails to pay 911 Billing Services for amounts due and owing under this Agreement, EMS expressly

agrees to reimburse 911 Billing Services for its attorneys' fees, court costs and other expenses necessary to enforce its rights under this Agreement.

**19. BACKGROUND CHECKS:** All employees, owners, agents, and servants of 911 Billing Services shall have background checks done so that no persons on the OIG's List of Excluded Persons (excluded from federal healthcare programs) shall be employed by 911 Billing Services. 911 Billing Services warrants that neither 911 Billing Services its owners nor personnel shall be excluded during the term of this Agreement, and it shall immediately report to EMS any exclusion actions.

All employees, volunteers, servants, officers, directors, owners (where applicable), and agents of EMS shall also have background checks done so that no persons on the OIG's List of Excluded Persons (excluded from the federal healthcare programs) shall be employed by EMS. EMS shall provide 911 Billing Services with a digital copy of these verifications. EMS warrants that neither EMS nor anyone associated with EMS shall be excluded from any federal or state healthcare program during the term of this Agreement, and it shall immediately report to 911 Billing Services any exclusion actions. These background checks should be performed at a minimum quarterly.

**20. COMPLIANCE:**

**A.** 911 Billing Services shall conduct all of its, activities, operations, and billing practices in compliance with all local, state, and federal laws and regulations applicable to billing activities, and shall notify EMS of any changes which require the billing practices described in this Agreement to change.

**B.** EMS shall conduct all its activities, operations and documentation in compliance with all applicable local, state and federal statutes, rules and regulations. EMS expressly represents and warrants that it is under no legal impediment to billing or receiving reimbursement for its services.

**C.** Each party is responsible for monitoring and ensuring its own compliance with all applicable state and federal laws and regulations pertaining to billing and reimbursement for its services. However, either party which becomes aware of a violation of any such state or federal laws or regulations or of a questionable claim or claim practice agrees to notify the other party within thirty (30) days so the other party may appropriately address the matter. If after thirty days' notice the offending party has made no attempt to correct the problem, the other party may report the actions as mandated by the regulatory organizations overseeing their actions.

**D.** The parties represent that they are not the subject of any actions or investigations pertaining to their participation in or standing with any state or federal healthcare program, are not subject to exclusion from any state, and/or federal healthcare program, and that no person providing services for which reimbursement is sought were, at the time such services were rendered, excluded from any state or federal healthcare program.

**E.** The parties recognize that this Agreement is at all times subject to applicable state, local, and federal laws and shall be construed accordingly. The parties further recognize that this Agreement may become subject to or be affected by amendments in such laws and regulations or to new legislation or regulations. Any provisions of law that invalidate, or are otherwise inconsistent with, the material terms and conditions of this Agreement, or that would cause one or both of the parties hereto to be in violation of law, shall be deemed to have superseded the terms of this Agreement and, in such event, the parties agree to utilize their best efforts to modify the terms and conditions of this Agreement to be consistent with the requirements of such law(s) in order to effectuate the purposes and intent of this Agreement. In the event that any such laws or regulations affecting this Agreement are enacted, amended or promulgated, either party may propose to the other a written amendment to this Agreement to be consistent with the provisions of such laws or regulations. In the event that the parties do not agree on such written amendments within thirty (30) days of receipt of the proposed written amendments, then either party may terminate this Agreement without further notice, unless this Agreement would expire earlier by its terms.

**21. PREVENTION OF PERFORMANCE:** If a party's obligation to perform any duty hereunder is rendered impossible due to any cause beyond such party's control, including, without limitation, an act of God, war, civil disturbance, nuclear disturbances, interruption in the supply of any utilities or fuel, inability to obtain material or services, terrorism, fire or casualty, accident, labor dispute, catastrophic hardware or software failures, hostilities, sabotage, or governmental rule or regulations or controls, such party, for so long as such condition exists, shall be excused from such performance, provided it promptly provides the other party with notice (to the extent it is reasonably possible to provide such notice at the time of the force majeure event) of its inability to perform stating the reasons for such inability and provided that the party takes all appropriate steps as soon as reasonably practicable upon the termination of such condition to recommence performance.

**22. ASSIGNMENT:** This Agreement shall not be assigned without the express written consent of the other party, which shall not be unreasonably withheld. This Agreement shall be binding upon all successors and assigns.

**23. NOTICES:** Notices required under this Agreement shall be made to the parties at the following addresses and shall be presumed to have been received by the other party: (i) three days after mailing by the party when notices are sent by first class mail, postage prepaid; (ii) upon transmission (if sent via facsimile with a confirmed transmission report), or (iii) upon receipt (if sent by hand delivery or courier service).

911 Billing Services:

EMS:

911 Billing Services &  
Consultant, Inc.  
1320 Island Ford Rd.  
PO Box 589  
Madisonville, KY 42431-5011

Sarasota Manatee Airport Authority  
6000 Airport Circle  
Sarasota, FL 34243



**24. NON-COMPETITION AND NON-SOLICITATION CLAUSE:** Without prior, written authorization from 911 Billing Services, EMS shall not:

**A.** During the term of this Agreement, or for two (2) years following its expiration or termination for any reason, employ, retain as an independent contractor, or otherwise in any way hire any personnel currently employed or employed at any time during the term of this Agreement by 911 Billing Services. EMS expressly agrees that in the event of a breach of this provision, 911 Billing Services shall be entitled to a placement fee of 50% of the annual salary paid by 911 Billing Services to such employee at the time such employee left employment of 911 Billing Services.

**B.** During the term of this Agreement, or for a period of two (2) years following its expiration or termination for any reason, engage in the provision of billing, staffing or management services for any other ambulance service, medical transportation organization, fire department, or emergency medical services organization. Nothing in this Paragraph shall be interpreted to prohibit EMS from performing its own in-house billing and/or accounts receivable management following the expiration or proper termination of this Agreement.

**25. FURTHER ASSURANCES:** The parties agree to execute such other documents as may be required to implement the terms and provisions and fulfill the intent of this Agreement.

**26. AUTHORIZATION OF AGREEMENT:** Each party represents and warrants, each to the other with respect to itself, that the execution and delivery of this Agreement has been duly authorized and the individuals executing this Agreement on behalf of each party respectively has full power and authority to do so.

**27. EMS ACCOUNTING AND AUDITING REQUIREMENTS:** If EMS requires 911 Billing Service's assistance in EMS's accounting or other internal audits, 911 Billing Services will charge EMS for said audit support services at the rate of \$200 per hour.

**28. MEDICARE OR OTHER PAYOR AUDITS:**

**A.** EMS shall immediately notify 911 Billing Services if there has been any prepayment audit or review, post payment audit or review, carrier, insurer or governmental investigation or other inquiry into billing practices/methods utilized by EMS and/or 911 Billing Services.

**B.** EMS bears sole responsibility for obtaining and paying for any legal or consulting assistance necessary in defending itself in any such audit or investigation. 911 Billing Services shall assist EMS in producing any records or documents in its possession that pertain to the audit or investigation and may charge EMS a fee for copying or retrieval of such documents consistent with Paragraph 8(C) of this Agreement, and Kentucky state law, regulation or policy regarding copying costs.

**C.** EMS is solely responsible for repaying any overpayment, recoupment, or penalty sought or imposed by any carrier or payer.

**29. ENTIRE AGREEMENT:** This Agreement and its attachment contain the entire agreement of the parties and shall only be modified or amended by the written, signed agreement of both parties.

**30. DISPOSITION OF FUNDS.**

**A.** All funds 911 Billing Services receives from third party payers, patients or other sources for ambulance services provided by EMS shall be made in the name of EMS and forwarded directly to EMS or deposited into an EMS account as directed by EMS.

**B.** If EMS desires that its patients be able to pay their accounts utilizing credit cards, then 911 Billing Services shall accept credit card payments on behalf of EMS's patients in a manner that is secure and agreed upon by the parties, and only to the extent possible and feasible, without making 911 Billing Services a collection agency and responsible for compliance with the federal Fair Debt Collection Practices Act and other state or federal debt collection laws

**C.** 911 Billing Services shall not accept a reassignment of any benefits where prohibited by law.

**31. QUALIFICATIONS.**

**A.** EMS represents and warrants the following, both presently and during the term of this Agreement: (1) EMS currently possesses all required licenses, certification and permits necessary to do business and will continue to maintain them during the term of this Agreement; (2) EMS possesses a valid Medicare provider number; (3) EMS is in good standing with all state and federal agencies and is not currently the subject of any investigations or actions; (4) EMS is not excluded or subject to exclusion from any state and/or federal health care program; and (5) EMS complies with all applicable state and federal laws and regulations pertaining to billing for its services and will at all times continue to do so.

**B.** 911 Billing Services represents and warrants that it is not the subject of any actions or investigations pertaining to its participation in any state or federal health care program, that it is not excluded or subject to exclusion from any state or federal health care program, and that it is in good standing with all state and federal agencies pertaining to the services it provides, and that 911 Billing Services will remain in good standing with such agencies during the term of this Agreement.

**32. AGENT TO RECEIVE PAYMENT.** EMS hereby designates 911 Billing Services as its agent to receive payments due to EMS from third party payors and financially responsible parties where permitted by law. Nothing in this Paragraph shall be deemed to effect a reassignment of benefits where not authorized by law. EMS also expressly authorizes 911 Billing Services to arrange payment plans and accept partial payments from payors or financially responsible parties on behalf of EMS.

**IN WITNESS WHEREOF, EMS and 911 Billing Services, by and through their authorized officials, have executed this Agreement on the date first written above:**

**911 BILLING SERVICES AND CONSULTANT, INC.**

BY: \_\_\_\_\_ Date: \_\_\_\_\_  
Beverly Basham, COO

**Sarasota Manatee Airport Authority**

BY: \_\_\_\_\_ Date: \_\_\_\_\_  
Fredrick J Piccolo, President / CEO

## **AGENDA ITEM NO. 5.10**

**SARASOTA MANATEE AIRPORT AUTHORITY  
MARCH 31, 2025, REGULAR MEETING  
STAFF NARRATIVE**

**REQUEST FOR APPROVAL  
AMENDMENT TO COMMERCIAL LEASE WITH AIRCRAFT SERVICES GROUP, INC.**

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**EXECUTIVE SUMMARY:** Request for Approval of an Amendment to Commercial Lease for Aircraft Storage with Aircraft Services Group, Inc. to Extend the Term through March 31, 2026

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**NARRATIVE:** Aircraft Services Group, Inc. ("ASG") Inc. is a commercial on-demand air carrier and aircraft management company providing aircraft sales, aircraft management, on-demand charter, and light aircraft maintenance. ASG was founded in 1990 and currently manages a fleet of approximately 20 turboprop, turbojet and fixed wing aircraft based in Teterboro, New Jersey.

On January 29, 2024, the Authority awarded a development and operation agreement to ASG with an initial 20-year term and one 10-year renewal term, for the development, operation and maintenance of a minimum of two 30,000 square foot aircraft hangars and an equivalent amount of aircraft apron in the north quadrant of the Airport, subject to verification of sufficient funding acceptable to the President and Chief Executive Officer, which remains pending.

To facilitate their development at the Airport, on November 15, 2023, the Authority awarded ASG an interim commercial lease agreement for two existing aircraft hangars at the Airport containing approximately 12,186 square feet and 5,500 square feet, respectively (the "Lease"), which Lease, as amended, is scheduled to expire on March 31, 2025. Due to the scheduled expiration date, Staff recommends the Authority approve an amendment to the Lease to extend the Term of the Lease through March 31, 2026.

The proposed Amendment to the Lease is subject to earlier termination by either party without cause upon thirty (30) days prior written notice. All other terms, covenants and conditions of the Lease are to remain unchanged. Based on the information presented, the President and Chief Executive Officer recommends approval of an amendment to the Lease with ASG to extend the Term of Lease through March 31, 2026.

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**RECOMMENDATION:** It is hereby recommended that the Sarasota Manatee Airport Authority Board approve an amendment to the Commercial Lease Agreement with Aircraft Services Group, Inc., dated November 15, 2023, to extend the Term of the Lease through March 31, 2026.

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**ATTACHMENT:** Proposed Amendment to the Commercial Lease Agreement by and between Sarasota Manatee Airport Authority and Aircraft Services Group, Inc., dated March 31, 2025.



**AMENDMENT NO. 2**  
**TO**  
**COMMERCIAL LEASE AGREEMENT**  
**BY AND BETWEEN**  
**SARASOTA MANATEE AIRPORT AUTHORITY**  
**AND**  
**AIRCRAFT SERVICES GROUP, INC.**

**Effective Date: March 31, 2025**

**AMENDMENT NO. 2  
TO  
COMMERCIAL LEASE AGREEMENT  
BY AND BETWEEN  
SARASOTA MANATEE AIRPORT AUTHORITY  
AND  
AIRCRAFT SERVICES GROUP, INC.**

This Amendment No. 2 to the Commercial Lease Agreement, dated November 14, 2023, by and between Sarasota Manatee Airport Authority, an Independent Special District existing under the laws of the State of Florida, hereinafter referred to as "Authority", and Aircraft Services Group, Inc. a New Jersey corporation, authorized to do business in the state of Florida, whose principal place of business is Teterboro, New Jersey, 07608, hereinafter referred to as "Lessee", collectively hereinafter referred to as the "Parties".

**WITNESETH:**

**WHEREAS**, the Authority owns and operates the Sarasota Bradenton International Airport ("Airport") located in the Counties of Sarasota, Florida and Manatee, Florida, and

**WHEREAS**, the Authority is permitted to lease land at the Airport pursuant to the Florida Statutes for Aeronautical Use; and

**WHEREAS**, the Authority and Lessee are Parties to that certain Commercial Lease, dated November 14, 2023 (the "Lease"); and

**WHEREAS**, the Authority and Lessee are also Parties to that certain First Amendment to the Lease, dated May 13, 2024 ("First Amendment"), which First Amendment extended the Term for Premises I through March 31, 2025; and

**WHEREAS**, the Authority and the Lessee wish to further amend the Lease to extend the Term for Premises I through March 31, 2026, subject to early termination as provided herein,

**NOW THEREFORE**, for in consideration of the foregoing and of the mutual covenants hereinafter contained, and other good and valuable consideration, the Parties hereby agree as follows:

**Article 4, Term of Lease, Section 4.1, Premises 1**, as previously amended, is hereby deleted in its entirety and replaced with the following Section 4.1:

**4.1 Premises 1.**

The Lease for Premises I shall begin on November 15, 2023 ("Commencement Date") and shall continue uninterrupted thereafter through March 31, 2026 (the "Premises I Expiration Date"), such time being referred to herein as the "Premises I Term". Provided Lessee is in full compliance with all terms, covenants and conditions of this Lease, and subject to this Section 4.1, Lessee shall have one (1) option to extend the Premises I Term, (the "Premises I Renewal Option") for an additional three (3) months ("Premises I Renewal Term") subject to the same terms, covenants and conditions of this Lease. Notwithstanding anything to the contrary, either Party may earlier terminate this Lease without cause upon the issuance of a thirty (30) day prior written notice received by the other Party.

Except as specifically amendment herein, all other terms, covenants, and conditions of the Agreement between the Parties shall remain unchanged and in full force and effect.

IN WITNESS THEREOF, the Parties have hereunto set their hands and seals this 31<sup>st</sup> day of March in the year 2025.

**SARASOTA MANATEE AIRPORT AUTHORITY**

Signature \_\_\_\_\_

Name \_\_\_\_\_

Title \_\_\_\_\_

Date \_\_\_\_\_

**Witness**

Signature \_\_\_\_\_

Name \_\_\_\_\_

Title \_\_\_\_\_

Date \_\_\_\_\_

Approved as to Form & Legality for  
Sarasota Manatee Airport Authority

*Dan Bailey*  
Charles D. (Dan) Bailey, Jr., Esq.  
General Counsel, Williams Parker

**AIRCRAFT SERVICES GROUP, INC.**

Signature *Peter Cuomo*

Name Peter Cuomo

Title CEO

Date 2/27/2025

**Witness**

Signature *Vicki Berger*

Name Vicki Berger

Title CFO

Date 2/27/2025

## AGENDA ITEM NO. 5.11

**SARASOTA MANATEE AIRPORT AUTHORITY  
MARCH 31, 2025, REGULAR MEETING  
STAFF NARRATIVE**

**REQUEST FOR APPROVAL  
AMENDMENT TO LEASE AND DEVELOPMENT AGREEMENT  
WITH SRQ HANGAR, L.L.C.**

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**EXECUTIVE SUMMARY:** Request for Approval of an Amendment to the Lease and Development Agreement with SRQ Hangar, L.L.C.

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**NARRATIVE:** SRQ Hangar, L.L.C., ("SRQ Hangar") is currently located on the Airport at Dolphin Aviation where it provides aircraft sales and aircraft storage of its private owned aircraft. On April 25, 2022, the Authority awarded SRQ Hangar a Lease and Development Agreement for approximately two acres of land in the north quadrant of the Airport, with an initial 20-year term with one 10-year renewal term (the "Agreement"), for the development of certain improvements, including a minimum of 20,000 square feet of aircraft hangar space and an equivalent amount of aircraft apron (the "Improvements").

On November 22, 2022, the Authority approved an amendment to the Agreement that increased the size of the premises from two acres to approximately three acres and granted SRQ Hangar the right to construct, operate and maintain a fuel dispensing facility on the premises to dispense fuel in their private owned aircraft. Thereafter, on November 27, 2023, the Authority approved a second amendment to the Agreement to shift the location of the premises to enhance the use of adjoining developable land and extend the commencement date of the Agreement from 24 months following the effective date of the Agreement to not to exceed 36 months following the effective date of the Agreement (the "Commencement Date") to account for the relocation.

Due to subsequent delays in the design, permitting and construction of the Improvements outside SRQ Hangar's control, Staff recommends the Authority approve an additional amendment to the Agreement to extend the Commencement Date of the Agreement from not to exceed 36 months to not to exceed 48 months, through April 25, 2026. All other terms, covenants and conditions of the Agreement are to remain unchanged.

No further delays in the design, permitting and construction of the Improvements are anticipated. Based on the proposed terms and conditions presented, the President and Chief Executive Officer recommends approval of an amendment to the Lease and Development Agreement with SRQ Hangar, L.L.C., to extend the Commencement Date of the Agreement to not to exceed 48 months, through April 25, 2026.

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**RECOMMENDATION:** It is hereby recommended that the Sarasota Manatee Airport Authority Board approve an amendment to the Lease and Development Agreement, with SRQ Hangar, L.L.C., dated April 25, 2022, to extend the Commencement Date of the Agreement to not to exceed 48 months, through April 25, 2026.

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**ATTACHMENT:** Proposed Amendment to the Lease and Development Agreement with SRQ Hangar, L.L.C., dated March 31, 2025.





**AMENDMENT NO. 3  
TO  
LEASE AND DEVELOPMENT AGREEMENT  
BETWEEN  
SARASOTA MANATEE AIRPORT AUTHORITY  
AND  
SRQ HANGAR, L.L.C.**

**Effective Date: March 31, 2025**

**SMAA-03042025**

**1**

**AMENDMENT NO. 3  
TO  
LEASE AND DEVELOPMENT AGREEMENT  
BETWEEN  
SARASOTA MANATEE AIRPORT AUTHORITY  
AND  
SRQ HANGAR, L.L.C.**

This Amendment No. 3 to the Lease and Development Agreement, dated April 25, 2022, between Sarasota Manatee Airport Authority, an Independent Special District organized and existing under the laws of the State of Florida, hereinafter referred to as "Authority", and SRQ Hangar, L.L.C., a Limited Liability Company, organized and existing under the laws of the State of Florida, whose principal address is 307 S. Tamiami Trail, Osprey, Florida 34229, hereinafter referred to as "Lessee", collectively hereinafter referred to as the "Parties".

**WITNESETH:**

**WHEREAS**, the Authority owns and operates the Sarasota Bradenton International Airport ("Airport") located in the Counties of Sarasota, Florida and Manatee, Florida, and

**WHEREAS**, the Authority is permitted to lease land and facilities at the Airport pursuant to the Florida Statutes for aeronautical use; and

**WHEREAS**, the Authority and Lessee are Parties to that certain Lease and Development Agreement, dated April 25, 2022 (the "Lease") for approximately two acres of land in the north quadrant of the Airport for the construction of approximately 20,000 square feet of aircraft storage hangar and an equivalent amount of aircraft apron ("Lessee's Improvements"); and

**WHEREAS**, the Authority and Lessee are Parties to that certain amendment to the Lease, dated November 22, 2022, which amendment increased the premises from approximately two acres to approximately three acres for the right to construct, operate and maintain an aviation fuel dispensing facility for the self-fueling of Lessee's private owned aircraft (the "First Amendment"); and

**WHEREAS**, the Authority and Lessee are Parties to that certain amendment to the Lease, dated November 27, 2023, which amendment relocated the leased premises to enhance the use of adjoining developable lands and extended the Commencement Date of the Agreement, from not to exceed 24 months to not to exceed 36 months following the Effective Date of the Agreement, to account for the relocation of the premises (the "Second Amendment"); and

**WHEREAS**, the Lessee, through no fault of its own, has incurred additional delays in the design, permitting and construction of Lessee's Improvements, as amended; and

**WHEREAS**, the Authority and Lessee wish to further amend the Lease to extend the Commencement Date of the Agreement, from not to exceed 36 months to not to exceed 48 months following the Effective Date of the Agreement, to account for the delays attributable to the design, permitting and construction of Lessee's Improvements, as amended,

**NOW THEREFORE**, in consideration of the foregoing and of the mutual covenants hereinafter contained, and other good and valuable consideration, the Parties hereby agree as follows:

**Article 3, Commencement Date/Term, Section 3.01 Initial Term**, as previously amended, is hereby deleted in its entirety and replaced with the following Section:



**3.01 Initial Term.** The initial term of this Lease shall commence on the first of the following to occur (the "Commencement Date"), which Commencement Date shall be memorialized by Authority in writing to the Lessee: (a) the date of substantial completion of the Building as evidenced by Lessee's receipt of a certificate of occupancy for said Building; (b) the date Lessee commences using the Premises, or any portion thereof, for the storage of aircraft; or (c) forty-eight (48) months immediately following the Effective Date of this Lease, and shall expire twenty (20) years after the Commencement Date, unless sooner terminated pursuant to the terms of this Lease ("Initial Term"). As used herein, "First Lease Year" shall mean the period beginning on the Commencement Date and ending on the last day of the previous calendar month one year later. Successive Lease Years shall mean the annual periods immediately succeeding the end of the First Lease Year.

Except as specifically amended herein, all other terms, covenants and conditions of the Lease between the Parties shall remain unchanged and in full force and effect.

IN WITNESS THEREOF, the Parties have hereunto set their hands this 31<sup>st</sup> day of March in the year 2025.

**SARASOTA MANATEE AIRPORT AUTHORITY**

Signature \_\_\_\_\_  
Name \_\_\_\_\_  
Title \_\_\_\_\_  
Date \_\_\_\_\_

**Witness**

Signature \_\_\_\_\_  
Name \_\_\_\_\_  
Title \_\_\_\_\_  
Date \_\_\_\_\_

**Approved as to Form & Legality for  
Sarasota Manatee Airport Authority**

\_\_\_\_\_  
Charles D. (Don) Bailey, Jr., Esq.  
General Counsel, Williams Parker

**SRQ HANGAR, L.L.C.**

Signature [Signature]  
Name Mark Mitchell  
Title Manager  
Date 3/16/2025

**Witness**

Signature [Signature]  
Name Lori Mitchell  
Title \_\_\_\_\_  
Date 3/16/25

## AGENDA ITEM NO. 5.12

**SARASOTA MANATEE AIRPORT AUTHORITY  
MARCH 31, 2025, REGULAR MEETING  
STAFF NARRATIVE**

**REQUEST FOR APPROVAL  
AMENDMENT TO GENERAL GROUND LEASE WITH  
EXPERIMENTAL AIRCRAFT ASSOCIATION, MANASOTA CHAPTER 180, INC.**

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**EXECUTIVE SUMMARY:** Request to Approve an Amendment to the General Ground Lease with Experimental Aircraft Association, Manasota Chapter 180, Inc.

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**NARRATIVE:** On April 25, 2022, the Airport Authority awarded a General Ground Lease to the Experimental Aircraft Association, Manasota Chapter 180, Inc. ("EAA") for approximately 0.9 acres of land in the north quadrant of the Airport, with an initial 20-year term and three 5-year renewal terms (the "Lease"), for the development, operation and maintenance of an aircraft hangar to perform aircraft assembly, restoration and storage, aviation education and flight training at the Airport (the "Improvements").

Due to delays in the design, permitting and construction of the Improvements, attributable in part to securing sufficient funding for the Improvements, which funding is now generally secured, Staff recommends the Authority approve an amendment to the Lease to extend the Rent Commencement Date of the Lease from 36 months to not to exceed 48 months, through April 25, 2026. All other terms, covenants and conditions of the Lease are to remain unchanged and in effect.

No further delays in the design, permitting and construction of the Improvements are anticipated. Based on the terms, covenants and conditions presented, the President and Chief Executive Officer recommends approval of an amendment to the General Ground Lease with EAA, to extend the Rent Commencement Date of the Lease to not to exceed 48 months, through April 25, 2026.

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**RECOMMENDATION:** It is hereby recommended that the Sarasota Manatee Airport Authority Board approve Amendment No 1. to the General Ground Lease with Experimental Aircraft Association, Manasota Chapter 180, Inc., to extend the Rent Commencement Date of the Lease to not to exceed 48 months, through April 25, 2026.

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**ATTACHMENT:** Proposed Amendment No. 1 to the General Ground Lease with Experimental Aircraft Association, Manasota Chapter 180, Inc., dated March 31, 2025.



**AMENDMENT NO. 1**  
**TO**  
**GENERAL GROUND LEASE**  
**BETWEEN**  
**SARASOTA MANATEE AIRPORT AUTHORITY**  
**AND**  
**EXPERIMENTAL AIRCRAFT ASSOCIATION,**  
**MANASOTA CHAPTER 180, INC.**

**Effective Date: March 31, 2025**



**AMENDMENT NO. 1  
TO  
GENERAL GROUND LEASE  
BETWEEN  
SARASOTA MANATEE AIRPORT AUTHORITY  
AND  
EXPERIMENTAL AIRCRAFT ASSOCIATION  
MANASOTA CHAPTER 180, INC.**

This Amendment No. 1 to the General Ground Lease, dated April 25, 2022, between the Sarasota Manatee Airport Authority, an Independent Special District organized and existing under the laws of the State of Florida, hereinafter referred to as "Authority", and the Experimental Aircraft Association, Manasota Chapter 180, Inc., a Florida Not For Profit Corporation, organized and existing under the laws of the State of Florida, hereinafter referred to as "Lessee", collectively hereinafter referred to as the "Parties".

**WITNESETH:**

**WHEREAS**, the Authority owns and operates the Sarasota Bradenton International Airport ("Airport") located in the Counties of Sarasota, Florida and Manatee, Florida, and

**WHEREAS**, the Authority is permitted to lease land and facilities at the Airport pursuant to the Florida Statutes for aeronautical use; and

**WHEREAS**, the Authority and Lessee are Parties to that certain General Ground Lease, dated April 25, 2022 (the "Lease"), which Lease grants Lessee the right to develop, operate and maintain certain improvements on approximately 0.9 acres of land in the north quadrant of the Airport, to perform aircraft assembly, restoration and storage, aviation education and flight training (the "Lessee's Improvements"); and

**WHEREAS**, the Lessee has secured sufficient funding through private and public donations to commence the design, permitting and construction of the Lessee's Improvement in calendar year 2025; and

**WHEREAS**, the Rent Commencement Date of the Lease is currently not to exceed 36 months immediately following the Effective Date of the Lease, which date is April 25, 2025; and

**WHEREAS**, the Parties wish to extend the Rent Commencement Date from not to exceed 36 months to not to exceed 48 months immediately following the Effective Date of the Lease, through April 25, 2026,

**NOW THEREFORE**, in consideration of the foregoing and of the mutual covenants hereinafter contained, and other good and valuable consideration, the Parties hereby agree as follows:

**Article 4, Rent, Section 4.02, Rent Commencement** of the Lease is hereby deleted in its entirety and replaced with the following Section 4.02

**4.02 Rent Commencement.** The first monthly installment shall be due to the Authority on the earlier of the following events to occur: a) Lessee's receipt of a Certificate of Occupancy for Lessee's Improvements or a substantial usable portion thereof, as defined in Article 6 herein, b) Lessee's use of the Premise or portion thereof to perform aircraft assembly, restoration or storage, aviation education or flight training; or c) upon the expiration of forty-eight (48) months immediately following the Effective Date of this Lease (the "Rent Commencement Date").



**Article 4, Rent, Section 4.03, Due Diligence Period**, of the Lease is hereby deleted in its entirety and replaced with the following Section 4.03:

**4.03 Due Diligence Period.** In recognition that Lessee is required to perform due diligence, surveying, grading and site work at the Premises, including the removal of prior construction debris (collectively the "Site Work"), Lessee shall be granted up to forty-eight (48) months to perform the Site Work prior to the Rent Commencement Date (the "Due Diligence Period"), which Due Diligence Period shall begin on the Effective Date of this Lease and shall end on the earlier of the following event to occur: a) Lessee's receipt of a Certificate of Occupancy of Lessee's Improvements or a substantial usable portion thereof, as defined in Article 6 herein, b) Lessee's use of the Premise or any portion thereof to perform aircraft assembly, restoration or storage, aviation education or flight training; or c) upon the expiration of forty-eight (48) months immediately following the Effective Date of this Lease. The first installment of Rent shall be paid to the Authority on the first occurrence thereof, with all further required installments of Rent due on the first day of each month thereafter throughout the Initial Term and any Renewal Term as defined in this Article.

Except as specifically amended herein, all other terms, covenants and conditions of the Lease between the Parties shall remain unchanged and in effect.

IN WITNESS THEREOF, the Parties have hereunto set their hands this 31<sup>st</sup> day of March in the year 2025.


**SARASOTA MANATEE AIRPORT AUTHORITY**

Signature \_\_\_\_\_  
Name \_\_\_\_\_  
Title \_\_\_\_\_  
Date \_\_\_\_\_

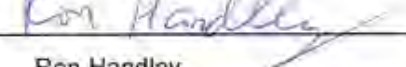
**Witness**

Signature \_\_\_\_\_  
Name \_\_\_\_\_  
Title \_\_\_\_\_  
Date \_\_\_\_\_

**EXPERIMENTAL AIRCRAFT ASSOCIATION,  
MANASOTA CHAPTER 180, INC.**

Signature   
Name James Ray Deer  
Title President  
Date March 12, 2025

**Witness**

Signature   
Name Ron Handley  
Title Treasurer  
Date March 12, 2025

**Approved as to Form & Legality for  
Sarasota Manatee Airport Authority**

\_\_\_\_\_  
Charles D. (Don) Bailey, Jr., Esq.  
General Counsel, Williams Parker



## AGENDA ITEM NO. 5.13

**SARASOTA MANATEE AIRPORT AUTHORITY  
MARCH 31, 2025, REGULAR MEETING  
STAFF NARRATIVE**

**REQUEST TO AWARD**

**AMENDMENT TO LEASE AND CONCESSION AGREEMENT WITH PARADIES-SHELL FACTORY III, L.L.C.  
INCORPORATING ADDITIONAL PREMISES**

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**EXECUTIVE SUMMARY:** Requesting to award an amendment to the Lease and Concession Agreement with Paradies-Shell Factory III, L.L.C., to incorporate additional premises.

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**NARRATIVE:** In response to that certain Request for Proposals No. P-230009, Sarasota Bradenton International Airport Concession Redevelopment Program: Food, Beverage, and Retail Concession, dated May 23, 2023, the Sarasota Manatee Airport Authority (the "Authority") awarded Paradies-Shell Factory III, L.L.C. ("Paradies"), that certain Lease and Concession Agreement, dated November 27, 2023, which Agreement grants Paradies the non-exclusive right to develop, operate, and maintain certain food, beverage, and retail concessions at the Airport, on Concourse B and the Terminal Pre-Security area (the "Agreement").

On August 26, 2024, the Authority approved an amendment to the Agreement with Paradies to incorporate approximately 3,162 square feet of specialty retail space located in the Concourse B Pre-Security Area operated by Paradies, doing business as The PGA Tour Shop. Subsequently, Staff recommends the approval of an amendment to the Agreement to temporarily incorporate approximately 750 square feet of concession space in Concourse B at Location B-R1, shown on the attached exhibit, to provide food and beverage services during construction of the Terminal Concession Program on Concourse B.

The proposed minimum term of operation by Paradise at Location B-R1 is six (6) months. The final development and operation of Location B-R1 has been granted by the Authority to SSP America, Inc., and is scheduled to be completed and operating directly thereafter.

Except as stated herein, all other terms, covenants and conditions of the Agreement, shall remain unchanged and in effect. Based on the information presented, the President and Chief Executive Officer recommends approval of the proposed Amendment to the Agreement with Paradies to temporary include Location B-R1, to provide food and beverage services during construction of the Terminal Concession Program on Concourse B.

---

**RECOMMENDATION:** It is hereby recommended that the Sarasota Manatee Airport Authority approve an amendment to the Lease and Concession Agreement with Paradies-Shell Factory III, L.L.C. to temporary include Location B-R1 to provide food and beverage services during construction of the Terminal Concession Program on Concourse B.

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**ATTACHMENT:** 1) Proposed Amendment to the Lease and Concession Agreement with Paradies-Shell Factory III, L.L.C., dated March 31, 2025; 2) Exhibit A, Premises Exhibit, dated March 31, 2025.





**AMENDMENT NO. 3  
TO  
LEASE AND CONCESSION AGREEMENT**

**BY AND BETWEEN  
SARASOTA MANATEE AIRPORT AUTHORITY  
AND  
PARADIES-SHELL FACTORY III, L.L.C.**

**Effective Date: March 31, 2025**

**AMENDMENT NO. 3  
TO  
LEASE AND CONCESSION AGREEMENT  
BETWEEN  
SARASOTA MANATEE AIRPORT AUTHORITY  
AND  
PARADIES-SHELL FACTORY III, L.L.C.**

This Amendment No. 3 to the Lease and Concession Agreement, dated November 27, 2023 ("Agreement"), between SARASOTA MANATEE AIRPORT AUTHORITY, an Independent Special District existing under the laws of the State of Florida, hereinafter referred to as "Authority", and PARADIES-SHELL FACTORY III, L.L.C., a Limited Liability Company, existing under the laws of the State of Florida, authorized to do business in the state of Florida, whose principal place of business is 2849 Paces Ferry Rd., Ste. 400, Atlanta, GA 30339, hereinafter referred to as "Concessionaire", collectively hereinafter referred to as the "Parties".

**WITNESETH:**

**WHEREAS**, the Authority owns and operates the Sarasota Bradenton International Airport located in the Counties of Sarasota, Florida and Manatee, Florida (the "Airport"), and

**WHEREAS**, the Authority is permitted to lease land and facilities at the Airport pursuant to the Florida Statutes for aeronautical use; and

**WHEREAS**, the Authority and Concessionaire are parties to that certain Lease and Concession Agreement, dated November 27, 2023, to construct, operate and maintain food, beverage, and retail concessions at the Airport (the "Agreement"); and

**WHEREAS**, the Authority and Concessionaire are also parties to that certain Amendment to the Agreement, dated August 26, 2024, which Amendment added additional space to the Premises of the Agreement, defined as Pre-Security, Level 2, Concession Location PS-R1; and

**WHEREAS**, the Authority and Concessionaire wish to further amend the Agreement to add additional space to the Premises of the Agreement, defined as B Concourse, Level 2, Concession Location B-R1,

**NOW THEREFORE**, in consideration of the foregoing and of the mutual covenants hereinafter contained, and other good and valuable consideration, Authority and Concessionaire (hereinafter the "Parties") hereby agree as follows:

**Exhibit A, Premise Exhibit 5.4, Overall Concession Plan, B Concourse, Level 2**, of the Agreement is hereby deleted in its entirety and replaced with Premises Exhibit 5.4, Overall Concession Plan, B Concourse, Level 2 - Revised, dated March 31, 2025, attached hereto, which Exhibit joins Location B-R1 to the Premises of the Agreement is and made a part thereof.

**Article 3, Premises, Section 3.02, Additions and Deletions**, Second Paragraph of the Agreement, as previously amended, is hereby deleted in its entirety and replaced with the following Paragraph:

Either Party may, without cause or mutual agreement, delete from the Premises Concession Location PS-R1 and Concession Location B-R1, individually or collectively, following the receipt of a thirty (30) day prior written notice issued by either Party." Notwithstanding, Concession Location B-R1 may not be deleted from the Premises by either Party prior to September 30, 2025.

Except as specifically amendment herein, all other terms, covenants, and conditions of the Agreement between the Parties shall remain unchanged and in full force and effect.

IN WITNESS THEREOF, the Parties have hereunto set their hands and seals this 31<sup>st</sup> day of March in the year 2025.

**SARASOTA MANATEE  
AIRPORT AUTHORITY**

Signature \_\_\_\_\_

Name \_\_\_\_\_

Title \_\_\_\_\_

Date \_\_\_\_\_

**Witness**

Signature \_\_\_\_\_

Name \_\_\_\_\_

Title \_\_\_\_\_

Date \_\_\_\_\_

**Approved as to Form & Legality for  
Sarasota Manatee Airport Authority**

\_\_\_\_\_  
Charles D. (Dan) Bailey, Jr., Esq.  
General Counsel, Williams Parker

**CONCESSIONAIRE:  
PARADIES-SHELL FACTORY III, L.L.C.**

Signature  \_\_\_\_\_

Name Gregg Paradiso \_\_\_\_\_

Title President & CEO \_\_\_\_\_

Date March 3, 2025 \_\_\_\_\_

**Witness**

Signature  \_\_\_\_\_

Name Karen Suttie \_\_\_\_\_

Title SVP & Secretary \_\_\_\_\_

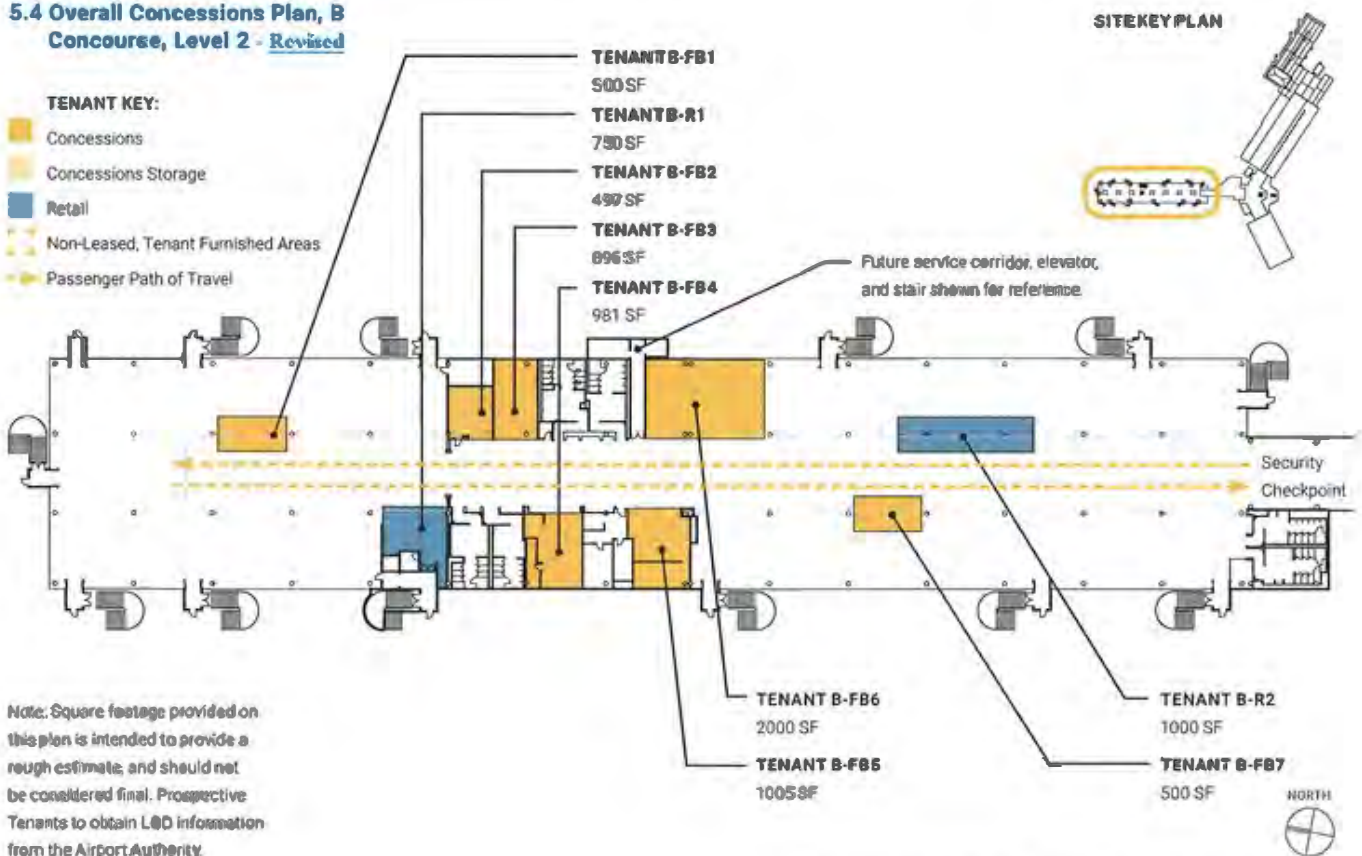
Date March 3, 2025 \_\_\_\_\_

**EXHIBIT A  
PREMISES EXHIBITS  
MARCH 31, 2025**

5.0 Location Plans and Venue Exhibits

[BACK TO TABLE OF CONTENTS](#)

**5.4 Overall Concessions Plan, B  
Concourse, Level 2 - Revised**



Note: Square footage provided on this plan is intended to provide a rough estimate, and should not be considered final. Prospective Tenants to obtain LOD information from the Airport Authority.

05/11/2023

Concessions Design Manual—Sarasota Bradenton International Airport **36**

## AGENDA ITEM NO. 5.14

**SARASOTA MANATEE AIRPORT AUTHORITY  
MARCH 31, 2025, REGULAR MEETING  
STAFF NARRATIVE**

**REQUEST FOR APPROVAL  
AMENDMENT TO LEASE, DEVELOPMENT AND OPERATING AGREEMENT  
WITH DAVINCI INFLIGHT TRAINING INSTITUTE, INC.**

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**EXECUTIVE SUMMARY:** Request for Approval of an Amendment to Lease, Development and Operating Agreement with DaVinci Inflight Training Institute, Inc.

---

**NARRATIVE:** DaVinci Inflight Training Institute, Inc. ("DaVinci") provides online and on-site aviation education and training from its existing facility in Ft. Lauderdale. DaVinci offers a suite of training programs for entry-level and advanced corporate and commercial professionals, including hands-on training platforms for CFR 91/135/125 cabin safety procedures, AED, and CPR medical first aid, catering, and culinary services, through classroom lectures, presentations, videos, and hands-on interactive drills.

On January 30, 2023, the Authority awarded a Lease, Development and Operating Agreement to DaVinci with an initial 20-year term and two 5-year renewal terms (the "Agreement"), for the development, operation and maintenance of a minimum of fifteen thousand (15,000) square feet of classroom, laboratory, and office space on roughly 1.17 acres of land located east of US Highway 41, immediately south of Braden Avenue (the "Improvements").

Completion of the Improvements was scheduled to occur no later than 24 months following effective date of the Agreement, unless otherwise approved by the Authority (the "Commencement Date"). Due to delays attributable to the design, permitting and construction of the Improvements outside DaVinci's control, Staff recommends the Authority approve an amendment to the Agreement to extend the Commencement Date of the Agreement from 24 months to not to exceed 42 months, through July 31, 2026. All other terms, covenants and conditions of the Agreement are to remain unchanged and in effect.

No further delays in the design, permitting or construction of the Improvements are anticipated. Based on the Authority's commitment to aviation education, the President and Chief Executive Officer recommends approval of an amendment to the Lease, Development and Operating Agreement with DaVinci Inflight Training Institute, Inc. to extend the Commencement Date of the Agreement to not to exceed 42 months, through July 31, 2026.

---

**RECOMMENDATION:** It is hereby recommended that the Sarasota Manatee Airport Authority Board approve an amendment to the Lease, Development and Operating Agreement, with DaVinci Inflight Training Institute, Inc. to extend the Commencement Date of the Agreement to not to exceed 42 months, through July 31, 2026.

---

**ATTACHMENT:** Proposed Amendment to the Lease, Development and Operating Agreement with DaVinci Inflight Training Institute, Inc., dated March 31, 2025.



**AMENDMENT NO. 1**  
**TO**  
**AVIATION INFLIGHT TRAINING**  
**LEASE, DEVELOPMENT AND OPERATING AGREEMENT**  
**BETWEEN**  
**SARASOTA MANATEE AIRPORT AUTHORITY**  
**AND**  
**DAVINCI INFLIGHT TRAINING INSTITUTE, INC.**

**Effective Date: March 31, 2025**



**AMENDMENT NO. 1  
TO  
AVIATION INFLIGHT TRAINING  
LEASE, DEVELOPMENT AND OPERATING AGREEMENT  
BETWEEN  
SARASOTA MANATEE AIRPORT AUTHORITY  
AND  
DAVINCI INFLIGHT TRAINING INSTITUTE, INC.**

This Amendment No. 1 to the Aviation Inflight Training Lease, Development and Operating Agreement, dated February 1, 2023, between Sarasota Manatee Airport Authority, an Independent Special District organized and existing under the laws of the State of Florida, hereinafter referred to as "Authority", and Davinci Inflight Training Institute, Inc., a Florida Profit Corporation, organized and existing under the laws of the State of Florida, whose principal address is 3330 NW 53rd Street, Suite 301, Fort Lauderdale, Florida 33309, hereinafter referred to as "Lessee", collectively hereinafter referred to as the "Parties",

**WITNESETH:**

**WHEREAS**, the Authority owns and operates the Sarasota Bradenton International Airport ("Airport") located in the Counties of Sarasota, Florida and Manatee, Florida, and

**WHEREAS**, the Authority is permitted to lease land at the Airport pursuant to the Florida Statutes for aeronautical use; and

**WHEREAS**, the Authority and Lessee are Parties to that certain Aviation Inflight Training Lease, Development and Operating Agreement, dated February 1, 2023 (the "Lease"); and

**WHEREAS**, the Lessee is required by the terms, covenants and conditions of the Lease to construct certain Required Improvements; and

**WHEREAS**, the Lessee, through no fault of its own, has incurred delays in the design, permitting and construction of the Required Improvements; and

**WHEREAS**, the Authority and Lessee wish to amend the Lease to extend the Commencement Date of the Lease from not to exceed 24 months to 42 months following the Effective Date of the Lease, through July 31, 2026, to account for the delays incurred,

**NOW THEREFORE**, in consideration of the foregoing and of the mutual covenants hereinafter contained, and other good and valuable consideration, the Parties hereby agree as follows:

**Article 3, Commencement Date/Term, Section 3.01 Initial Term**, is hereby deleted in its entirety and replaced with the following Section:

**3.01 Initial Term.** The initial term of this Lease shall commence on the first of the following to occur ("Commencement Date"), which date shall be memorialized by Authority in writing to the Lessee: (a) the date of substantial completion of the Building as evidenced by Lessee's receipt of a certificate of occupancy for said Building; (b) the date Lessee commences using the Premises, or any part thereof, to conduct aviation inflight training; or (c) forty-two (42) months immediately following the Effective Date of this Lease, and shall expire twenty (20) years after the Commencement Date ("Initial Term"), unless sooner terminated pursuant to the terms of this Lease. As used herein, "First Lease Year" shall mean the period beginning on the Commencement Date and ending on the last day of the previous calendar month one year later. Successive Lease Years shall mean the annual periods immediately succeeding the end of the First Lease Year.

Except as specifically amended herein, all other terms, covenants, and conditions of the Lease between the Parties shall remain unchanged and in full force and effect.

IN WITNESS THEREOF, the Parties have hereunto set their hands and seals this 31<sup>st</sup> day of March in the year 2025.

**SARASOTA MANATEE AIRPORT AUTHORITY**

Signature \_\_\_\_\_

Name \_\_\_\_\_

Title \_\_\_\_\_

Date \_\_\_\_\_

**Witness**

Signature \_\_\_\_\_

Name \_\_\_\_\_

Title \_\_\_\_\_

Date \_\_\_\_\_

**DAVINCI INFIGHT TRAINING INSTITUTE, INC.**

Signature Amanda Kraft

Name Amanda Kraft

Title CEO

Date March 13, 2025

**Witness**

Signature Eric Posey

Name Eric Posey

Title Partner

Date March 13, 2025

Approved as to Form & Legality for  
Sarasota Manatee Airport Authority

Charles D. (Dan) Bailey, Jr., Esq.  
Charles D. (Dan) Bailey, Jr., Esq.  
General Counsel, Williams Parker



## **AGENDA ITEM NO. 5.15**

**SARASOTA MANATEE AIRPORT AUTHORITY  
March 31, 2025 MEETING  
STAFF NARRATIVE**

**APPROVAL:**

**THREE YEAR POLICE COLLECTIVE BARGAINING AGREEMENT  
AND RETROACTIVE PAY FOR BARGAINING UNIT**

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**EXECUTIVE SUMMARY:** The new Collective Bargaining Agreement (CBA) differs from the current CBA in several ways. Key changes include an addition to the definitions section for business days, revisions to the grievance procedures, adjustments to salary grades for Police Union personnel based on recommendations from the Authority's consultant, modifications to formal investigation procedures and updates to Appendix B, Salary Structure. If approved, the CBA will cover the time period between October 1, 2025 through September 30, 2028

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**NARRATIVE:**

The authority management and Union representatives met to negotiate a new contract. The parties agreed to reuse and retain the majority of the existing contract but negotiated a few changes.

Those provisions that remained the same Include:

Articles 2, 3, 4, 5, 6, 7, 9, 10, 11, 12, 13, 14, 16, 17, 18, 19, 20, 21, 22, 23, 24, 27  
Appendix A, C, D & E

Changes include amendments to Definitions (Article 1) by adding a definition of business days; amendments to Grievance Procedures (Article 8.1, 8.2 & 8.3); amendments to the duration of the agreement (Article 25) and amendments to formal investigations (Article 26).

Changes were primarily made to Article 15 and Appendix B. Both parties agreed to modify the contractual language contained in the article and replace Appendix B with the recently adopted Salary Structure. Article 15.1, Appendix B and the Memorandum of Agreement provide consistency with pay adjustments made to all non-represented employees.

Additionally, both parties have agreed the new CBA, if approved, will expire September 30, 2028.

A ratification vote on the above changes was held March 19, 2025, with a vote to ratify. The ratification results from the union representative is attached to this narrative.

Presented below are the changes in the agreement:

**Article 1 – Definitions:**

Adding a definition for Business Days – Business days shall be defined as Monday through Friday, excluding Saturdays, Sundays and holidays.

**Article 8 - Grievance Procedures:**

**8.1 INFORMAL RESOLUTION**

"Grievant" shall mean a bargaining unit employee or a group of bargaining unit employees having the same grievance. A Grievant is encouraged to meet with his supervisor and attempt to informally resolve any problems. Such an attempt to informally resolve any issue shall be made no later than seven ~~(7)~~ ten (10) business days after the act or condition that is the basis of the grievance occurred or when the grievant knew or should have had knowledge thereof. The parties acknowledge that the "grievant" can either be an individual or group of individuals.

**8.2 FORMAL PROCEDURE**

If the Grievant is not satisfied with the disposition of the Grievance after the informal procedure the Grievant may take the Grievance to Step One of the formal procedure within ~~seven (7)~~ ten (10) business days after being notified of the disposition of the Grievance. Should the grievant elect not to avail himself or herself of the informal resolution process, the Grievance may be taken to Step One of the formal procedure within ~~seven (7)~~ ten (10) business days after the act or condition that is the basis of the Grievance occurred or when the Grievant knew or should have had knowledge thereof. . The Union shall be afforded the opportunity to be present at any meeting held in conjunction with the resolution of a formal Grievance.

Business days shall be defined as Monday through Friday, excluding Saturdays, Sundays and holidays.

The parties agree that a Grievance may be submitted in-person, via electronic mail (email) or certified USPS mail.

**8.2.2 Step Two**

If the Grievant is not satisfied with the disposition of the Grievance at Step One and desires to appeal the Grievance to Step Two, the Grievant shall complete the appropriate appeal section of the Grievance form, sign the appeal and present the Grievance to the President, Chief Executive Officer or designee within ~~five (5)~~ ten (10) business days following receipt of the written decision at Step One. Within ~~five (5)~~ ten (10) business days after receipt of the appeal to Step Two, the President, Chief Executive Officer or his/her designee shall hold a meeting with the Grievant, a Bargaining Unit representative if requested by the Grievant, and appropriate management staff to discuss the matter. A written decision shall be given to the Employee and Bargaining Unit representative within ~~five (5)~~ ten (10) business days following the meeting.

**8.2.3 Step Three**

If the Grievant is not satisfied with the disposition of the Grievance in Step Two, he or she may request that the Union submit the Grievance to the ~~American Arbitration Association~~

~~(AAA)~~ Federal Mediation and Conciliation Service (FMCS) pursuant to the Voluntary Labor Arbitration Rules of the ~~AAA~~ FMCS for a binding decision. If the Union rejects the Grievant's request for arbitration, then the findings of the President, Chief Executive Officer as referenced in Section 8.2.2. shall be binding on both parties. Any submission hereunder shall be made within ~~seven (7)~~ ten (10) business days after the decision in Step Two.

#### Arbitration Rules

- b. The names of all witnesses who will testify on behalf of the Grievant shall be submitted within ~~fourteen (14)~~ ten (10) business days prior to the hearing date.
- d. Each party shall bear the full costs for its representation in the arbitration. The cost of the arbitrator and the ~~American Arbitration Association (AAA)~~ Federal Mediation and Conciliation Service (FMCS) will be borne equally by the Grievant and the Authority.

#### 8.3.7 Failure to Follow Procedure

Except as provided in Paragraph 8.3.1 hereof, the time limits contained herein are absolute. The failure of the Grievant to file a Grievance in a timely manner is a waiver of the Grievance. Failure of the Grievant to appeal the disposition at any step, within the time specified shall be deemed an acceptance of that disposition by the Grievant. At any step in the Grievance procedure, the time limits may be extended by mutual agreement of the parties to the Grievance. If the Authority fails to respond to the Grievant at any step within the outlined timeline, then it shall be considered a denial and the Grievant can proceed to the next step.

#### 8.3.8 Management Direction

Lawful orders or directions from the President, Chief Executive Officer, the Senior Vice President, Operations and Public Safety, the Police Chief, and the Police Captain shall be complied with pending Grievance resolution without prejudice to the Employee's Grievance.

### **Article 15 – Pay:**

#### 15.1.1 New Hire Starting Rates

In most cases, a new hire shall be paid the minimum of the position's pay grade, as outlined in Appendix B. At the recommendation of the Police Chief, or their designee, exceptions may be granted when the new hire exceeds the minimum qualifications of the job class specification; the Authority has difficulty locating a qualified candidate; or when other unusual circumstances are present. Should a selected candidate warrant a higher rate than the minimum of the grade, the candidate may be appointed above the grade minimum not to exceed fifteen percent (15%).

Exceptions to the hiring policy shall only be granted with prior approval from the Senior Vice President, Operations and Public Safety, the Executive Vice President, Chief Financial Officer, and the President, Chief Executive Officer.

#### 15.1.2 Salary Increases for FY 2025-2026 and 2026-2027

- A. The parties agree that all bargaining unit members shall receive an annual pay increase for FY 2025-2026 as outlined in Appendix B.

**B. The parties agree that all bargaining unit members shall receive an annual pay increase commensurate with their merit rating for FY 2026-2027.**

**C. The parties agree that all bargaining unit members shall receive an annual pay increase commensurate with their merit rating for FY 2027-2028.**

#### **15.1.3 Temporary Work at a Higher Classification**

An interim position is when an Employee is assigned to work by the Police Chief, or their designee, at a higher grade on a temporary or emergency basis. Designation as a Corporal does not fall under this provision and is addressed specifically by Article 15.6.

Employees may be assigned by the Police Chief, or their designee, and approved by Human Resources in an interim position for fifteen (15) consecutive shifts or less without an increase in pay. When an Employee is placed in an interim position exceeding fifteen (15) consecutive shifts, the Employee shall be given a provisional (interim) appointment to the position, and the Employee shall be paid at the minimum of the interim position's grade, retroactive to the start of the first shift worked in a higher classification. Should the Employee's rate of pay exceed the minimum of the interim grade, he shall be provided with an increase equal to the percentage difference between the old and new grades not to exceed fifteen (15) percent. In those cases when the Employee does not meet the minimum requirements of the interim position, a new job class specification shall be developed and graded to encompass the additional duties of the interim position.

#### **15.6 CORPORAL DESIGNATIONS**

At the Authority the role of Corporal is a designation for those serving as Police Officer. The Police Chief, or their designee, has the discretion to designate any officer the Corporal responsibilities.

Police Officers designated by the Police Chief, or their designee, and submitted to HR, and serving as a Corporal, will receive an additional five percent (5%) increase of their base salary for serving as the officer in charge until a person of higher authority arrives as needed. Officers assigned to the Corporal designated receiving the stated pay increase shall have the increase applied retroactive to the start of the first shift during which the Officer is designated Corporal. At the conclusion of the designation, the Employee's salary shall be adjusted back to the Employee's regular pay prior to the designation.

#### **~~15.9 ONE TIME RETROACTIVE PAY~~**

~~When this agreement is submitted to the Airport Authority Commissioners for approval, a contemporaneous request will be made that the bargaining unit receive retroactive pay as calculated by the Authority, for the time period between May 9, 2022 and the date the Authority approves this Agreement.~~

#### **Article 25 - Duration of Agreement:**

This Agreement shall be effective as of October 1, 2022 2025, through September 30, 2025 2028. In the event there is no new agreement in place and signed upon the expiration date of this Agreement, this Agreement shall be automatically

~~extended for a period of no greater than six (6) months from the date of expiration. The Agreement can be extended further only by mutual agreement in writing.~~

The parties recognize that during the term of this Agreement situations may arise which require that terms and conditions not specifically and clearly set forth in the Agreement must be clarified or amended. Under such circumstances, the Association is specifically authorized by bargaining unit members to enter into the settlement of grievance disputes or memorandum of understanding that clarifies or amends this Agreement, without having to be ratified by bargaining unit members.

#### **Article 26 – Formal Investigations**

Whenever an employee is under investigation and subject to interrogation for any reason which could lead to disciplinary action, demotion, or dismissal, such interrogation shall be conducted in accordance with Chapter 112, Part VI - Law Enforcement and Correctional Officers (§112.531- ~~112.535~~ 112.536).

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**RECOMMENDATION: Staff recommends the Sarasota Manatee Airport Authority (SMAA) approve the new CBA between the SMAA and the Southwest Chapter of the PBA as contained in this narrative and that Staff be authorized to prepare any documents in order to implement this action.**

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ATTACHMENTS:      A. Union ratification verification letter from the union representative.  
                             B. Memorandum of Agreement



## **SOUTHWEST FLORIDA CHAPTER**

***of the Florida Police Benevolent Association, Inc.***

*The Voice of Florida's Law Enforcement Officers*

March 20, 2025

Sarasota Bradenton International Airport  
President, Chief Executive Officer  
Frederick J. Piccolo  
6000 Airport Circle  
Sarasota, FL 34243

**RE: Ratification Results for Sarasota Manatee Airport Police  
Department**

Dear Mr. Piccolo:

This is to inform you that a vote was taken on the contract offered to Sarasota Bradenton International Airport Police Department Members dated October 1, 2025 to September 30, 2028.

The vote counted on the 19th day of March, 2025 is as follows:

Yes, to ratify:	13
No, not to ratify:	<u>3</u>
Total votes:	16

The Memorandum of Agreement (MOU) Article 15 (WAGES) vote taken on 19<sup>th</sup> day of March, 2025 is as follows:

Yes, to ratify:	16
No, not to ratify:	<u>0</u>
Total votes:	16

---

2075 Main Street, Suite 37 ♦ Sarasota, Florida 34237 ♦ Phone: (941) 366-1436 ♦ Fax: (941) 366-1447

ATTACHMENT A

This direct connection is hereby ratified by the membership and the MOU Article 5 (WACHS). Please do not hesitate to contact me if you have any questions.

Sincerely,



Michael McHale  
President

MMH/s

Cc: Anthony Jennifer Fowler  
Anita Eldridge, Human Resources  
George Corwin, PBA  
Stephanie Webster, FL PBA General Counsel  
Chad Beal  
Officer David Cooper

## MEMORANDUM OF AGREEMENT

BETWEEN

THE SARASOTA MANATEE AIRPORT AUTHORITY

AND THE

FLORIDA POLICE BENEVOLENT ASSOCIATION, INC.

THIS MEMORANDUM OF AGREEMENT is made and entered into on this 31<sup>st</sup> day of MARCH, 2025, by and between the Florida Police Benevolent Association, Inc., hereinafter called the "Association" and the Sarasota Manatee Airport Authority, hereinafter called "The Authority."

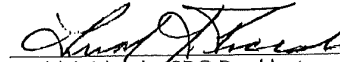
WHEREAS, there are no opportunities in the current the Sarasota Manatee Airport Authority Officers and Sergeants Collective Bargaining Agreement effective October 1, 2025, and terminating September 30, 2028; to reopen Article 15, Wages or Appendix B, until 2028 and;

WHEREAS, The Authority wishes to amend the amounts in Appendix B and make compensation adjustments to bargaining unit members according to the attached schedule, and those changes were not negotiated in the Collective Bargaining Agreement which became effective on October 1, 2022, and;

NOW, THEREFORE, the parties agree as follows:

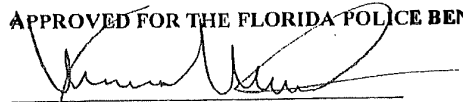
Effective upon ratification by both parties, the parties agree amend Appendix B and the bargaining unit members compensation rates, as attached.

### RECOMMENDED FOR THE AUTHORITY

  
Fredrick Piccolo, SRQ President

3-24-25  
Date

### APPROVED FOR THE FLORIDA POLICE BENEVOLENT ASSOCIATION, INC.

  
Michael McHale, President  
South West Florida Chapter  
Florida Police Benevolent Association

3/23/2025  
Date

ATTACHMENT B



## **AGENDA ITEM NO. 15.16**

**SARASOTA MANATEE AIRPORT AUTHORITY  
March 31, 2025  
STAFF NARRATIVE**

**REQUEST FOR APPROVAL:  
Seventh Amendment to Employment Contract**

---

**EXECUTIVE SUMMARY:** The seventh amendment extends the President, Chief Executive Officer term two months until August 31, 2025, and the six month Advisor term is adjusted to conclude February 28, 2026.

---

**NARRATIVE:** The search process for a successor to the President, Chief Executive Officer continues to progress however due to scheduling issues the process is anticipated to be completed in later this summer. To ensure adequate time for the transition and given the annual budgetary process has begun, the amended Agreement ensures a suitable period for the transition.

---

**RECOMMENDATION:** It is hereby recommended that the Sarasota Manatee Airport Authority approve the Seventh Amendment to the Employment Agreement.

---

**ATTACHMENT:** Seventh Amendment

## **SEVENTH AMENDMENT TO EMPLOYMENT AGREEMENT**

**THIS SEVENTH AMENDMENT TO EMPLOYMENT AGREEMENT** dated March 31, 2025, by and between SARASOTA MANATEE AIRPORT AUTHORITY (the “Authority”), a political subdivision of the State of Florida, and FREDRICK J. PICCOLO (the “Executive”).

### **WITNESSETH, THAT WHEREAS:**

- A. The Authority currently employs the services of Executive as President, Chief Executive Officer, of the Sarasota Bradenton International Airport (the “Airport”) pursuant to an Amended and Restated Employment Agreement dated June 27, 2011; as amended by a First Amendment to Employee Agreement dated March 24, 2014; a Second Amendment to Employment Agreement dated November 20, 2017; a Third Amendment to Employment Agreement dated January 29, 2018; a Fourth Amendment to Employment Agreement dated November 25, 2019; a Fifth Amendment to Employment Agreement dated November 22, 2022; and a Sixth Amendment to Employment Agreement dated January 29, 2024 (collectively, the “Agreement”); and
- B. Pursuant to Subparagraph 1(d) of the Agreement, it was **automatically** renewed and extended for an additional employment period ending on December 31, 2025, of which the final six months are to be as an “Advisor”, and the parties now intend to extend it to February 28, 2026.

**NOW THEREFORE**, in consideration of the foregoing and of the mutual covenants and obligations herein contained, the parties have agreed as follows:

1. Subparagraph 1(e) of the Agreement is added to read:

(e) Upon expiration of the Extended Employment Period, this Agreement shall be automatically renewed pursuant to the same terms and conditions as contained herein, for 20 months, extending from June 30, 2024 to February 28, 2026 (“Third Extended Employment Period”). For the portion of the Third Extended Employment Period through August 31, 2025, the Executive shall bear the title of “President/ Chief Executive Officer”, and for the final six months, through February 28, 2026, he shall bear the title of “Advisor”.

2. Subparagraph 3(f)(ii) of the Agreement is amended to read:

(ii) *PBCP based on Net Cash from Operating Activities*. During each full calendar year of the Third Extended Employment Period, the Executive shall receive a PBCP equivalent to 2.5% of the average of the two highest totals of Net Cash Provided by Operating Activities over the previous three years as identified in the annual

**audit.** Any PBCP under this paragraph (ii) shall be paid within one month of the completed annual independent audit.

3. Except as specifically modified herein, all other terms, conditions, rights and obligations of the Agreement shall remain in full force and effect through the Second Extended Employment Perio

**IN WITNESS WHEREOF**, the parties have executed this Agreement as of the day and year first above written.

**SARASOTA MANATEE AIRPORT AUTHORITY**

By: \_\_\_\_\_  
As Chairman

**“EXECUTIVE”**

By: \_\_\_\_\_  
Fredrick J. Piccolo  
Executive

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## AGENDA ITEM NO. 6.1

**SARASOTA MANATEE AIRPORT AUTHORITY  
MARCH 31, 2025 MEETING  
STAFF NARRATIVE**

**REQUEST FOR APPROVAL: INCREASE CONTRACT SCOPE FOR THE TERMINAL EXPANSION PROJECT  
WITH DEANGELIS DIAMOND – MAGNUM BUILDERS, WORK PROGRAM CURBSIDE CEILING  
REPLACEMENT**

---

**EXECUTIVE SUMMARY:** The Board approved a contract with DeAngellis Diamond – Magnum Builders (DDM) as the number one ranked firm to provide Construction Manager at Risk services for the Terminal Expansion Project. A Guaranteed Maximum Price (GMP) for construction of Work Packages 1 through 7 has been approved by the Board in the amount of \$93,980,592.67. Staff requests authorization from the Board to approve an increase in contract scope and fee for the Terminal Expansion Project in the amount of \$5,828,552.00 for a total revised GMP for Work Packages 1 through 7 of \$99,809,144.67.

---

**NARRATIVE:** With the significant increases in airline traffic, an expansion of the terminal was required to maintain good level of service for passengers. To expedite construction the Board selected DDM as the Construction Manager at Risk to construct the terminal expansion. The project's key goals were to expand the existing hold room capacity, expand and/or increase concessions areas, improve efficiency of the arrival/departure gate areas, install an additional ingress/egress escalator system, evaluate and upgrade power and utilities, and construct a new ground loading concourse with a minimum of five (5) additional gates at the east side of the terminal. The project is to be constructed through several GMP packages to accelerate the construction schedule.

This request to increase scope is for Work Package 6 and includes replacement of curbside ceiling soffit, new electric service for dynamic signs, replacement of fire sprinkler heads, fire strobes, sanitary waste lines, new high volume low speed fans, replacement of expansion joint material and painting. Work will be conducted partially during daytime hours and partially during nighttime hours.

The new curbside ceiling will replace the existing slatted ceiling tiles, many that were damaged during last year's hurricanes, with a new large panel type ceiling tile. The new panel tile will allow easy access above the ceiling for pipe, speakers, signs, and fire strobe repairs. In addition, this new product is designed for hurricane wind loads and has the Miami Date NOA certification. The increased scope of work shall be completed by December 31, 2025.

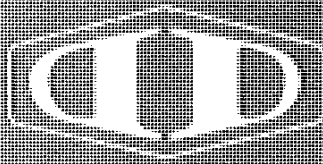
Gresham Smith (GS) reviewed the increased scope and cost and found it to be acceptable. GS and staff recommend approval of this additional scope for the Terminal Expansion project, increasing the Guarantee Maximum Price for Work Packages 1 through 7 from \$93,980,592.67 to \$99,809,144.67. Up to 80% of costs are eligible for FDOT and FAA funding.

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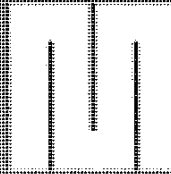
**RECOMMENDATION:** It is hereby recommended that the Sarasota Manatee Airport Authority authorize the President-CEO to approve the increase in the Guarantee Maximum Price by \$5,828,522.00 with DDM for a total GMP of \$99,809,144.67, pending a contract commitment for completion by December 31, 2025. Staff also requests authorization to prepare all documents necessary to implement this action.

---

**ATTACHMENTS:** Increase Scope's Guarantee Maximum Price (GMP) Proposals



DEANGELIS DIAMOND

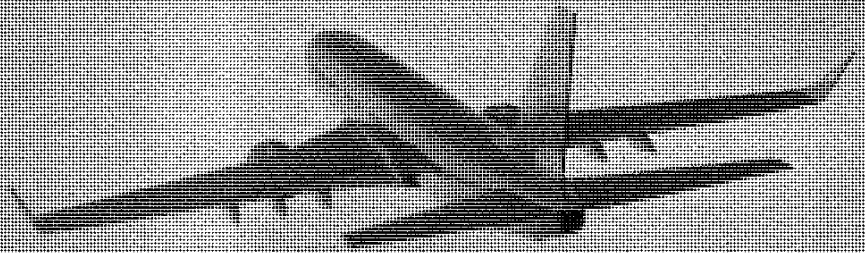


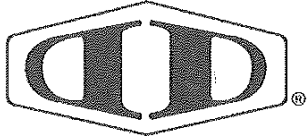
**MAGNUM  
BUILDERS**

WP6c Ext. Soffit Replacement

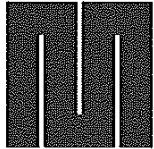
EMP Proposal

03/17/25





DEANGELIS DIAMOND



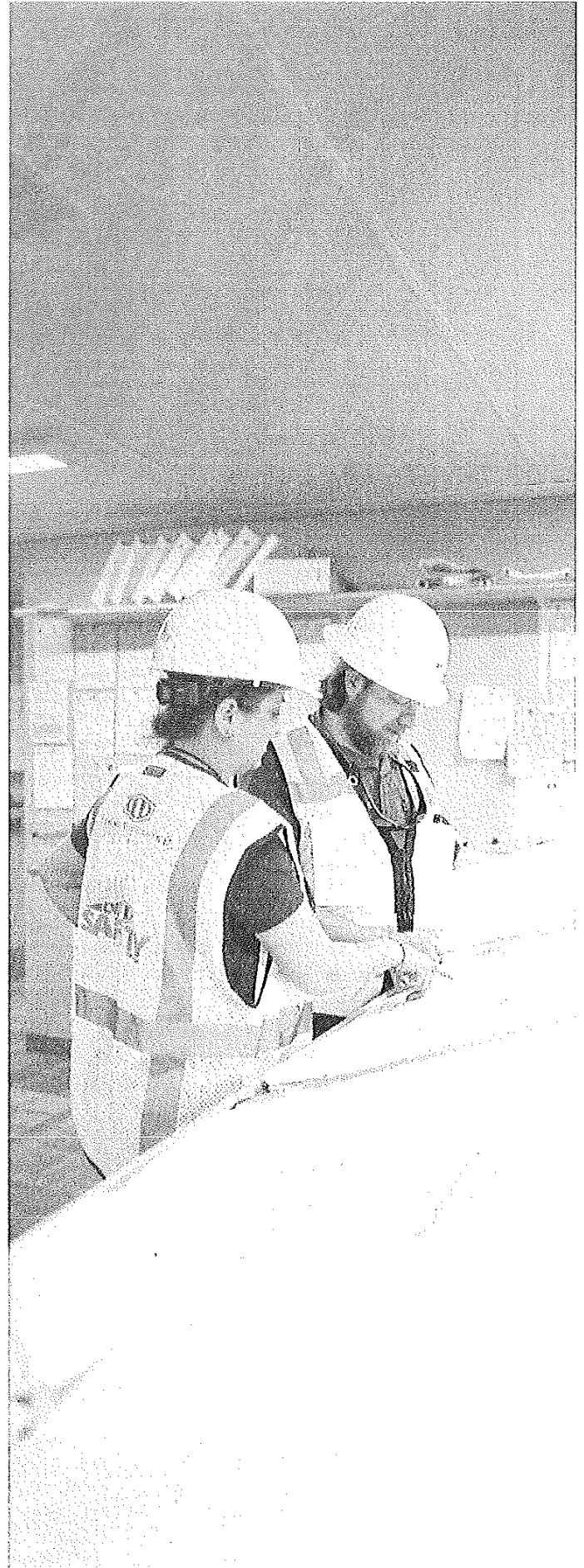
**MAGNUM**  
BUILDERS

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---

1. Executive Summary
2. Estimate Summary
3. Assumptions & Clarifications
4. Plans & Specifications Log
5. Logistics & Phasing Plan
6. Preliminary Construction Schedule



ONE



## 1. EXECUTIVE SUMMARY





DEANGELIS & DIAMOND



MAGNUM  
BUILDERS

March 17, 2025

Mr. Kent Bontrager  
Mr. John Wright

Sarasota Manatee Airport Authority  
6000 Airport Circle  
Sarasota, FL 34243

RE: SRQ Exterior Soffit Replacement WP6c

Gentlemen:

We are pleased to provide our GMP proposal for WP6c-Exterior Soffit Replacement at the Sarasota Bradenton International Airport.

Guaranteed Maximum Price      \$5,828,552

The attached documentation represents our comprehensive analysis of the bid documents and subcontractor bids received.

We sincerely appreciate the opportunity to work with your team on another project. Please feel free to contact us with any comments and/or questions you may have concerning the attached information. We look forward to reviewing this estimate in detail with you and your team at your convenience.

Sincerely,

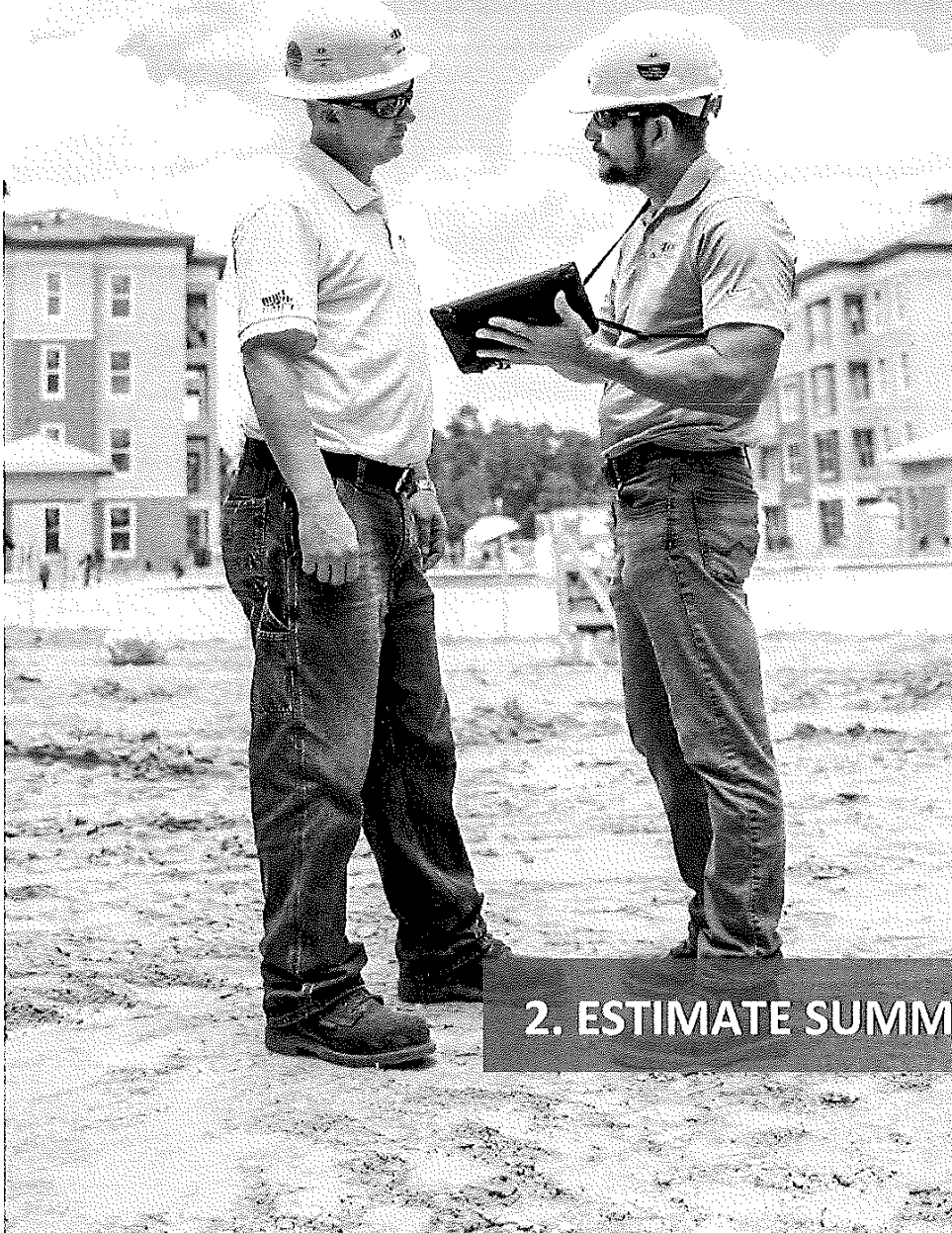
Ryan Jacob, Senior Estimator  
DeAngelis Diamond Construction

cc: Scott Beck, Bryan Trian, Jason Smith, Kelly Pope, Melissa McBride

the  
honor  
to  
build



**TWO**



## **2. ESTIMATE SUMMARY**



**SECTION #2**  
**Estimate Summary**  
**SRQ AIRPORT WP6c EXTERIOR SOFFIT REPLACEMENT**

CSI MASTER FORMAT	DESCRIPTION	GMP ESTIMATE TOTAL
2.0	Demolition	\$ 91,952
5.0	Miscellaneous Metals	\$ 36,840
9.0	Metal Soffit	\$ 2,282,880
9.1	Soffit Perimeter Band	\$ 153,385
9.2	Plenum Repair - ICE	\$ 40,088
9.3	Painting & Expansion Joint	\$ 25,587
10.1	Dynamic Signage	\$ 762,201
21.0	Fire Suppression	\$ 399,624
22.0	Plumbing	\$ 398,117
23.0	Heating, Ventilation, & Air Conditioning (HVAC)	\$ 317,845
26.0	Electrical & Low Voltage	\$ 788,977
<b>DIRECT WORK SUBTOTAL</b>		<b>\$ 5,297,496</b>
	<i>SDI</i>	\$ -
	<i>Indeterminable Cost Estimate</i>	\$ 158,925
	<i>Construction Manager Insurance</i>	\$ 49,543
	<i>Construction Manager Fee</i>	\$ 264,302
	<i>Construction Manager P &amp; P Bond</i>	\$ 58,286
<b>TOTAL COST</b>		<b>\$ 5,828,552</b>

**THREE**

**3. ASSUMPTIONS & CLARIFICATION**



**SECTION #3**  
**ASSUMPTIONS & CLARIFICATIONS**  
**SRQ AIRPORT WP6c EXTERIOR SOFFIT REPLACEMENT**

The following are assumptions and clarifications that have been made in our proposal for WP6c Exterior Soffit Replacement, with plans prepared by Gresham Smith and TLC Engineering dated 01-31-2025, Addendum 1 dated 02-26-2025. No cost or time has been accounted for in the estimate to address any items identified as "excluded". Changes to the following will result in a modification to the estimate and may require revisions to the project schedule.

**GENERAL CLARIFICATIONS**

1. This proposal expires April 30, 2025.
2. No General Conditions and General Requirements included in this proposal. Assumed Division 1 Transfer from WP-5 shall be used.
3. Shared resources assumed through WP-6b.
4. The proposal and schedule are based upon 100% soffit demo and the phased plan as submitted and agreed to by SMAA.
5. Dependent on use of SMAA's barricades for exterior phasing.
6. Dependent on use of SMAA's green accordion screens to be utilized for interior phasing.
7. Drop-off lane per phase may be barricaded during the day with barriers removed nightly. Barricades shall be pushed back to allow walking path when no work occurring.
8. Phasing at the Porte Cochere and Arrivals shall be night work only.
9. Separate day and nights shifts may be utilized in various phases due to anticipated material lead times.
10. Material availability changes daily and lead times are unpredictable. This GMP proposal is based upon timely execution of the GMP thus releasing the Metal Soffit Contractor to proceed with engineered shop drawings.
11. Gordon Winlok requires a \$500,000.00 non-refundable deposit before proceeding with shop drawings. A separate billing with immediate payment is requested so as not to negatively impact the schedule.
12. SDI (Subcontractor Default Insurance) is excluded.
13. (1) triple wide construction office trailer and temporary utility connections will remain in place and be utilized for through the completion of this work package.
14. Includes Davis Bacon Wages and Certified Payroll.

**DIVISION 02 DEMOLITION**

1. 100% demolition will be at night. Includes metal soffit, monitors, speakers, hanging static signs, light fixtures, and ceiling fans.
2. All debris shall be removed nightly.
3. The soffit with all ceiling mounted device will be 100% demoed without separate phases

**DIVISION 05 STRUCTURAL STEEL**

4. Miscellaneous metals included for structural supports for (25) new ceilings plus (3) replacement fans at GBF exterior Pet Relief.
5. Miscellaneous metals included for structural supports for (13) double face and (3) single face dynamic signs.
6. Excludes steel remediation including, but not limited to, coatings and fireproofing.

**DIVISION 07 THERMAL & MOISTURE PROTECTION**

1. Excludes replacement of roof drain bodies
2. Excludes roof patching



**SECTION #3**  
**ASSUMPTIONS & CLARIFICATIONS**  
**SRQ AIRPORT WP6c EXTERIOR SOFFIT REPLACEMENT**

3. **Excludes** spray insulation on canopy/roof deck.
4. **Excludes** Fire proofing new and/or patched.

**DIVISION 09 FINISHES**

1. Gordon Winlok white perforated metal soffit system with engineered drawings and down bracing.
2. Includes in place mock-up of new metal soffit
3. Includes EIFS patching at perimeter of soffit
4. Paint horizontal surface **only** of existing hard soffit
5. **Remove** and replace existing expansion joint with new pre-compressed material at Porte Cochere crosswalk.
6. Acoustical ceiling tile removal and replacement as needed for power and low voltage cabling to Electrical Rooms and TC closets.
7. Includes **drywall** ceiling patching where necessary
8. Includes Plenum (wall only) Repair ICE \$40,000.00.
9. **Excludes** slab repairs / holes between 1<sup>st</sup> and 2<sup>nd</sup> floors (2<sup>nd</sup> floor concessions).
10. **Excludes** caulking between soffit perimeter and new Winlok soffit system (not shown)

**DIVISION 10 SPECIALTIES**

1. (13) Double-faced and (3) singled-faced dynamic signs by Daktronics. Includes engineered drawings, displays, message centers, housing, and installation.
2. Pricing requested from Nanolumens but not received by Signage Contractor.

**DIVISION 21 FIRE PROTECTION**

1. Install new sprinkler heads and branch lines
2. Install new fire mains to connect new branch lines
3. Existing fire sprinkler heads and branch lines will remain active until new branch lines and mains are active
4. Remove existing fire sprinkler heads with associated branch lines, and cap existing utilities.
5. Install new loops at Baggage Claim and Ticketing; (2) points of connection inside building to alleviate the need for unnecessary ceiling demo / work inside the building.

**DIVISION 22 PLUMBING**

1. Remove and replace all existing stormwater cast iron piping with Schedule 40 PVC and 1.5" fiberglass insulation.
2. Based on replacement of (22) roof drains as per photos provided by SMAA.
3. No plumbing drawings issued as part of Exterior Soffit Replacement package
4. **Excludes** demo and replacement of existing stormwater piping for fountain

**DIVISION 23 HVAC**

1. (28) New Big Ass Fans Haiku Coastal series. Includes replacement of (3) existing fans at GBF exterior Pet Relief
2. Includes Controls integration of fans into BMS system (sensors, relays, programming, testing, etc.)
3. Includes new DDC panel
4. Demo and cap existing duct in the east and west sections of the soffit (by the water fountain)



**SECTION #3**  
**ASSUMPTIONS & CLARIFICATIONS**  
**SRQ AIRPORT WP6c EXTERIOR SOFFIT REPLACEMENT**

- 5. Excludes** demo and replacement of existing chilled water for fountain

**DIVISION 26 ELECTRICAL**

- 1.** Provide new SD1 light fixtures. Shall be connected to existing lighting control panels
- 2.** Distribution system to remain with new breakers and relabeling of panel schedules as shown
- 3.** New 8" ceiling speakers with amplifiers and modules as shown.
- 4.** Power and cabling for new dynamic signage
- 5.** CCTV cabling and connections only
- 6.** Existing circuitry for the 25 new fans assumes the power is sufficient without the need for additional home runs.
- 7.** Conduit for all low voltage has been included in the exterior soffit. J-hooks interior to the TC closets.
- 8.** Provide new fire alarm devices at exterior soffit
- 9.** **Excludes** replacement of any lighting and devices at the crosswalk canopies
- 10.** **Excludes** fire alarm tie-ins for all ceiling fans

**DIVISION 31 SITEWORK**

- 1.** No site work in this scope of work

**OWNER FURNISHED ITEMS / EXCLUSIONS**

To further clarify the scope above, the following items are **excluded** or are by Owner. This is not intended to be a complete listing of owner costs.

- 1.** Builders Risk Insurance, deductibles and buy-down policies
- 2.** Firewatch services during any shutdowns shall be provided by SMAA Fire Department at no cost to the CM, Fire Alarm contractor, or Fire Protection
- 3.** Off-site fees for parking or storage of materials for this work package
- 4.** Owner shall make available sufficient parking and space for subcontractors
- 5.** Design Team Construction Contract Administration Fees
- 6.** Permitting fees by the Owner
- 7.** Antenna removal shall be by the Owner
- 8.** Assume all existing patch panels sufficient for added devices
- 9.** CCTV equipment, installation, testing, programming, etc. shall be by the Owner
- 10.** **Excludes** removal of existing abandoned hangers and/or devices
- 11.** **Excludes** all hazardous materials assessments, surveys, reports, and remediation
- 12.** **Excludes** all exterior vinyl signage and green banding

**VOLUNTARY ALTERNATES:**

- 1.** Demo and replace approximately 3,500SF of exterior ceilings with direct apply finish. Includes new light fixtures and speakers. ADD \$370,906
- 2.** Turn up sprinkler heads in exterior soffit. ADD \$129,609

**END OF ASSUMPTIONS & CLARIFICATIONS**





**FOUR**

#### **4. PLANS & SPECIFICATIONS LOG**

**\*\*This drawings received and included in this list are inclusive of Addendum #01 dated 02/26/25.**

Sheet Title		Issue Date	Received Date
<b>GENERAL</b>			
G000	COVER	1/31/2025	2/5/2025
G016	PROJECT INFORMATION WP-6c	2/26/2025	2/27/2025
<b>A1-DEMOLITION PLANS</b>			
A161	LEVEL 1 OVERALL DEMOLITION PLAN REFLECTED CEILING PLAN EXTERIOR SOFFIT	2/26/2025	2/27/2025
A161D	LEVEL 1 PART D DEMOLITION PLAN REFLECTED CEILING PLAN EXTERIOR SOFFIT	1/31/2025	2/5/2025
A161F	LEVEL 1 PART F DEMOLITION PLAN REFLECTED CEILING PLAN EXTERIOR SOFFIT	2/26/2025	2/27/2025
A161Z2	LEVEL 1 PART Z2 DEMOLITION PLAN REFLECTED CEILING PLAN EXTERIOR SOFFIT	2/26/2025	2/27/2025
<b>A2-REFLECTED CEILING PLANS</b>			
A611	LEVEL 1 OVERALL REFLECTED CEILING PLAN EXTERIOR SOFFIT	2/26/2025	2/27/2025
A611D	LEVEL 1 PART D REFLECTED CEILING PLAN EXTERIOR SOFFIT	2/26/2025	2/27/2025
A611F	LEVEL 1 PART F REFLECTED CEILING PLAN EXTERIOR SOFFIT	2/26/2025	2/27/2025
A611Z2	LEVEL 1 PART Z2 REFLECTED CEILING PLAN EXTERIOR SOFFIT	2/26/2025	2/27/2025
<b>A3-SECTIONS AND ELEVATIONS</b>			
A650	WALL SECTIONS	2/26/2025	2/27/2025
A651	CEILING DETAILS	2/26/2025	2/27/2025
<b>F-FIRE</b>			
FP061	FIRE PROTECTION SYMBOLS, LEGEND, NOTES AND INDEX	2/26/2025	2/27/2025
FP161	LEVEL 1 OVERALL FIRE PROTECTION DEMOLITION RCP EXTERIOR SOFFIT	2/26/2025	2/27/2025
FP161D	LEVEL 1 PART D FIRE PROTECTION DEMOLITION RCP EXTERIOR SOFFIT	2/26/2025	2/27/2025
FP161F	LEVEL 1 PART F FIRE PROTECTION DEMOLITION RCP EXTERIOR SOFFIT	2/26/2025	2/27/2025
FP161Z2	LEVEL 1 PART Z2 FIRE PROTECTION DEMOLITION RCP EXTERIOR SOFFIT	2/26/2025	2/27/2025
FP611	LEVEL 1 OVERALL FIRE PROTECTION RCP EXTERIOR SOFFIT	2/26/2025	2/27/2025
FP611D	LEVEL 1 PART D FIRE PROTECTION RCP EXTERIOR SOFFIT	1/31/2025	2/5/2025
FP611F	LEVEL 1 PART F FIRE PROTECTION RCP EXTERIOR SOFFIT	1/31/2025	2/5/2025
FP611Z2	LEVEL 1 PART Z2 FIRE PROTECTION RCP EXTERIOR SOFFIT	2/26/2025	2/27/2025
<b>M - MECHANICAL</b>			
M061	MECHANICAL SYMBOLS, LEGEND, NOTES AND INDEX	2/26/2025	2/27/2025
M161	LEVEL 1 OVERALL MECHANICAL DEMOLITION RCP EXTERIOR SOFFIT	1/31/2025	2/5/2025
M161F	LEVEL 1 PART F MECHANICAL DEMOLITION RCP EXTERIOR SOFFIT	2/26/2025	2/27/2025

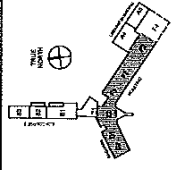


M161F3	LEVEL 1 PART F3 MECHANICAL DEMOLITION RCP EXTERIOR SOFFIT	2/26/2025	2/27/2025
M161Z2	LEVEL 1 PART Z2 MECHANICAL DEMOLITION RCP EXTERIOR SOFFIT	2/26/2025	2/27/2025
M611	LEVEL 1 OVERALL MECHANICAL RCP EXTERIOR SOFFIT	2/26/2025	2/27/2025
M611D	LEVEL 1 PART D MECHANICAL RCP EXTERIOR SOFFIT	2/26/2025	2/27/2025
M611F	LEVEL 1 PART F MECHANICAL RCP EXTERIOR SOFFIT	2/26/2025	2/27/2025
M611F3	LEVEL 1 PART F3 MECHANICAL RCP EXTERIOR SOFFIT	2/26/2025	2/27/2025
M611Z2	LEVEL 1 PART Z2 MECHANICAL RCP EXTERIOR SOFFIT	2/26/2025	2/27/2025
M961	MECHANICAL SCHEDULES, DETAILS, AND CONTROL	2/26/2025	2/27/2025
<b>E - ELECTRICAL</b>			
E061	ELECTRICAL SYMBOL LEGEND AND NOTES	2/26/2025	2/27/2025
E062	ELECTRICAL GENERAL NOTE	1/31/2025	2/5/2025
E161	LEVEL 1 OVERALL ELECTRICAL DEMOLITION RCP EXTERIOR SOFFIT	2/26/2025	2/27/2025
E161.1	LEVEL 1 OVERALL EXISTING ELECTRICAL ROOM	2/26/2025	2/27/2025
E161D	LEVEL 1 PART D ELECTRICAL DEMOLITION RCP EXTERIOR SOFFIT	2/26/2025	2/27/2025
E161F	LEVEL 1 PART F ELECTRICAL DEMOLITION RCP EXTERIOR SOFFIT	2/26/2025	2/27/2025
E161Z2	LEVEL 1 PART Z2 ELECTRICAL DEMOLITION RCP EXTERIOR SOFFIT	2/26/2025	2/27/2025
E611	LEVEL 1 OVERALL ELECTRICAL RCP EXTERIOR SOFFIT	2/26/2025	2/27/2025
E611.1	LEVEL 1 OVERALL ELECTRICAL PHOTOMETRICS RCP EXTERIOR SOFFIT	2/26/2025	2/27/2025
E611D	LEVEL 1 PART D ELECTRICAL RCP EXTERIOR SOFFIT	1/31/2025	2/5/2025
E611F	LEVEL 1 PART F ELECTRICAL RCP EXTERIOR SOFFIT	1/31/2025	2/5/2025
E611Z2	LEVEL 1 PART Z2 ELECTRICAL RCP EXTERIOR SOFFIT	2/26/2025	2/27/2025
E861	ELECTRICAL PANEL SCHEDULES	1/31/2025	2/5/2025
<b>T - COMMUNICATIONS</b>			
T-001-5B	COMMUNICATIONS GENERAL NOTE	2/26/2025	2/27/2025
T-101-5B	COMMUNICATIONS LEVEL 1 OVERALL FLOOR PLAN EXTERIOR SOFFIT	2/26/2025	2/27/2025
T161	COMMUNICATIONS LEVEL 1 OVERALL DEMO REFLECTED CEILING PLAN EXTERIOR SOFFIT	1/31/2025	2/5/2025
T161D	COMMUNICATIONS LEVEL 1 PART D DEMO REFLECTED CEILING PLAN EXTERIOR SOFFIT	1/31/2025	2/5/2025
T161F	COMMUNICATIONS LEVEL 1 PART F DEMO REFLECTED CEILING PLAN EXTERIOR SOFFIT	1/31/2025	2/5/2025
T161Z2	COMMUNICATIONS LEVEL 1 PART Z2 DEMO REFLECTED CEILING PLAN EXTERIOR SOFFIT	1/31/2025	2/5/2025
T611	COMMUNICATIONS LEVEL 1 OVERALL REFLECTED CEILING PLAN EXTERIOR SOFFIT	1/31/2025	2/5/2025
T611D	COMMUNICATIONS LEVEL 1 PART D REFLECTED CEILING PLAN EXTERIOR SOFFIT	2/26/2025	2/27/2025
T611F	COMMUNICATIONS LEVEL 1 PART F REFLECTED CEILING PLAN EXTERIOR SOFFIT	2/26/2025	2/27/2025
T611Z2	COMMUNICATIONS LEVEL 1 PART Z2 REFLECTED CEILING PLAN EXTERIOR SOFFIT	2/26/2025	2/27/2025
<b>END OF PLANS LOG</b>			

**FIVE**

## **5. LOGISTICS & PHASING**

1 LEVEL 1 - EXISTING PLAN COPY 1

[illegible]



SIX

## 6. PRELIMINARY SCHEDULE



[illegible]

DEANGELIS DIAMOND		MAGNUM BUILDERS		#02 - SRQ - SOFFIT REPLACEMENT - 02.04.25		SRQ	
Activity ID	Activity Name	Original Duration	Actual Duration	Start	Finish	Actual Start	Actual Finish
60	Phase 2 - 50	2	0	05-15-25	05-15-25		
61	Rough in Speakers / A/V / Cameras	2	0	05-15-25	05-15-25		
62	Rework Fire Sprinkler	2	0	05-15-25	05-15-25		
63	Repair soffits (DRYVIT)	3	0	05-15-25	05-15-25		
64	Repair soundproofing / Reproofing	1	0	05-15-25	05-15-25		
65	Install New Framing for Win. Lock Ceiling	2	0	05-15-25	05-15-25		
66	Rough in light fixtures	2	0	05-15-25	05-15-25		
67	Phase 2 - 100	2	0	05-15-25	05-15-25		
68	Above Ceiling M-E-P / F/S Inspections	2	0	05-15-25	05-15-25		
69	Phase 2 - 150	2	0	05-15-25	05-15-25		
70	Install New Win. Lock Ceiling	2	0	05-15-25	05-15-25		
71	Phase 2 - 180	2	0	05-15-25	05-15-25		
72	MEP / F/S Trim Out	2	0	05-15-25	05-15-25		
73	Remove Baricade / Open to Public	2	0	05-15-25	05-15-25		
74	Phase 3 - 10	25	0	06-06-25	07-15-25		
75	Set up Baricades around work area	1	0	06-06-25	06-06-25		
76	Repair existing exterior wall	3	0	06-10-25	06-10-25		
77	Remove and replace roof drain lines (cast iron to PVC)	4	0	06-10-25	06-10-25		
78	Rough in life safety devices	2	0	06-10-25	06-10-25		
79	Rough in Speakers / A/V / Cameras	2	0	06-10-25	06-10-25		
80	Rework Fire Sprinkler	2	0	06-10-25	06-10-25		
81	Phase 3 - 70	3	0	06-10-25	06-10-25		
82	Repair soundproofing / Reproofing	1	0	06-10-25	06-10-25		
83	Phase 3 - 80	2	0	06-10-25	06-10-25		
84	Install New Framing for Win. Lock Ceiling	2	0	06-10-25	06-10-25		
85	Phase 3 - 100	2	0	06-10-25	06-10-25		
86	Above Ceiling M-E-P / F/S Inspections	2	0	06-10-25	06-10-25		
87	Phase 3 - 120	2	0	06-10-25	06-10-25		
88	Above Ceiling Building Inspection	2	0	06-10-25	06-10-25		
89	Phase 3 - 140	2	0	06-10-25	06-10-25		
90	MEP / F/S Trim Out	2	0	06-10-25	06-10-25		
91	Remove Baricade / Open to Public	2	0	06-10-25	06-10-25		
92	Phase 4 - 10	25	0	07-15-25	08-15-25		
93	Set up Baricades around work area	1	0	07-15-25	07-15-25		
94	Repair existing exterior wall	3	0	07-15-25	07-15-25		
95	Remove and replace roof drain lines (cast iron to PVC)	4	0	07-15-25	07-15-25		
96	Rough in life safety devices	2	0	07-15-25	07-15-25		
97	Rough in Speakers / A/V / Cameras	2	0	07-15-25	07-15-25		
98	Rework Fire Sprinkler	2	0	07-15-25	07-15-25		
99	Phase 4 - 70	3	0	07-15-25	07-15-25		
100	Repair soundproofing / Reproofing	1	0	07-15-25	07-15-25		
101	Phase 4 - 80	2	0	07-15-25	07-15-25		
102	Install New Framing for Win. Lock Ceiling	2	0	07-15-25	07-15-25		
103	Phase 4 - 100	2	0	07-15-25	07-15-25		
104	Above Ceiling M-E-P / F/S Inspections	2	0	07-15-25	07-15-25		
105	Phase 4 - 120	2	0	07-15-25	07-15-25		
106	Above Ceiling Building Inspection	2	0	07-15-25	07-15-25		
107	Phase 4 - 140	2	0	07-15-25	07-15-25		
108	MEP / F/S Trim Out	2	0	07-15-25	07-15-25		
109	Remove Baricade / Open to Public	2	0	07-15-25	07-15-25		
110	Phase 5 - 10	21	0	08-15-25	09-15-25		
111	Set up Baricades around work area	1	0	08-15-25	08-15-25		
112	Repair existing exterior wall	2	0	08-15-25	08-15-25		
113	Remove and replace roof drain lines (cast iron to PVC)	4	0	08-15-25	08-15-25		
114	Rough in life safety devices	2	0	08-15-25	08-15-25		
115	Rough in Speakers / A/V / Cameras	2	0	08-15-25	08-15-25		
116	Rework Fire Sprinkler	2	0	08-15-25	08-15-25		
117	Phase 5 - 70	3	0	08-15-25	08-15-25		
118	Repair soundproofing / Reproofing	1	0	08-15-25	08-15-25		
119	Phase 5 - 80	2	0	08-15-25	08-15-25		
120	Install New Framing for Win. Lock Ceiling	2	0	08-15-25	08-15-25		
121	Phase 5 - 100	2	0	08-15-25	08-15-25		
122	Above Ceiling M-E-P / F/S Inspections	2	0	08-15-25	08-15-25		

#02 - SRQ - SOFFIT REPLACEMENT - 02.04.25

Activity ID	Activity Name	Original Duration	Actual Duration	Start	Finish	Actual Start	Actual Finish	J	F	M	A	M	J	J	A	S	O	N	D		
121	Phase 5 - 120 Above Ceiling Building Inspection	1	0	08-04-25	08-04-25																
122	Phase 5 - 130 Install New Win Lock Ceiling	5	0	08-04-25	08-11-25																
123	Phase 5 - 140 Painting	2	0	08-04-25	08-11-25																
124	Phase 5 - 150 M-EP / FS Trim Out	1	0	08-04-25	08-11-25																
125	Phase 5 - 160 Owner Install New Signage	1	0	08-04-25	08-11-25																
126	Phase 5 - 170 Remove Barricade / Open to Public	1	0	08-04-25	08-11-25																
127	Phase 6 (Periscope) Doors #13 - #15	32	0	08-04-25	08-11-25																
128	Phase 6 - 10 Set up Barricades around work area	1	0	08-04-25	08-11-25																
129	Phase 6 - 20 Repair existing exterior wall	2	0	08-04-25	08-11-25																
130	Phase 6 - 30 Remove and replace roof drain line (cast iron to PVC)	3	0	08-04-25	08-11-25																
131	Phase 6 - 40 Rough in life safety devices	2	0	08-04-25	08-11-25																
132	Phase 6 - 50 Rough in Speakers / VMI / Cameras	2	0	08-04-25	08-11-25																
133	Phase 6 - 60 Rework Fire Sprinkler	2	0	08-04-25	08-11-25																
134	Phase 6 - 70 Repair soffits (DRYVT)	2	0	08-04-25	08-11-25																
135	Phase 6 - 80 Repair soundproofing / Insulating	12	0	08-04-25	08-11-25																
136	Phase 6 - 90 Install New Framing for Win Lock Ceiling	2	0	08-04-25	08-11-25																
137	Phase 6 - 100 Above Ceiling M-EP / FS Inspections	2	0	08-04-25	08-11-25																
138	Phase 6 - 110 Above Ceiling Building Inspection	2	0	08-04-25	08-11-25																
139	Phase 6 - 120 Install New Win Lock Ceiling	10	0	08-04-25	08-11-25																
140	Phase 6 - 130 Painting	2	0	08-04-25	08-11-25																
141	Phase 6 - 140 M-EP / FS Trim Out	1	0	08-04-25	08-11-25																
142	Phase 6 - 150 Owner Install New Signage	1	0	08-04-25	08-11-25																
143	Phase 6 - 160 Remove Barricade / Open to Public	1	0	08-04-25	08-11-25																
144	Phase 7 (Periscope) Drive/Way & Valleyway Night Work - Doors #13 - #15	28	0	08-04-25	08-11-25																
145	Phase 7 - 10 Set up Barricades around work area	1	0	08-04-25	08-11-25																
146	Phase 7 - 20 Repair existing exterior wall	2	0	08-04-25	08-11-25																
147	Phase 7 - 30 Remove and replace roof drain line (cast iron to PVC)	3	0	08-04-25	08-11-25																
148	Phase 7 - 40 Rough in life safety devices	2	0	08-04-25	08-11-25																
149	Phase 7 - 50 Rough in Speakers / VMI / Cameras	2	0	08-04-25	08-11-25																
150	Phase 7 - 60 Rework Fire Sprinkler	2	0	08-04-25	08-11-25																
151	Phase 7 - 70 Repair soffits (DRYVT)	2	0	08-04-25	08-11-25																
152	Phase 7 - 80 Repair soundproofing / Insulating	3	0	08-04-25	08-11-25																
153	Phase 7 - 90 Install New Framing for Win Lock Ceiling	1	0	08-04-25	08-11-25																
154	Phase 7 - 100 Rough in life safety devices	10	0	08-04-25	08-11-25																
155	Phase 7 - 110 Above Ceiling M-EP / FS Inspections	2	0	08-04-25	08-11-25																
156	Phase 7 - 120 Above Ceiling Building Inspection	2	0	08-04-25	08-11-25																
157	Phase 7 - 130 Install New Win Lock Ceiling	1	0	08-04-25	08-11-25																
158	Phase 7 - 140 Painting	2	0	08-04-25	08-11-25																
159	Phase 7 - 150 M-EP / FS Trim Out	8	0	08-04-25	08-11-25																
160	Phase 7 - 160 Owner Install New Signage	1	0	08-04-25	08-11-25																
161	Phase 7 - 170 Remove Barricade / Open to Public	1	0	08-04-25	08-11-25																
162	Phase 8 - Night Work - Doors #16 - #17	21	0	08-04-25	08-11-25																
163	Phase 8 - 10 Set up Barricades around work area	2	0	08-04-25	08-11-25																
164	Phase 8 - 20 Repair existing exterior wall	2	0	08-04-25	08-11-25																
165	Phase 8 - 30 Remove and replace roof drain line (cast iron to PVC)	3	0	08-04-25	08-11-25																
166	Phase 8 - 40 Rough in life safety devices	2	0	08-04-25	08-11-25																
167	Phase 8 - 50 Rough in Speakers / VMI / Cameras	2	0	08-04-25	08-11-25																
168	Phase 8 - 60 Rework Fire Sprinkler	2	0	08-04-25	08-11-25																
169	Phase 8 - 70 Repair soffits (DRYVT)	2	0	08-04-25	08-11-25																
170	Phase 8 - 80 Repair soundproofing / Insulating	3	0	08-04-25	08-11-25																
171	Phase 8 - 90 Install New Framing for Win Lock Ceiling	1	0	08-04-25	08-11-25																
172	Phase 8 - 100 Rough in life safety devices	5	0	08-04-25	08-11-25																
173	Phase 8 - 110 Above Ceiling M-EP / FS Inspections	2	0	08-04-25	08-11-25																
174	Phase 8 - 120 Above Ceiling Building Inspection	2	0	08-04-25	08-11-25																
175	Phase 8 - 130 Install New Win Lock Ceiling	1	0	08-04-25	08-11-25																
176	Phase 8 - 140 Painting	5	0	08-04-25	08-11-25																
177	Phase 8 - 150 M-EP / FS Trim Out	2	0	08-04-25	08-11-25																
178	Phase 8 - 160 Owner Install New Signage	1	0	08-04-25	08-11-25																
179	Phase 8 - 170 Remove Barricade / Open to Public	1	0	08-04-25	08-11-25																
180		1	0	08-04-25	08-11-25																

Remainder Level of Effort

Actual Work

Critical Remaining Work

Remaining Level of Effort

Remaining Work

Milestones

Page 3 of 4

TASK filter: All Activities

Date Due: 02-04-25



#02 - SRQ - SOFFIT REPLACEMENT - 02.04.25







## **AGENDA ITEM NO. 6.2**

**SARASOTA MANATEE AIRPORT AUTHORITY  
MARCH 31, 2025 MEETING  
STAFF NARRATIVE**

**REQUEST FOR APPROVAL: CONSTRUCTION CONTRACT AWARD TO STELLAR DEVELOPMENT, INC.  
FOR THE QTA PHASE 1 – OVERFLOW LOT A PROJECT**

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**EXECUTIVE SUMMARY:** The QTA Phase 1 – Overflow Lot A will improve Lot A from a grass overflow lot to a fully paved asphalt lot. Five bids were received for the QTA Phase 1 – Overflow Lot A on March 7, 2025. The bids were evaluated by the airport's consultant, and they were determined to be regular and responsive. The bid submitted by Stellar Development, Inc. with a base bid amount of \$1,327,347.87 and an additive alternate bid of \$119,874.70 was determined to be the low responsive bid. Staff is recommending approval of the base bid plus additive alternate bid for a total construction cost of \$1,447,222.57.

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**NARRATIVE:** The growth in originating passenger traffic has caused a significant increase in parking demand. To provide capacity during peak parking demands, staff identified multiple overflow parking lots. The QTA Phase 1 – Overflow Lot A will improve Lot A from a grass overflow lot to a fully paved asphalt lot. This facility will serve as both passenger overflow and RAC storage during peak periods for the airport's rental car companies. In addition, this lot is anticipated to be developed in the future to a Quick Turn Around (QTA) lot for the rental car companies. This initial phase will build out stormwater facilities, add overhead lighting, upgrade electric, grade, and pave the lot.

The contract will be constructed in one phase with a construction duration of 120-calendar days. Project funding is through a Customer Facility Charge (CFC) generated through rental car companies.

PGAL and staff evaluated the five (5) bids received and determined that they were regular and responsive. Staff recommends award of the project to the low responsive bidder with a price of \$1,447,222.57 for the base plus additive alternate bid.

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**RECOMMENDATION:** It is hereby recommended that the Board authorize the Chairman to execute a construction contract with Stellar Development, Inc., for the project in the amount up to \$1,447,222.57 with a 10% contingency for a total budget of \$1,591,945.00.

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**ATTACHMENTS:** Consultant letter of recommendation for the low, responsive bidder  
Bid Tabulation  
Attorney's letter of review and concurrence



**Kent D. Bontrager, A.A.E., P.E.**  
**Sr. Vice President, Engineer, Planning, & Facilities**  
**Sarasota Manatee Airport Authority**  
**6000 Airport Circle**  
**Sarasota, Florida 34243**

Mr. Bontrager,

PG&A has completed the evaluation of the 5 bids received for bid, BID-01-2025-QFLA-A (QTA Phase I - ~~Overflow~~ Lot A). The overall summary of the 5 bids is below and were all looked at in detail. The attached document (Bidder Checklist and Bid Tabulation Form) contains information for all the bids. All contractors appear to meet all the qualifications and have relevant experience.

There appear to be discrepancies between Stellar Development's Base Bid and Bid Price Form. The total Base Bid is \$1,328,205 while the Bid Price Form has a lump sum amount of \$1,327,347.87, resulting in a difference of \$857.13.

**All contractors appear to have completed and included all necessary forms.**

**All contractors appear to have relevant experience.**

Based on the evaluation and our understanding of the scope and available finds, the lowest responsive and responsible bidder is Stellar Development, Inc. Stellar Development appears to have submitted the lowest Base Bid of \$1,327,347.87 and the lowest Additive Alternate Bid of \$119,874.70. When considering the Total Bid of \$1,447,222.57, Stellar Development's remains to be the lowest. It is our recommendation to award the project to Stellar.

**Our recommendation is also contingent on the Sarasota Manatee Airport Authority's legal review of the bid documents.**

**Attachments:**

- Bid Tabulation Sheet
- Bid Review Checklist

**Sincerely,**

*[Handwritten signature]*

**Jeffrey Weiner, AIA**  
Executive Vice President, PGAL

**Sarasota-Bradenton International Airport**  
**Rental Car QTA Program - QTA Phase 1 (Overflow Lot A)**  
**Bid Evaluation and Checklist**

Design Team Contractor Recommendation

17-Mar-25

	Sodlar Development, Inc.	Magnum Builders of Sarasota, Inc.	E. O. Koch Construction	Go-Builder Construction & Engineering	Criswell Group, Inc.
<b>Bid Detail</b>					
<b>Bid Submittal Form</b>					
Date	3/7/2025	3/7/2025	3/5/2025	3/5/2025	3/7/2025
Addenda 1-3 Acknowledged	Yes	Yes	Yes	Yes	Yes
Signed	Yes	Yes	Yes	Yes	Yes
<b>Bid Price Form</b>					
Date	3/7/2025	3/7/2025	5/2/2023	3/5/2025	3/7/2025
Signed	Yes	Yes	Yes	Yes	Yes
Lump Sum - Base Bid Total	\$ 1,327,347.87	\$ 1,887,095.00	\$ 1,506,309.00	\$ 1,984,387.00	\$ 2,677,968.60
Lump Sum - Additive Alternate Total	\$ 119,874.70	\$ 157,875.00	\$ 204,653.08	\$ 581,609.00	\$ 129,938.00
Lump Sum - Base Bid + Additive Alternate Total	\$ 1,447,222.57	\$ 1,964,880.00	\$ 1,711,262.08	\$ 2,495,986.00	\$ 2,807,498.60
Percentage Variation from Apparent Low Bidder (Base Bid)	0%	36%	14%	44%	100%
Percentage Variation from Apparent Low Bidder (Total Bid)	0%	36%	10%	73%	94%
<b>Bid Bond</b>					
Date	3/7/2025	3/7/2025	3/7/2025	3/7/2025	3/7/2025
Signed	Yes	Yes	Yes	Yes	Yes
Amount (% of bid)	5%	5%	5%	5%	5%
Surety	Yes	Yes	Yes	Yes	Yes
<b>Statement of Drug-Free Workplace</b>					
Date	3/7/2025	3/7/2025	3/5/2025	3/5/2025	3/7/2025
Signed	Yes	Yes	Yes	Yes	Yes
<b>E-Verification Certification</b>					
Date	3/7/2025	3/7/2025	3/5/2025	3/5/2025	3/7/2025
Signed	Yes	Yes	Yes	Yes	Yes
<b>FDEP &amp; US EPA Construction NOI</b>					
Date	3/7/2025	3/7/2025	3/5/2025	3/5/2025	3/7/2025
Signed	Yes	Yes	Yes	Yes	Yes
<b>Severable Company Affidavit and Certification</b>					
Date	3/7/2025	3/7/2025	3/5/2025	3/5/2025	3/7/2025
Signed	Yes	Yes	Yes	Yes	Yes
<b>Designation of Work and Subcontractors</b>					
Date	3/7/2025	3/7/2025	3/8/2025	4/25/2023	5/2/2022
Signed	Yes	Yes	Yes	Yes	Yes
Prime Contractor Self Performing Work (%)	0%	0%	0%	0%	0%
<b>Subcontractor / Discipline</b>					
			\$ 480,000.00		
Alr + Electric - Electrical					
Albor Landscapes - Landscape & Irrigation					\$ 198,327.00
MW Hughey Construction Services LLC - Sitework	\$ 639,182.00				
Brightview - Landscape and Irrigation				\$ 108,000.00	
Capital Paving - Asphalt Paving					\$ 261,400.00
Diehl Landscape, LLC	\$ 87,500.00				
Diehl's Sod & Landscaping - Sod	\$ 12,257.00				
Falcon Electric - Electric	\$ 339,870.00				
Forristall Enterprises - Building Demolition		\$ 18,750.00			
Greenacres - Landscape		\$ 157,338.00			
Hughey & Associates - Sitework & Utilities		\$ 821,907.00			
McShes Contracting - Pavement Markings					\$ 22,370.00
Paramount Asphalt Sealcoating - Paving, Striping, Milling				\$ 340,000.00	
Preferred Materials - Asphalt			\$ 161,585.00		
Synergy Electric & Lighting - Electrical				\$ 225,000.00	
Tou-Spec Mechanical - Demo, Utility & Earthwork				\$ 911,000.00	
Windemuller Technical - Electric & Low Voltage		\$ 438,330.00			
<b>Subcontractor Participation</b>					
Dollars	\$ 1,008,890.00	\$ 1,428,325.00	\$ 561,585.00	\$ 1,584,000.00	\$ 474,697.00

	Percentage	81.00%	79.00%	38.00%	83.00%	19.00%
<b>Prime Contractor Work</b>						
Date	3/7/2025	3/7/2025	3/5/2025	3/5/2025	3/7/2025	3/7/2025
Signed	Yes	Yes	Yes	Yes	Yes	Yes
Prime Contractor Participation						
Dollars	\$ 259,396.00	\$ 378,680.00	\$ 945,124.00	\$ 390,317.00	\$ 2,202,666.60	
Percentage	19.00%	21.00%	62.00%	17.00%	82.00%	





**WILLIAMS PARKER**  
ATTORNEYS AT LAW • ESTABLISHED 1925

**Charles D. (Dan) Bailey, Jr.**  
Attorney at Law  
dbailey@williamsparker.com  
T: (941) 329-6609  
F: (941) 954-3172

March 19, 2025

Kent Bontrager, P.E.  
Sr. Vice President of Engineering, Planning & Facilities  
Sarasota Manatee Airport Authority  
6000 Airport Circle, Sarasota, FL 34243

**Re: SRQ ATA Phase I – Overflow Lot  
Bid Review/Contract Award Recommendation**

Dear Kent:

You have solicited my review and recommendation regarding the bids received on March 5, 2025, for the above-referenced project. In that connection, I have reviewed the letter of March 17, 2025, from Jeffrey Weiner, AIA, Executive Vice President of PGAL, addressed to you, which provides a bid tabulation and recommendation of award.

Bids were submitted by Steller Development, Inc.; Magnum Builders of Sarasota, Inc.; E.O. Koch Construction, Co.; Go-Builder Construction & Engineering; and Crisdell Group, Inc. Mr. Weiner determined that all contractors completed and included all necessary forms; and all appear to meet all the qualifications and have relevant experience. Steller Development, Inc. submitted the apparent Lowest Base Bid of \$1,327,347.87 and Lowest Additive Alternate Bid of \$119,874.70. This results in a Total Bid of \$1,447,222.57.

Accordingly, I concur with Mr. Weiner's findings that Steller Development Inc. is indeed the lowest and best bidder, and I recommend that it be awarded the contract based on its Total Bid of \$1,447,222.57.

Respectfully submitted,

**Charles D. (Dan) Bailey, Jr.**  
For the Firm

cc: Jeffrey Weiner, AIA  
8963175.v1



50 Central Avenue Eighth Floor Sarasota, Florida 34236  
941.329.6609

**Sarasota Manatee Airport Authority**  
**Balance Sheet**  
**Friday, February 28, 2025**

**Assets***Current Assets*

Cash & Investments	\$31,793,959
Accounts Receivable	3,909,097
Grants Receivable	10,859,603
Accrued Interest Receivable	470
Inventory	406,641
Prepaid Insurance	205,281
Prepaid Expense & Other Assets	<u>2,340,482</u>
<i>Total Current Assets</i>	<u>49,515,533</u>

*Non-Current Assets*

Customer Facility Funds	31,853,125
Passenger Facility Funds	861,966
Airport Facilities & Equipment	383,757,272
Accumulated Depreciation	(233,347,499)
Intangible Assets, net	208,842
Construction in Progress	<u>201,293,852</u>
<i>Total Non-Current Assets</i>	<u>384,627,558</u>

**Total Assets****\$434,143,091****Deferred Outflow of Resources - Pension****4,599,623****Liabilities and Net Position***Current Unrestricted Liabilities*

Accounts Payable	1,419,597
Unearned Income	1,157,533
Accrued Expenses & Other Liabilities	1,254,541
Line of Credit	<u>5,000,000</u>
<i>Total Unrestricted Liabilities</i>	<u>8,831,670</u>

*Non-Current Liabilities*

Net Pension Liabilities	<u>7,180,767</u>
<i>Total Non-Current Liabilities</i>	<u>7,180,767</u>

**Total Liabilities****16,012,437****Deferred Inflow of Resources - Pension****962,236****Net Position**

Net Assets	411,842,191
Current Profit Account	<u>9,925,850</u>

**Total Net Position****421,768,040**

**Sarasota Manatee Airport Authority**  
**Budget Year to Date Actual**  
**For the Period Ending Friday, February 28, 2025**

	<b>This Month This Year</b>	<b>Total Budget</b>	<b>Year to Date This Year</b>	<b>Budget Less Actual YTD</b>	<b>Actual YTD %</b>
<b>Airline Rentals, Fees and Charges</b>					
Landing Fees - Signatory	\$2,388,076	\$2,532,655	\$1,086,050	\$1,446,605	40.90%
Landing Fees - Non-signatory	311,564	270,140	120,453	149,687	44.6%
Landing Fees - Non-scheduled	4021	0	1,685	(1,685)	0.0%
Concourse Circulation	686,244	5,077,737	3,252,548	1,825,189	64.1%
Baggage Claim Area	1117,449	1,424,778	587,360	837,418	41.2%
Gate Use Fees - Signatory	688,040	3411,153	265,440	75,713	77.8%
Terminal and Gate Fees - Non-signatory	239,206	1,908,704	814,257	1,094,447	42.7%
Airline Terminal Rent - Signatory	215,208	6,395,864	1,058,547	5,337,317	16.6%
Airline Terminal Rent - Non-signatory	5,320	63,136	26,599	36,537	42.1%
<b>Total Airline Revenues</b>	<b>1,601,529</b>	<b>18,014,167</b>	<b>7,162,939</b>	<b>10,851,228</b>	<b>39.8%</b>
<b>Non-Airline Revenue</b>					
Air Cargo Facility	24,253	49,500	110,605	(61,105)	223.4%
<b>Subtotal</b>	<b>24,253</b>	<b>49,500</b>	<b>110,605</b>	<b>(61,105)</b>	<b>223.4%</b>
<b>Airfield</b>					
Fuel Flowage Fees	60,555	603,500	268,787	334,713	44.5%
Ground Lease Airfield	32,457	376,322	165,885	210,438	44.1%
T-Hangar Facilities	97,820	1,150,000	493,097	656,903	42.9%
Fixed Base Operators - Rent	79,685	1,058,337	397,913	660,424	37.6%
Fuel Service - ASIG	7,000	95,000	34,999	60,001	36.8%
<b>Subtotal</b>	<b>277,517</b>	<b>3,283,159</b>	<b>1,360,681</b>	<b>1,922,478</b>	<b>41.4%</b>
<b>Terminal Building</b>					
RAC Counter Space	27,025	208,800	135,126	73,674	64.7%
Other Terminal Rents	37,540	600,000	175,581	424,419	29.3%
Advertising	60,164	474,000	248,914	225,086	52.5%
Restaurant Services	133,766	1,981,000	645,709	1,335,291	32.6%
Gift Shop	76,423	1,395,000	486,881	908,119	34.9%
Miscellaneous	183	2,000	755	1,245	37.8%
Vending	2,832	30,000	10,972	19,028	36.6%
<b>Subtotal</b>	<b>337,933</b>	<b>4,690,800</b>	<b>1,703,937</b>	<b>2,986,863</b>	<b>36.3%</b>
<b>Terminal Area</b>					
Car Rental %	852,167	11,411,000	4,316,805	7,094,195	37.8%
Auto Parking	885,814	9,631,000	4,181,419	5,449,581	43.4%
Ground Transportation	73,125	803,000	274,523	528,477	34.2%
Fuel Flowage Fees - Menzies	92,153	1,080,000	363,993	716,007	33.7%
RAC Ready Car Spaces	8,820	85,320	44,100	41,220	51.7%
Parking Stickers/Hang Tags	83,952	80,000	96,819	(16,819)	121.0%
Taxi Cab Service	4,953	88,000	22,194	65,807	25.2%
RAC Buildings Land Rent	50,291	718,952	251,454	467,498	35.0%
<b>Subtotal</b>	<b>2,051,274</b>	<b>23,897,272</b>	<b>9,551,307</b>	<b>14,345,965</b>	<b>40.0%</b>
<b>Non-Aviation Area</b>					
University Self Storage Income	17,818	525,000	160,494	364,506	30.6%
Buildings - Non-Aviation	42,612	466,177	200,559	265,618	43.0%
Common Area Maint - Comm Parke	500	7,500	2,500	5,000	33.3%
Land - Non-Aviation	46,519	368,130	239,999	128,131	65.2%
<b>Subtotal</b>	<b>107,448</b>	<b>1,366,807</b>	<b>603,552</b>	<b>763,255</b>	<b>44.2%</b>
<b>Total Operating Revenue</b>	<b>4,399,954</b>	<b>51,301,705</b>	<b>20,493,021</b>	<b>30,808,684</b>	<b>39.9%</b>
<b>Investment Income + Other Income</b>					
<b>Investment Income</b>					
Interest Earned - Operating	145,361	1,641,763	731,424	910,339	44.6%
Interest Earned - Other	0	0	0	0	0.0%
<b>Subtotal</b>	<b>145,361</b>	<b>1,641,763</b>	<b>731,424</b>	<b>910,339</b>	<b>44.6%</b>
<b>Other Income</b>					
Passenger Facility Charges	819,385	9,087,000	1,942,336	7,144,664	21.4%
Customer Facility Charges	1,296,946	10,920,975	4,701,108	6,219,867	43.0%
Grant Revenue - FAA	0	0	0	0	0.0%
Grant Revenue - FDOT	1,220,708	0	1,220,708	(1,220,708)	0.0%
Miscellaneous Income	13,035	18,510	54,788	(36,278)	296.0%
Miscellaneous Income - LEO	0	40,882	0	40,882	0.0%
I.D. Badges	25,123	55,405	93,904	(38,499)	169.5%
Profit/Loss on Disposal	5,058	0	33,297	(33,297)	0.0%
Asset Write-down/Up on Investments	57,268	0	(470)	470	0.0%
<b>Subtotal</b>	<b>3,437,523</b>	<b>20,122,772</b>	<b>8,045,672</b>	<b>12,077,100</b>	<b>40.0%</b>
<b>Subtotal Investment Income &amp; Other</b>	<b>3,582,884</b>	<b>21,764,535</b>	<b>8,777,096</b>	<b>12,987,439</b>	<b>40.3%</b>
<b>Total Revenues</b>	<b>7,982,838</b>	<b>73,066,240</b>	<b>29,270,117</b>	<b>43,796,123</b>	<b>40.1%</b>



**Sarasota Manatee Airport Authority**  
**Budget/Year to Date Actual**  
**For the Period Ending Friday, February 28, 2025**

	<b><i>This Month This Year</i></b>	<b><i>Total Budget</i></b>	<b><i>Year to Date This Year</i></b>	<b><i>Budget Less Actual YTD</i></b>	<b><i>Actual YTD %</i></b>
<b><i>Utilities</i></b>					
Electric-Utility	91,050	1,269,800	333,775	936,025	26.3%
Refuse Collection	3,138	184,600	14,585	170,015	7.9%
Water and Sewer	5,358	263,000	28,182	234,818	10.7%
<b><i>Subtotal</i></b>	<b><i>99,545</i></b>	<b><i>1,717,400</i></b>	<b><i>376,542</i></b>	<b><i>1,340,858</i></b>	<b><i>21.9%</i></b>
<b><i>Personnel</i></b>					
Salary/Wages	1,418,960	14,790,385	5,844,604	8,945,781	39.5%
Health Insurance	248,267	3,061,170	1,266,662	1,794,508	41.4%
Retirement	642,351	2,472,922	1,473,509	999,413	59.6%
Social Security	69,463	848,861	336,148	512,713	39.6%
Medicare	20,829	205,043	89,136	115,907	43.5%
Disability	162	1,700	809	891	47.6%
Unemployment	0	32,512	0	32,512	0.0%
Worker's Compensation	52,645	385,312	152,951	232,361	39.7%
Employment Expenses	620	11,700	66,837	(55,137)	571.3%
<b><i>Subtotal</i></b>	<b><i>2,453,296</i></b>	<b><i>21,809,605</i></b>	<b><i>9,230,656</i></b>	<b><i>12,578,949</i></b>	<b><i>42.3%</i></b>
<b><i>Administration</i></b>					
Advertising	1,215	122,550	23,602	98,948	19.3%
Bad Debts Expense	0	3,000	0	3,000	0.0%
Business Development Properties	65	20,000	1,928	18,072	9.6%
CEO Auto Expenses	1,315	18,000	7,235	10,765	40.2%
Public Relations	10,643	66,000	34,625	31,375	52.5%
Customs	(16,750)	125,000	26,551	98,449	21.2%
Data Processing	13,667	182,000	135,303	46,697	74.3%
Software Licenses/Annual Support	25,769	536,200	300,134	236,066	56.0%
Dues and Subscriptions	813	152,765	68,310	84,455	44.7%
Employee Service Awards	50	14,100	250	13,850	1.8%
Entertainment	(1,452)	21,500	13,589	7,911	63.2%
Insurance - Property	95,329	893,641	344,995	548,646	38.6%
Insurance - Liability & Other	(7,694)	364,397	93,257	271,140	25.6%
Interest Expense	63,361	0	71,028	(71,028)	0.0%
Legal Expense	29,517	500,000	128,030	371,970	25.6%
Loss & Safety Program	0	200	0	200	0.0%
Marketing Trade Show Registration	0	37,000	13,689	23,312	37.0%
Miscellaneous	3,684	73,050	25,380	47,670	34.7%
Office Supplies and Equipment	8,577	125,375	57,078	68,297	45.5%
Postage	676	5,700	1,425	4,275	25.0%
Professional Services	80,488	1,298,640	307,267	991,373	23.7%
Records Retention	(125)	1,000	(125)	1,125	-12.5%
Sponsored Events	0	5,900	886	5,014	15.0%
Taxes	0	27,000	19,122	7,878	70.8%
Telephone Service	46,033	421,350	215,624	205,726	51.2%
Training	8,615	213,560	45,404	168,156	21.3%
Travel	12,626	250,500	56,724	193,776	22.6%
Holiday Decorations	0	37,000	20,678	16,323	55.9%
Uniforms	14,255	128,000	31,911	96,089	24.9%
<b><i>Subtotal</i></b>	<b><i>390,678</i></b>	<b><i>5,643,428</i></b>	<b><i>2,043,899</i></b>	<b><i>3,599,529</i></b>	<b><i>36.2%</i></b>
<b><i>Operations</i></b>					
Air Conditioning	31,525	133,000	39,111	93,889	29.4%
Carpentry	5,694	61,500	16,463	45,037	26.8%
Common Area Maint - Comm Parke	892	10,000	3,977	6,023	39.8%
Electrical	3,955	114,000	45,555	68,445	40.0%
Access Control	348	26,000	1,977	24,023	7.6%
Equipment Rental	(5,993)	59,000	15,384	43,616	26.1%
Equipment Repair	4,849	241,700	63,560	178,140	26.3%
Loading Bridge Repair	15,510	165,000	48,728	116,272	29.5%
Conveyor & Belts	1,363	30,000	8,187	21,813	27.3%
Terminal Audio & Paging Repairs	0	38,000	13,718	24,282	36.1%
Repairs Generator	(1,832)	68,000	(846)	68,846	-1.2%
Repairs - Tires	2,600	0	8,866	(8,866)	0.0%
Fence and Gate Repair	0	25,000	3,115	21,885	12.5%
Interior Planting	0	45,000	0	45,000	0.0%
Irrigation System	42	18,000	442	17,558	2.5%
Janitorial Service	231,114	3,153,000	888,830	2,264,170	28.2%
Floor Maintenance	5,185	62,000	10,978	51,022	17.7%
Landscape Maintenance	2,426	93,500	6,103	87,397	6.5%
Miscellaneous Construction	24,077	142,000	42,580	99,420	30.0%
Paint and Markings	10,034	161,000	67,878	93,122	42.2%
Permits & Licenses	156	3,100	200	2,900	6.4%
Paving and Pavement Repairs	348	64,000	2,317	61,683	3.6%
Plumbing	4,898	133,500	26,453	107,047	19.8%
Radio Equipment Repairs	0	6,100	0	6,100	0.0%
Service Contracts	160,479	2,139,355	786,872	1,352,484	36.8%
Shuttle Service	523	50,000	7,170	42,830	14.3%
Vehicle Repairs	3,650	148,000	26,631	121,369	18.0%
<b><i>Subtotal</i></b>	<b><i>501,843</i></b>	<b><i>7,189,755</i></b>	<b><i>2,134,247</i></b>	<b><i>5,055,508</i></b>	<b><i>29.7%</i></b>

**Sarasota Manatee Airport Authority**  
**Budget/Year to Date Actual**  
**For the Period Ending Friday, February 28, 2025**

	<b><i>This Month This Year</i></b>	<b><i>Total Budget</i></b>	<b><i>Year to Date This Year</i></b>	<b><i>Budget Less Actual YTD</i></b>	<b><i>Actual YTD %</i></b>
<b><i>Supplies</i></b>					
Fabrication Supplies	0	35,000	0	35,000	0.0%
Extinguishing Agent	0	60,000	3,317	56,683	5.5%
First Aid Supplies	136	31,700	7,119	24,581	22.5%
Gas & Fuel	8,199	128,700	24,869	103,831	19.3%
Identification	228	25,000	2,751	22,249	11.0%
Janitorial Supplies	33,054	375,000	149,322	225,678	39.8%
Lighting	0	70,800	1,185	69,615	1.7%
Lighting - Airfield	61	120,000	39,733	80,267	33.1%
Miscellaneous Supplies	1,050	14,500	5,702	8,798	39.3%
Miscellaneous Terminal Furnishings	528	25,000	1,347	23,653	5.4%
Non-Capital Equipment	0	126,950	19,677	107,273	15.5%
Safety Supplies	0	11,000	0	11,000	0.0%
Shop Supplies	4,222	30,500	10,938	19,562	35.9%
Signage	6,627	123,000	23,209	99,791	18.9%
Small Tools and Equipment	11,519	72,350	20,839	51,511	28.8%
Vegetation Control	811	32,000	2,337	29,663	7.3%
Ammunition/Wildlife Disbursement	1,065	7,000	3,515	3,485	50.2%
<b><i>Subtotal</i></b>	<b><i>67,500</i></b>	<b><i>1,288,500</i></b>	<b><i>315,860</i></b>	<b><i>972,640</i></b>	<b><i>24.5%</i></b>
<b><i>Total Operating Expenses</i></b>	<b><i>3,512,862</i></b>	<b><i>37,648,688</i></b>	<b><i>14,101,204</i></b>	<b><i>23,547,484</i></b>	<b><i>37.5%</i></b>
<b><i>Profit (Loss) from Operations</i></b>	<b><i>4,469,976</i></b>	<b><i>35,417,552</i></b>	<b><i>15,168,913</i></b>	<b><i>20,248,639</i></b>	<b><i>42.8%</i></b>
<b><i>Depreciation and Amortization</i></b>					
Amortization	29,835	358,020	149,173	208,847	41.7%
Depreciation	970,112	11,983,932	4,927,410	7,056,522	41.1%
<b><i>Total Depreciation and Amortization</i></b>	<b><i>999,946</i></b>	<b><i>12,341,952</i></b>	<b><i>5,076,582</i></b>	<b><i>7,265,370</i></b>	<b><i>41.1%</i></b>
<b><i>Other Expenses</i></b>					
Marketing	45,531	300,000	166,481	133,519	55.5%
<b><i>Total Other Expenses</i></b>	<b><i>45,531</i></b>	<b><i>300,000</i></b>	<b><i>166,481</i></b>	<b><i>133,519</i></b>	<b><i>55.5%</i></b>
<b><i>Net Profit (Loss)</i></b>	<b><i>\$3,424,499</i></b>	<b><i>\$22,775,600</i></b>	<b><i>\$9,925,850</i></b>	<b><i>\$12,849,750</i></b>	<b><i>43.6%</i></b>

**Sarasota Manatee Airport Authority  
Investment Portfolio  
For the month of February 2025**

<u>Description</u>	<u>Cusip/Invest</u>	<u>Par Value Orig Face</u>	<u>Acquisition Cost</u>	<u>Purchase Date</u>	<u>Maturity Date</u>	<u>Market Value</u> (1)	<u>Yield @ Market</u>	<u>Market Price</u>	<u>Purchase or Book Price</u>
<b>1</b> US Treasury Bill	912797MT1	4,878,000	4,829,911	12/19/2024	3/13/2025	4,872,244	4.021	99.882	99.01
<b>2</b> US Treasury Bill	912797MU8	4,247,000	4,205,924	1/3/2025	3/27/2025	4,235,066	4.132	99.719	99.03
<b>3</b> US Treasury Bill	912797NE3	4,524,000	4,479,348	2/12/2025	5/8/2025	4,488,984	4.231	99.22	99.01
<b>4</b> US Treasury Bill	912797NB9	4,532,000	4,487,534	1/16/2025	4/10/2025	4,511,742	4.217	99.55	99.02
<b>5</b> US Treasury Bill	912797NC7	4,320,000	4,277,946	1/30/2025	4/24/2025	4,293,648	4.237	99.39	99.03
<b>6</b> US Treasury Bill	912797NM5	<u>4,955,000</u>	<u>4,906,730</u>	2/26/2025	5/22/2025	<u>4,908,770</u>	4.247	99.067	99.03
<b>Total Investments</b>		<u>27,456,000</u>	<u>27,187,393</u>			<u>27,310,454</u>			

(1) Market value on non-restricted funds are provided by the Custodian, US Bank.



SARASOTA  
BRADENTON  
INTERNATIONAL

# SARASOTA MANATEE AIRPORT AUTHORITY MONTHLY INVESTMENT REPORT

February 2025

Prepared by Karen E. Rushing, Clerk of the Circuit Court and County Comptroller



**Summary of Investment Strategy:** Newly imposed tariffs on key imports have introduced fresh cost pressures for businesses. While the full economic impact remains uncertain, early indicators suggest some pass-through to consumer prices. While policy rates remain elevated, the FOMC continue to evaluate if conditions warrant holding rates steady for an extended period. Market participants anticipate potential rate cuts later in the year contingent on continued disinflation and stable economic growth. Current investable U.S. Treasury yields range from 3.99% to 4.29%. February investment portfolio activity consisted of \$9.4 million in purchases and \$9.4 million in maturities. Upon clearer identification of future cash flow needs by Airport Authority staff - overnight funds will be deployed to enhance investment performance.

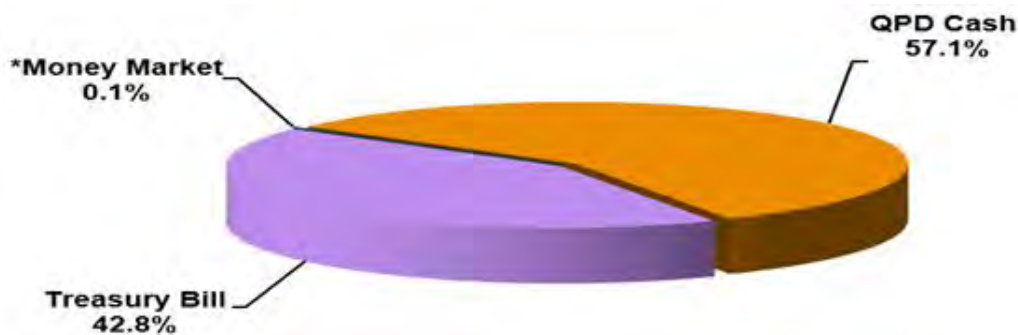
## KEY ECONOMIC INDICATORS

- ISM Manufacturing came in at 50.9 in January, above expectations of 50.0 and above prior month's value of 49.2.
- Non-Farm Payrolls increased by 143k in January which was below expectations of 175k. December's figure was revised higher to 307k from the previously reported 256k.
- Average hourly earnings were up 4.1% YoY in January – above expectations of 3.8% and matching last month's YoY increase of 4.1%.
- Producer prices ex-food and energy, YoY rose 3.6% in January; above expectations of 3.3% and lower than prior month's revised 3.7%.
- Retail sales ex auto and gas decreased by -0.5% in January; lower than expectations of 0.3% and lower than prior month's 0.5%.

## NEWS and EVENTS

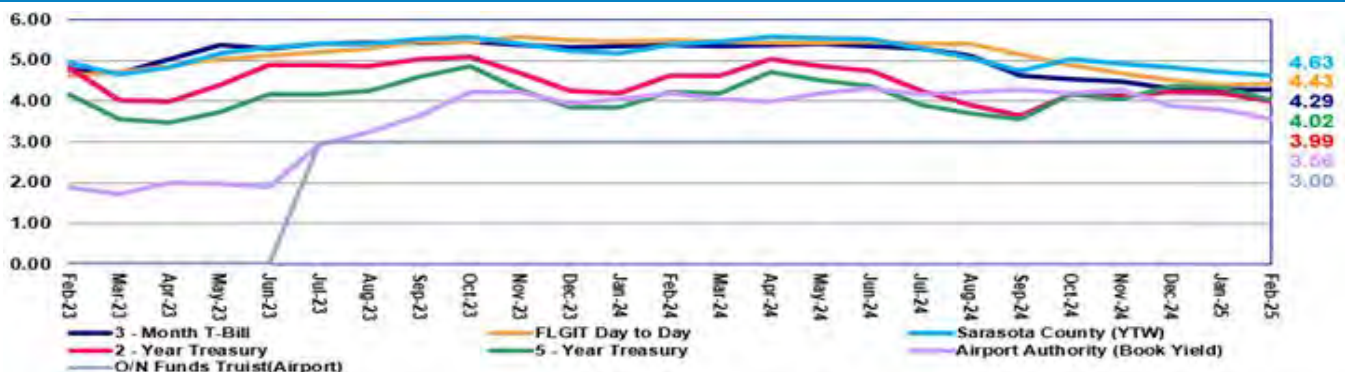
- Consumer prices rose briskly in January, extending a recent pattern of price increases at the start of the year that likely derails the prospect of the Fed cutting interest rates anytime soon.
- Fed officials were broadly comfortable with their decision to hold interest rates steady at their meeting last month and appeared in no hurry to modify that stance, minutes show.
- A group of leading indicators gauging the strength of the U.S. economy weakened at the start of the year, reflecting an uncertain outlook at the start of Trump's term.
- Confidence among U.S. consumers registered the largest monthly decline in more than three years in February.
- A gauge of the number of homes going under contract in the U.S. fell to its lowest level on record in January amid high prices and mortgage rates.

## PORTFOLIO COMPOSITION



\*Money Market holding was not purchased through delegation to the Clerk of Court and County Comptroller and does not conform to the Sarasota Manatee Airport Authority Investment Policy.

## YIELD COMPARISON





February 2025



## PORTFOLIO STATISTICS

\*Includes Cash

	September	October	November	December	January	February
<b>Portfolio at Cost</b>	44,389,745	40,130,827	33,245,650	46,431,775	47,390,150	63,502,395
<b>Market Value Portfolio</b>	44,578,409	40,261,754	33,384,832	46,583,610	47,519,496	63,625,456
<b>Yield Based Upon Cost</b>	4.29%	4.20%	4.29%	3.87%	3.78%	3.56%
<b>Interest Accrued</b>	44,448	33,394	15,941	48,672	50,751	90,789
<b>Interest Accrued Fiscal Year to Date</b>						<b>\$ 239,546</b>

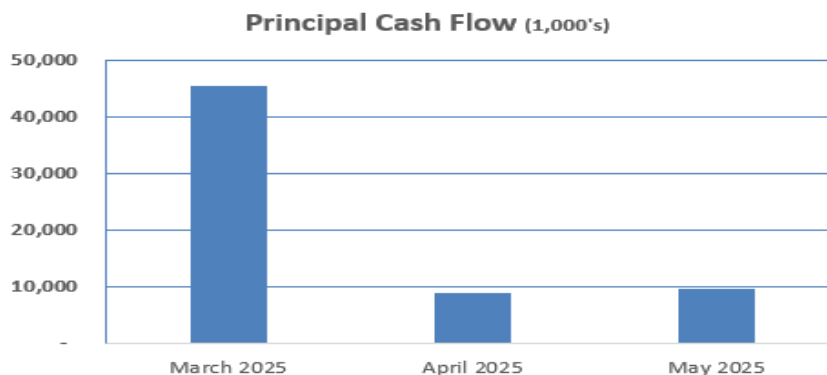
## SHOCK ANALYSIS

The portfolio shock analysis is a proactive risk management tool, utilized to evaluate how the Airport Authority's current portfolio would react to certain defined interest rate scenarios. This tool enables us to monitor the county's interest rate risk exposure to ensure it is aligned with the requirements of the investment policy. The table below presents the base scenario on how the portfolio is performing in the current interest rate environment, accompanied by scenarios of interest rate increases, and decreases.

	Down 50 Basis Points	Down 25 Basis Points	Base	Up 25 Basis Points	Up 50 Basis Points
<b>Book Value</b>	\$ 63,502,395	\$ 63,502,395	\$ 63,502,395	\$ 63,502,395	\$ 63,502,395
<b>Market Value</b>	63,643,594	63,634,521	63,625,456	63,616,399	63,607,349
<b>Gain/(loss) unrealized</b>	141,199	132,126	123,061	114,004	104,954
<b>Market price</b>	99.80	99.79	99.77	99.76	99.74
<b>Book Yield</b>	3.56	3.56	3.56	3.56	3.56
<b>WAL</b>	0.09	0.09	0.09	0.09	0.09
<b>Effective Duration</b>	0.06	0.06	0.06	0.06	0.06
<b>Effective Convexity</b>	0.00	0.00	0.00	0.00	0.00

## CASH FLOW FORECAST

The cash flow forecast chart is a graphical representation of the annual projected cash flows of the Airport Authority's investment portfolio resulting from expected investment maturities and calls. This management tool is utilized to evaluate portfolio liquidity, to make sure there is sufficient cash on hand to meet day-to-day expenses, and optimize reinvestment of excess funds.



**FINANCE DEPARTMENT**

**February 2025**

**Budget/Financial Information:** Included in the Board packet are the unaudited **preliminary** financial statements for **February**.

Summary information contained therein for **February** is as follows:

Operating revenues for **the month of February** were approximately **3% higher** than anticipated in the FY 25 budget.

Operating expenses for **the month of February** were approximately **11% higher** than anticipated in the FY 25 budget.

On a **year to date basis**, operating income is **4% below** budget and operating expenses are **10% below** budget.

As part of the ongoing development of investment policies and procedures, reports have been developed based on information provided by Sarasota County Clerk of the Court. The current disclosure reflects an Investment Portfolio Analysis, along with a Portfolio Activity Report. Staff continues to work closely with the Clerk's office. **Investments earned a total of \$145,361 for February Year to Date Investment earnings is \$731,424.**

**Passenger Facility Charge (PFC):** A separate detail which reflects PFC collections for the month of **February** and cumulative to date.

**Grants:** A separate detailed report detailing current Grants totaling \$137,546,688, funds received through February \$112,532,612 and Remaining Funds available to draw are \$25,014,075.

Sarasota Manatee Airport Authority  
Sarasota Bradenton International Airport (SRQ)  
PFC Collections by Carrier

Carrier	2/28/2025	Collected since inception	Carrier	2/28/2025	Collected since inception	Carrier	2/28/2025	Collected since inception
Allegiant Airlines		241.86	Allegiant Air		11.36	Northwest		1,996,108.91
Aer Lingus	13.17	1,407.41	Allegiant Air		79.02	Olympic Airways		165.43
Aero California		8.64	Allegiant Air		2,516.42	Pan American		5.84
Aero Costa Rica		2.92	Allegiant Air	132,197.04	35,252,537.17	Panama de Avion		17.56
Aeroflot - Russian Airlines		985.48	Allegiant Air	4.28	1,494.97	Paradise Island		26.80
Aeromexico	175.38	7,574.68	Allegiant Air		61,345.86	Pen Air (Penninsula Airways)		13.17
Aeroperu		19.02	Allegiant Air		4,520.57	Philippine Air		193.16
Aeroperu Venezuela		17.52	Allegiant Air	13.17	757.44	Private Jet		3,719.95
Air Aruba		11.68	Allegiant Air		871.43	Qantas	17.56	4,262.22
Air Canada	6,440.75	1,143,995.60	Allegiant Air		84.84	Qatar	38.41	4,676.70
Air Europa		405.85	Allegiant Air	26.34	803.37	Revo Air		35,401.69
Air France	143.22	38,623.81	Allegiant Air		8,387.70	Republic Airlines		3,612.86
Air India		2.88	Allegiant Air		1,454.16	Royal Air Maroc		69.66
Air New Zealand		2,614.73	Allegiant Air		8.76	Royal Aviation		10,170.36
Air Pacific Ltd.		136.81	Allegiant Air		681.64	Royal Jordanian		29.20
Air Portugal		334.44	Allegiant Air		8,516.60	Sabena		393.92
Air Serbia	8.78	619.99	Allegiant Air		245.28	SAHSA		5.28
Air Sunshine		109,075.76	Allegiant Air	32,771.41	1,058,997.08	SAS (Scandinavian)	78.69	4,908.43
Air Trans At		144,133.51	Allegiant Air		89.28	Saudi Arabian Airlines		7.31
Air Tran Airways		5,850,221.51	Allegiant Air		26,702.01	Servicos Aereos		288.28
Alaska Airlines	61.13	6,715.78	Allegiant Air	4.39	311.69	Silver Airways Corp		114.14
Alitalia/ITA		4,474.68	Allegiant Air		44.06	Singapore		3,558.85
All Nippon Airways (ANA)		750.47	Allegiant Air		3,563.95	Skyservice		9,803.84
Allegiant Air	195,403.07	8,674,880.42	Allegiant Air		1,053.16	South African Airways		4,809.11
Aloha		46.64	Allegiant Air		1,641.82	Southeast Airlines		6,234.20
America West		116,500.91	Allegiant Air		30.73	Southwest	100,806.78	7,432,219.24
American (AMR)	102,413.20	8,612,490.70	Allegiant Air		4.39	Sun Country	14,785.52	589,613.17
ATA Airlines, Inc.		2,527,486.80	Allegiant Air	8.78	1,018.79	Sun Pacific Int'l (HMHF)		3,612.04
Asiana Airlines	4.39	708.14	Allegiant Air		122.92	Swire World Int'l Airlines		224.84
ATA Leisure Corp.		90,614.78	Allegiant Air	41,932.78	6,457,214.61	Swire Air	13.17	5,744.51
Austrian Airlines	4.39	1,151.86	Allegiant Air		6,418.18	Taca Int'l Air		348.76
Av Atlantic		1,027.84	Allegiant Air		215.21	TAM Airlines (Aviation Industry Clts)		1,074.12
Aveo Airlines	18,332.93	459,154.38	Allegiant Air	100.53	14,362.37	TAP Air Portugal	79.02	379.13
Avensa		43.20	Allegiant Air	35.20	18,577.31	Tower Air		17.52
Avianca	13.17	284.00	Allegiant Air		16.31	Trans Brasil Airlines		33.61
Aviateca, S.A.		8.84	Allegiant Air		36.54	Trans World Airways		781,689.36
Azul Brasileiras		43.90	Allegiant Air		803.00	Turk Hava (Turkish)		2,883.45
Azores Airlines	8.78	70.13	Allegiant Air		21.95	Ultrair		2.88
Big Sky		2.92	Allegiant Air		21.95	United	70,528.18	5,656,725.57
Breeze Airlines	93,615.78	428,336.69	Allegiant Air	13.17	499.92	US Air Shuttle		2.92
British Airways	8.78	12,150.14	Allegiant Air		35.12	US Airways		8,883,648.83
Brussels Airlines		236.95	Allegiant Air		678.06	USA 3000		79,178.64
BWIA		78.84	Allegiant Air		33,007.40	V Australia (Virgin Blue)		390.71
Canada 3000		100,572.36	Allegiant Air		16.07	Vang		668.53
Canadian Airlines		84,877.45	Allegiant Air		69.52	Vietnam Airlines		83.41
Canair		20,334.88	Allegiant Air		1,537.79	Virgin Atlantic	30.29	9,148.59
CanJet		120,295.00	Allegiant Air		74.88	Viscount Air Service		2,606.64
Cape Air / Hyannis Air Service		242.90	Allegiant Air	17.45	8,692.00	Viscount Air Tours		353.32
Carnival Air Lines		1,883.40	Allegiant Air		406.88	Vision		2,609.69
Casino Air Link		887.88	Allegiant Air		241.88	WestJet		59,789.61
Casino Express		8,389.66	Allegiant Air		10,856.56	World Airways		35.64
Cathay Pacific		3,337.38	Allegiant Air		132.20	Misc		4.39
Cayman Airways		101.96	Allegiant Air		438.74	Total	818,765.64	100,765,455.64
Champion Air (MLT, Inc.)		9,343.96	Allegiant Air		302.40	PFC checking interest	619.31	1,794,030.76
China Airlines		2,459.12	Allegiant Air		5,515.47	PFC investment interest		1,525,893.55
Colgan Air, Inc.		151.86	Allegiant Air		601.52	Securities bought		32,071,184.66
Comair		21,805.38	Allegiant Air		1,922.08	Securities sold		32,058,529.85
Compania		33.75	Allegiant Air		111.68	Securities interest		224,518.18
Conquest		5.76	Allegiant Air		5.84	Service charges		6,970.26
Continental Airlines		3,580,174.07	Allegiant Air		5.84	Expenditures		1,082,422,292.19
Continental Micronesia		44.05	Allegiant Air		443.39	Balance		861,985.77
Contour Air	17.56	500.46	Allegiant Air					

Sarasota Manatee Airport Authority  
PFC Monthly Status Report- Revenue and Expenditures  
Month ended February 28, 2025

Charge effective date: 9/1/1992  
Total Collection Authority: \$ 133,581,461

Approved applications	Expiration	Approved Impose	Approved Use	Current Revenue Feb-25	Interest Feb-25	Total Collections	Total Interest	Total Revenue
Appl. 1 92-01-I-00/05-SRQ	Completed	13,944,391.00	-			12,126,777.00	1,817,614.00	13,944,391.00
Appl. 2 95-02-U-00/05-SRQ	Completed	-	5,947,682.00					
Appl. 3	Completed	750,061.00	8,746,770.00			675,673.36	74,387.64	750,061.00
Appl. 4 10/3/2000 00-04-C-00-SRQ		26,126,915.00	36,126,915.00					
2/22/2002 00-04-C-01-SRQ		2,368,148.00	2,368,148.00					
7/23/2009 00-04-C-02-SRQ		22,194,884.00	22,194,884.00					
12/7/2017 00-04-C-03-SRQ		(887,885.00)	(887,885.00)					
Appl. 4 00-04-C-00/03-SRQ	Completed	59,802,061.00	59,802,061.00			58,234,308.15	1,567,753.03	59,802,061.18
Appl. 5 5/7/2019 19-05-C-00-SRQ	Completed	8,817,424.00	8,817,424.00			8,802,652.74	14,771.26	8,817,424.00
Appl. 6 9/8/2021 21-06-C00-SRQ	Completed	9,035,362.00	9,035,362.00			9,030,104.27	5,257.73	9,035,362.00
Appl. 7 7/13/23 23-07-C-00-SRQ	5/1/29	41,232,162.00	41,232,162.00	818,765.64	619.31	11,885,941.02	48,024.76	11,941,965.78
		133,581,461.00	127,633,779.00	818,765.64	619.31	100,765,458.64	3,825,888.42	104,291,264.96

Project Number	Description	Use Appl. #	Estimated Implementation Date	Total Approved to Use	Expenditures Month end Feb-25	Total Expended to Date	Balance to Use	Status
	Various Projects Total	2		5,947,682	-	5,947,682	-	Project complete
	Various Projects Total	3		8,746,770	-	8,746,769	-	Project complete
	Total	4		59,802,061	-	59,802,061	-	Project complete
	Total Total	5		8,817,424	-	8,817,424	-	Project complete
6.01	RIM Project	6	5/21/2019	120,805		120,805.00	-	Draw complete 8/22
6.02	Master Drainage Plan	6	5/1/2019	651,983		651,983.00	-	Draw complete 9/22
6.03	Stormwater System Imp	6	11/1/2020	411,102		411,102.00	-	Draw complete 11/22
6.04	Ticket Wing Bag Belt Ext	6	10/30/2019	577,190		577,190.00	-	Draw complete 11/22
6.05	Runway 14 Evaluation & Rehab	6	10/30/2019	142,716		142,716.00	-	Draw complete 11/22
6.06	Wildlife Hazard Assessment	6	10/12/2019	2,969		2,969.00	-	Draw complete 11/22
6.07	ARFF Truck Replacement	6	7/18/2019	99,423		99,423.00	-	Draw complete 11/22
6.08	Assess Control & Security Enhancements	6	12/20/2020	995,819		995,819.00	-	Draw complete 1/23
6.09	Obstruction Survey	6	8/15/2018	252,966		252,966.00	-	Draw complete 1/23
6.10	Design & Rehab ARFF Facility	6	9/15/2020	349,271		349,271.00	-	Draw complete 2/23
6.11	Master Plan Update w/ Boundary Survey	6	12/15/2020	48,878		48,878.00	-	Draw complete 2/23
6.12	Taxiway Bravo North Rehab	6	12/15/2020	152,846		152,846.00	-	Draw complete 2/23
6.13	PFB Administration	6	8/30/2021	81,859		81,859.00	-	Draw complete 2/23
6.14	Hearing Loop System	6	12/10/2019	62,838		62,838.00	-	Draw complete 2/23
6.15	Terminal Curbside Renovations	6	10/1/2022	3,250,000		3,250,000.00	-	Draw complete 6/23
6.16	Blast Fence Project Gate B2	6	10/15/2020	750,000		750,000.00	-	Draw complete 8/23
6.17	Baggage Handling System Design	6	10/15/2022	200,000		200,000.00	-	Draw complete 8/23
6.18	Security Checkpoint Modifications	6	9/30/2020	384,697		384,697.00	-	Draw complete 9/23
6.20	Waypoint Sign Project	6	6/1/2022	500,000		500,000.00	-	Draw complete 9/23
				9,035,362	-	9,035,362	-	
7.01	Terminal Expansion Design and Construct	7	12/1/2024	20,465,000		11,080,000	9,385,000.00	
7.02	East Apron Expansion and Taxiway Design and Con	7	12/1/2022	547,803			547,803.00	
7.03	Baggage Handling System Expansion	7	12/1/2024	11,237,016			11,237,016.00	
7.04	General Aviation Federal Inspection Service Facility	7	9/1/2023	3,739,872			3,739,872.00	
7.05	Relocated Automated Surface Observing System (AS	7	12/1/2022	125,000			125,000.00	
7.06	Expand West Commercial Apron	7	12/1/2023	4,680,151			4,680,151.00	
7.07	Taxiway C Rehabilitation Design and Construct	7	8/1/2023	256,878			256,878.00	
7.08	Taxiway F Reconstruction Design and Construct	7	8/1/2023	115,975			115,975.00	
7.09	PFC Administration	7	7/1/2023	64,457			64,457.00	
				41,232,162	-	11,080,000	30,152,162	Amount budgeted for FY 2025 is \$8,087,000
	Total all applications			133,581,461	-	103,429,299	30,152,162	



**Sarasota-Manatee Airport Authority**  
**Finance Department**  
**February 28, 2025**  
**Grant Administration**

<b><u>FEDERAL AVIATION ADMINISTRATION - FAA</u></b>	<b>Grant Amount</b>	<b>Expenditures To Date</b>	<b>Funds Received</b>	<b>Remaining Funds</b>
AIP-65 Rehab Taxiway C & F Construction	5,862,779	6,045,281	5,276,501	586,278
AIP-68 Commercial Apron Expansion (Phase 1)	5,425,050	7,907,224	5,153,798	271,253
AIP-69 Commercial Apron Expansion (Phase 2)	2,555,555	3,176,475	2,300,000	255,556
AIP-70 FAA Expand Terminal WP3-Terminal Utilities	10,000,000	14,207,703	9,000,000	1,000,000
AIP-71 Terminal Expansion WP5 GBF (Phase 2)	4,225,000	5,900,851	4,013,750	211,250
AIP-72 Terminal Expansion WP5 GBF (Phase 2)	10,000,000	14,940,072	9,500,000	500,000
AIP-73 Terminal Expansion WP5 GBF (Phase 2)	9,864,000	13,406,926	9,370,800	493,200
AIP-74 Terminal Expansion WP5 GBF (Phase 2)	3,500,000	8,090,484	3,150,000	350,000
AIP-75 Terminal Expansion WP5 GBF (Phase 2)	6,246,697	9,215,664	5,622,027	624,670
AIP-76 Terminal Expansion WP5 GBF (Phase 2)	4,591,156	16,551,169	4,123,040	468,116
AIP-77 Expand Terminal Concourse A	351,235	49,023	40,955	310,280
<b>FAA Totals</b>	<b>62,621,472</b>	<b>99,490,872</b>	<b>57,550,871</b>	<b>5,070,601</b>
<b><u>FLORIDA DEPT OF TRANSPORTATION - FDOT</u></b>	<b>Grant Amount</b>	<b>Expenditures To Date</b>	<b>Funds Received</b>	<b>Remaining Funds</b>
444614 Taxiway C & F Rehabilitation	354,204	6,045,281	285,135	69,069
444678 Ground Transportation Curbside Improvements	4,574,706	7,096,124	3,279,957	1,294,749
446357 Baggage Handling - Design	61,996	1,276,240	61,996	-
Baggage Handling - Construction	8,997,178	43,516,901	7,401,672	1,595,506
	9,059,174	44,793,140	7,463,668	1,595,506
450535 GA Federal Inspection Station	2,550,000	787,737	166,178	2,383,822
450536 West Air Center Apron	4,500,000	9,265,799	3,720,690	779,310
450852 Terminal Expansion @ 100%	21,500,000	21,504,178	19,466,737	2,033,263
Terminal Expansion @ 50%	5,000,000	5,864,276	-	5,000,000
	26,500,000	27,368,453	19,466,737	7,033,263
453787 Land Acquisition	677,729	503,425	427,229	250,500
453790 Terminal Parking Garage	300,000	696,150	218,165	81,835
<b>FDOT Totals</b>	<b>48,515,813</b>	<b>96,556,109</b>	<b>35,027,759</b>	<b>13,488,054</b>
<b><u>Transportation Security Administration - TSA</u></b>	<b>Grant Amount</b>	<b>Expenditures To Date</b>	<b>Funds Received</b>	<b>Remaining Funds</b>
Baggage Handling - Design	849,753	1,276,240	840,189	9,563
Baggage Handling - Construction	24,459,650	43,516,901	19,113,794	5,345,856
<b>TSA Totals</b>	<b>25,309,403</b>	<b>44,793,140</b>	<b>19,953,983</b>	<b>5,355,420</b>
<b><u>Other - Manatee County</u></b>				
16th Street Observation Project	11,100,000	11,210,386	-	1,100,000
<b>Grants Totals</b>	<b>1137,546,688</b>	<b>242,050,498</b>	<b>112,532,612</b>	<b>25,014,075</b>

## AGENDA ITEM NO. 7.4

### SARASOTA MANATEE AIRPORT AUTHORITY REAL ESTATE DEVELOPMENT & PROPERTIES STAFF REPORT MARCH 27, 2025 REGULAR MEETING

#### REAL ESTATE DEVELOPMENT & PROPERTIES

FEBRUARY 2025

**Allegiant Airlines:** Plans and construction underway with Allegiant for to occupy all 5 gates in the Ground Boarding facility and to expand in the Cargo building.

**Property #5/6 and Airfield:** DRI termination and rezoning in process for airport parcels in Manatee County and will include airside and off airport parcels, including the DaVinci training center.

**Rental Car/Status:** Rental Car Customer Facility Charge increases have been negotiated, approved by the Board and will be effective October 1, 2024. All three Rental Car agreements have been renegotiated, approved by the Board with rent increase effective October 1, 2024, including rental increases and short extensions. Development of a consolidated QTA lot/facility in process and Properties to prepare amended lease/operating agreements with all three car companies, including long term lease extensions and additional rent increases. The ready/return reconfiguration is complete, but on hold until post season to implement. Meetings with the three rental car companies continues with discussions, short term and long-term plans.

#### **NORTH QUAD DEVELOPMENT:**

- **Sheltair FBO:** Under construction, obtaining final vertical permits with opening projected one year out.
- **SRQ Hangar, LLC:** SRQ Hangar development plans submitted for permits with construction to commence shortly.
- **EAA:** EAA has commenced with due diligence and conceptual site planning. Fundraising is underway.
- **GA FIS:** The GA FIS facility is in process.
- **Roper Tech:** Due diligence and pre-development underway.
- **ASG:** Due diligence and pre-development underway. ASG working to obtain financing commitment.
- **Pilatus Aircraft:** Lease finalized and approved by the SMAA Board. Due diligence and pre-development underway.

**School District of Manatee County, Florida:** Manatee Schools to value engineer facility plans then proceed to construction.

**Team Success:** The school opened for the fall of 2024. SMAA and Team Success are working together to develop the aviation curriculum to be implemented within two years.

**Boca Aircraft Maintenance:** BAM is in full operation and is in discussions with the airport for development of a second hangar.

**DaVinci:** DaVinci to make plan submittal to Manatee County for construction of a 15,000-sf aircraft training facility. SMAA will obtain DRI modifications in conjunction with this project. SMAA to participate in the overall infrastructure development including costs whereby the additional improvement will ready the remainder of the property for development.

**Ferrovial vertiports:** Negotiations with Ferrovial have been placed on hold to a lease of 3.5 acres to develop a vertiport, while the airport research/investigate best practices for this operation prior to entering an agreement.

**Property 5 and 6:** Property 5/6 is contemplated to be temporarily utilized as Park N Fly lots and are both in process. A one (1) acre site on Property 5 will be leased to DaVinci Inflight Training and the remainder of Property 5 (approx. 3.5 acres) is planned for a vertiport operation.

**Concessions:** Transition from previous concessionaires to the selected concessionaires has been completed. Starbucks erected a Kiosk for coffee service while the former space is renovated. The Concessions redevelopment process is underway with the SSP and Paradies, plans/permits are in process. A new retail kiosk and an island bar will commence first with others to follow in sequence.

**HMS Host:** HMS Host to submit final plans for county permits for this Island Bar project. Construction to commence post holidays.

**Mitchell Management of Florida, Inc.:** Huey Magoo's to submit final plans to the county for permits with work to commence thereafter, including vacating/demo.

**Property #10/M-lot hangars:** Lease extension provided and will continue until such time ASG transitions into its planned hangar(s).

Elixir aircraft is working towards its FAA certification and will transition into the hangars one at a time. Thus, ASG will be transitioned out one hangar at a time as Elixir takes occupancy of each hangar. The Authority is negotiating with Atlantic FBO for additional parking areas for Elixir employees, an amendment to add parking is fourth coming.

**Property #2/Tallevast:** Properties is reviewing/considering a developer proposal to jointly develop Property 2 as an industrial park.

**Parking:** SKIDATA parking revenue equipment near completely installed and is operational.

**Dolphin FBO Expansion:** Construction underway on six planned hangars at Dolphin/Hawthorne. This hangar project has been delayed due to permit oversights and Dolphin is working to correct same. The hangars are anticipated to receive C.O. in Sep. Dolphin/Hawthorne plans to renovate the Dolphin facilities, and plans are underway.

**Atlantic FBO:** Atlantic has submitted conceptual plans for expansion of hangars, discussions are underway.

**USS storage/Property 9:** Redevelopment of USS/Property 9 to an aviation industrial park is in process. Property 9 plans for a 100,000-sf light industrial building are 65% complete and moving towards 100%. Discussion/negotiations are underway with Ryan Companies as a potential JV/PPP for this building.

**Menzies/Fuel Farm:** The project to add fueling stations for both transport truck delivery and fuel truck refueling for aircraft fueling is in design. Menzies and the Authority will share the \$4,400,000 cost and each will receive recovery charges back to the airlines. Menzies initial work has commenced.

**General:** Insurance notices, tenant inquiries, showing of properties, construction permits, meetings with surveyors, appraisers, contractors and engineering consultants, collections and past due notices, notices of insurance renewals and compliance, loss prevention committee, meetings with insurance claimants, planning and staff meetings.

**General Aviation:**

**T-HANGAR MONTHLY STATUS REPORT  
FOR THE MONTH OF FEBRUARY 2025**

Item	Qty.	No. Leased	Wait List	Leased %	Monthly Rate	Monthly Rent	Annual Rent
T-Hangars							
51'5 W Oversize	4	4	18	100%	\$2,040.00	\$8,160.00	\$97,920.00
48' W Large	27	27	72	100%	\$835.00	\$22,545.00	\$270,540.00
42' Standard (42' wide)	104	104	137	100%	\$610.00	\$63,440.00	\$761,280.00
42' W Standard w/additional 176 sq. ft. storage	4	4	4	100%	\$755.00	\$3,020.00	\$36,240.00
Discounted rate for CAP & EAA	2	2		100%	\$250.00	\$500.00	\$6,000.00
Storage Rooms	4	2		50%	\$120.00	\$240.00	\$2,880.00
(Discounted rate for CAP & EAA)	2	2		100%	\$10.00	\$20.00	\$240.00
<b>TOTAL</b>	<b>147</b>	<b>145</b>	<b>231</b>			<b>\$97,925.00</b>	<b>\$1,175,100.00</b>

**Operations Department  
Monthly Report  
February 2025**

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**Projects and Activities**

- Operations corrected several minor issues with the Access Control System during the month.
- Operations attended construction meetings for In-line Baggage System, West Ramp/Employee Parking Lot Expansion, Ground Boarding Facility (now known as Concourse A), Overflow Parking Lots, and Ground Transportation Center.
- Operations conducted multiple vehicle and aircraft escorts throughout the month.
- Operations conducted multiple “drivers training” sessions on the airfield.
- Operations responded to multiple wildlife and FOD calls throughout the month.
- 02/03 – 02/21: Taxiway C closed between Taxiways C2 and C3 for Sheltair construction.
- 02/08 - Taxiway D closed between Taxiway A and the SBA ramp for overflow aircraft parking from Dolphin Aviation.
- 02/11 – Two Operations Officers traveled to the Lakeland Airport to be Evaluators for their Full-Scale Aircraft Disaster Exercise.
- 02/14 & 02/19 – Runway 4/22 closed 10PM – 6AM for an FDOT crane replacing a sign on US41 (less than 900’ from end of runway).
- 02/15 – Operations escorted an EAA youth group conducting a FOD cleanup on the air carrier ramp.
- 02/17 & 18 – Taxiway E closed for overflow aircraft parking from Atlantic Aviation.
- 02/18 – Taxiway A/D intersection closed 1AM – 5AM for painting.
- 02/19 – The Annual Emergency Plan review and Table top exercise was held at the Selby Auditorium. There were 68 participants, and 37 agencies represented at this meeting.

**Alerts and Incidents**

- 02/03 – A Pipistrel experienced engine failure waiting for take-off at Runway 22. Operations escorted a tug from Dolphin to the aircraft, then back to Dolphin.
- 02/06 - HazMat: pilot of a Beech Baron called to report aircraft had an oil leak, while taxiing for take-off on Runway 14 at Taxiway C3, and returned to hangar. Checked C3 and hangar area; requested ARFF response for clean-up. Leak was due to an improperly installed oil filter.
- 02/07 - Grass fire, started by wildlife control pyrotechnics, near Taxiway C7. Extinguished by ARFF.
- 02/10 - A C-337 blew right main tire during the landing roll on Runway 32. The pilot exited the runway, at Taxiway B, and shutdown but did not clear the Runway Safety Area (RSA); Runway 14/32 closed. Operations & ARFF responded. Aircraft moved out of the RSA with the ARFF Plane Skate and runway re-opened.

- 02/12 – Alert II: SRQ ATCT reported an inbound Citation jet with inoperable cabin heat. Aircraft landed without incident and taxied to Dolphin.
- 02/14 - Cirrus Jet blew a main tire landing Runway 32 but was able to clear the runway. The aircraft was towed to the Dolphin ramp using ARFF's PlaneSkate wheel dolly.
- 02/14 - Piper Arrow landed wheels up on Runway 4, stopping short of Runway 14/32. Operations checked aircraft location notified ATCT, aircraft stopped clear of the Runway 14/32 Safety Area and 14/32 is re-opened. Aircraft placed on ARFF large dolly and taken to Atlantic North. RWY 4/22 inspected and re-opened by Operations.
- 02/23 – Diamond Twin Star experienced flat left main after landing on Runway 32 and was unable to clear the Runway Safety Area on the taxiway. Runway 14/32 was closed for approximately 12 minutes until ARFF & Operations were able to pull the aircraft past the Hold Line. Once clear, the aircraft was placed on the ARFF PlaneSkate and towed to Dolphin.
- 02/28 – Alert II: C-182P reported a stuck throttle prior to landing on Runway 32. The pilot shut the engine down upon landing and was able to exit, at Taxiway D, out of the Runway Safety Area. The aircraft was towed to Atlantic North by ARFF.

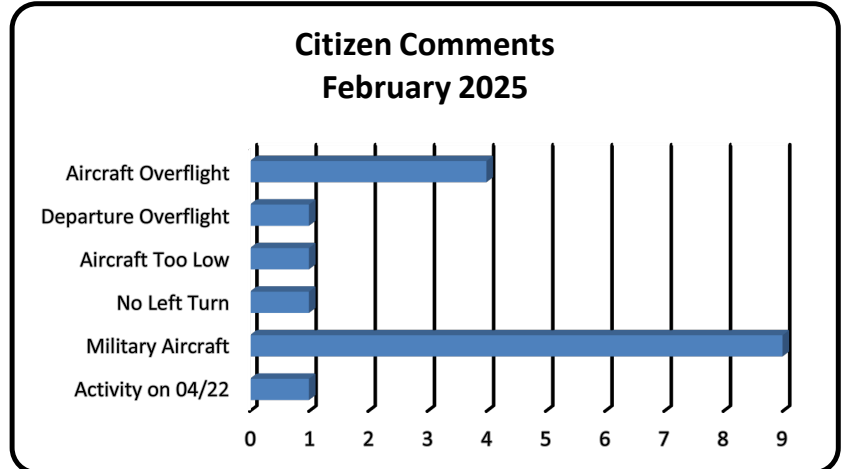
#### Miscellaneous Activities

<b>February 2025 Activity</b>	<b>2025</b>	<b>2024</b>	
Medical Runs Dispatched by AIRCOM	<b>36</b>	44	-18%
Medical Runs requiring County EMS Response	<b>11</b>	11	0%
Aircraft Alerts/Incidents	<b>8</b>	7	14%
NOTAMs Issued	<b>37</b>	38	-3%
Notice of Violations	<b>8</b>	5	60%
CHRC (Fingerprint check) conducted	<b>184</b>	142	30%
New I.D. Badges Issued	<b>176</b>	123	43%
I.D. Badges Renewed	<b>127</b>	91	40%
Security Threat Assessments	<b>431</b>	700	-38%
Computer Based Training Classes completed	<b>889</b>	668	33%

## OPERATIONS DEPARTMENT NOISE MONITORING AND FLIGHT TRACKING MONTHLY REPORT FEBRUARY 2025

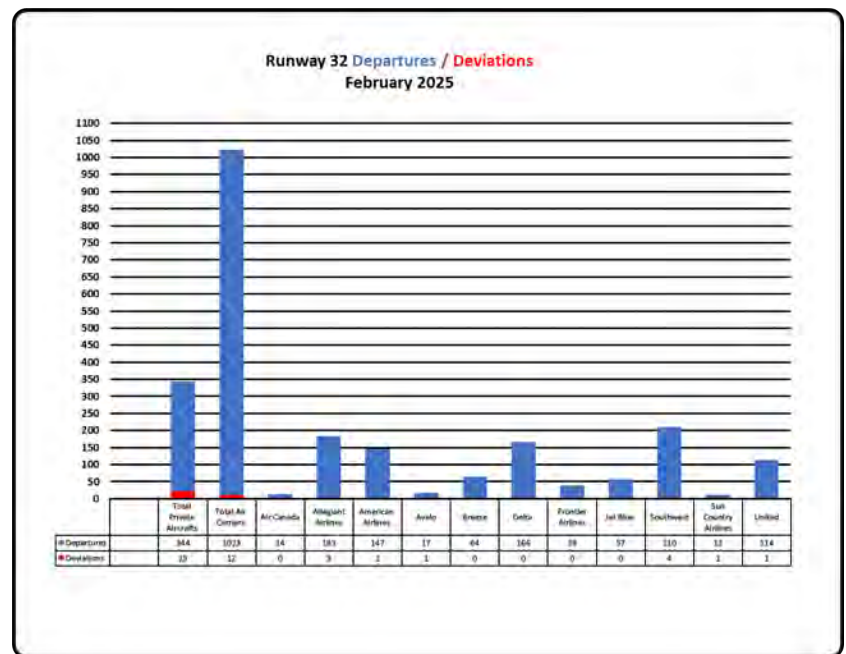
The chart to the right displays the distributions of noise complaints for the month of **February 2025**. There were **12 calls and 4 web forms and 1 letter** which generated 17 complaints.

Of the total complaints, **41% was from Sarasota County and 59% was from Manatee County**. The average number of calls/webforms/emails received for the month were .55 per day.



Flight Tracking & Runway 32 Deviation data is for **February 2025**. There were **12 air carrier, and 23 private jet** deviations observed during this period.

**In February 2025, Southwest (SWA) had 4 deviations, Allegiant (AAY) had 3 deviations, American (AAL) had 2 deviations, Avelo (VXP) had 1 deviation, Sun Country (SCX) had 1 deviation and United (UAL) had 1 deviation.** This office continues to work with representatives from the airlines, private jets and the SRQ ATCT to ensure compliance with SRQ Five & TIDES One Departure Procedures (NADP for Runway 32).



### RUNWAY UTILIZATION

The overall runway utilization for the month of **February 2025** is distributed as follows:

Operations	Runway 04	Runway 22	Runway 14	Runway 32
Arrivals	3%	6%	37%	54%
Departures	10%	6%	37%	47%

## SARASOTA MANATEE AIRPORT AUTHORITY POLICE ACTIVITIES - FEBRUARY

CRIMES	2022	2023	2024	2025
ASSAULT/BATTERY	0	5	0	1
BOMB THREATS	0	0	0	0
GRAND THEFT AUTO	0	2	0	0
DAMAGE TO PROPERTY	3	0	0	0
DISORDERLY CONDUCT	10	3	11	9
FIELDS INTERVIEWS	3	3	3	9
DOMESTIC VIOLENCE	0	0	0	0
NARCOTICS	0	3	0	0
PERSONAL PROPERTY THEFT	0	0	0	1
RECOVER GRAND THEFT AUTO	0	2	1	0
SUSPICIOUS PERSON	8	3	6	1
SUSPICIOUS VEHICLE	3	1	2	2
TRESPASS	1	9	7	3
OTHER CRIMES	0	0	0	1
<b>TOTAL:</b>	<b>26</b>	<b>31</b>	<b>30</b>	<b>27</b>
<b>PATROLS</b>				
AOA	113	129	94	63
CONCOURSE PATROL	143	172	166	313
SECURITY CHECKPOINT	209	180	219	219
GROUND TRANS	54	60	16	17
PARKING LOTS	142	153	190	108
PERIMETER (INSIDE)	35	42	52	25
ROADWAY	133	148	168	102
BAGGAGE AREA PATROL	135	100	69	122
TACTICAL PATROLS	17	24	93	18
SECURITY PATROLS	338	370	924	376
<b>TOTAL:</b>	<b>1319</b>	<b>1378</b>	<b>1391</b>	<b>1363</b>
<b>ASSISTANCE</b>				
BAKER/MARCHMAN ACT	5	3	4	6
CUSTOMERS	30	25	7	14
MOTORISTS	2	4	0	4
OUTSIDE AGENCIES	7	3	6	6
SMAA EMPLOYEE/DEPT	0	0	0	1
TENANTS	13	9	6	8
MEDICAL CALLS	36	37	39	39
LOST & FOUND LOGGED	72	82	70	68
LOST & FOUND RETURNED	27	31	25	31
LOST & FOUND INQUIRIES	310	284	300	347
<b>TOTAL:</b>	<b>502</b>	<b>478</b>	<b>457</b>	<b>524</b>

INSPECTIONS	2022	2023	2024	2025
COMMERCIAL INSPECTION	81	3	20	3
GATE INSPECTION	70	101	134	215
GT INSPECTION	355	384	309	2
SIDA CHECK	106	140	134	215
OTHER INSPECTIONS	0	0	0	1
<b>TOTAL:</b>	<b>612</b>	<b>628</b>	<b>597</b>	<b>436</b>
<b>TRAFFIC</b>				
TOWING/CELL LOT	0	0	0	1
PARKING TICKETS	1	0	7	6
TRAFFIC CRASHES	3	0	8	3
TRAFFIC CITATIONS	0	0	12	3
WARNINGS	1	0	1	1
OTHER TRAFFIC	3	0	1	1
<b>TOTAL:</b>	<b>8</b>	<b>0</b>	<b>29</b>	<b>15</b>
<b>CHECKPOINTS</b>				
AOA BREACH	0	0	0	0
ASSIST ASM MISC.	0	0	0	1
CHECKPOINT BREACH	0	0	0	0
DOOR ALARMS	17	0	1	2
NARCOTICS	0	0	0	0
EXIT LANE ALARM	2	0	2	0
EXIT LANE BREACH	0	0	0	0
OTHER	1	0	0	0
<b>TOTAL</b>	<b>20</b>	<b>0</b>	<b>3</b>	<b>3</b>
<b>WEAPONS</b>				
EXPLOSIVES	0	0	0	0
FIREARM PARTS/AMMO	0	0	0	0
FIREARMS AT CHECKPOINT	1	0	0	0
UNDECLARED WEAPONS	0	0	1	1
OTHER WEAPONS	1	0	3	2
<b>TOTAL:</b>	<b>2</b>	<b>0</b>	<b>4</b>	<b>3</b>
<b>ARRESTS</b>				
ARRESTS FELONY	1	0	0	1
ARRESTS JUVENILE	0	0	0	0
ARRESTS MISD	2	0	1	3
SAO REFERRAL	0	0	0	0
NOTICE TO APPEAR	1	0	1	0
OTHER ARRESTS	0	0	0	0
<b>TOTAL:</b>	<b>4</b>	<b>0</b>	<b>2</b>	<b>4</b>



**SARASOTA MANATEE AIRPORT AUTHORITY  
DEVELOPMENT/COMMUNITY RELATIONS & ACTIVITY REPORT  
FEBRUARY 2025**

**SRQ AMBASSADORS**

In February, the SRQ Ambassadors volunteered 1,007.02 hours. Our ambassadors gave 6 guided tours with 164 participants during the month.

**MEDIA RELATIONS**

Met with or contacted this month by reporters from the Sarasota Herald-Tribune, the Bradenton Herald, ABC7, SUNN TV, Bay News 9 and News Channel 8.

**Mark Stuckey, Executive Vice President, Chief of Staff: Feb. 1-Feb. 28, 2025**

February 3	Teleconference – FAC Legislative Affairs
February 6	Meeting – Ground Transportation Wayfinding
February 9 - 13	Attended Routes Americas Conference – multiple airline meetings
February 18	Meeting – Florida Airports Council – Board Workshop
February 20	Meeting – Realize Bradenton
February 21	Meeting – Bi-weekly Projects Meeting with General Staff & Supervisors
February 24	Speaker – Manatee County Tourist Development Council
February 25	Meeting – Air Cargo Building Renovation
February 26 - 28	Attended event in Pittsburgh with Allegiant network planning/airport affairs

**Fredrick Piccolo, President, CEO: Feb.1-Feb. 28, 2025**

February 5	Speaker- Bird Key Yacht Club
February 8	Attend Selby Gardens Event
February 10	ABC News Interview
February 13	Meeting – USF BOT Finance Committee Briefing
	Speaker – Encore Organization, Tara Golf and Country Club
February 17	USF BOT ACE Strategic Initiatives Committee Mtg
February 18-20	FAC Legislative Conference, Tallahassee
February 21	Attend USF Leadership Meeting
February 24	BOT Committee Mtgs – Audit & Compliance, Governance, and Finance
February 28	Meeting with Senator Joe Gruters

Mr. Piccolo participates in various impromptu media interviews throughout the month

# **ACTIVITY REPORT**

## **FEBRUARY**

**SARASOTA-MANATEE AIRPORT AUTHORITY  
SARASOTA BRADENTON INTERNATIONAL AIRPORT**

**ACTIVITY REPORT**  
**SARASOTA-MANATEE AIRPORT AUTHORITY**  
**SARASOTA BRADENTON INTERNATIONAL AIRPORT**

**ACTIVITY MONTH: FEBRUARY**

						12 MONTHS ACTIVITY THRU FEBRUARY			
	2025	2024	% CHANGE	2025 YEAR TO DATE	2024 YEAR TO DATE	% CHANGE	2025	2024	% CHANGE
AIRCRAFT OPERATIONS									
ITINERANT									
AIRLINES	3,562	3,334	6.84%	6,894	6,683	3.16%	33,234	33,400	-0.50%
AIR TAXI	1,913	1,493	28.13%	3,897	2,952	32.01%	19,460	15,588	24.84%
GENERAL AVIATION	5,474	7,229	-24.28%	11,207	13,849	-19.08%	68,465	74,571	-8.19%
MILITARY	251	287	-12.54%	382	506	-24.51%	1,620	1,973	-17.89%
TOTAL ITINERANT	11,200	12,343	-9.26%	22,380	23,990	-6.71%	122,779	125,532	-2.19%
GENERAL AVIATION (Local)									
TOTAL OPERATIONS	1,847	2,517	-26.62%	4,193	5,182	-19.09%	38,862	43,679	-11.03%
	13,047	14,860	-12.20%	26,573	29,172	-8.91%	161,641	169,211	-4.47%
TOTAL PASSENGERS:									
ON	207,238	209,737	-1.19%	393,231	410,621	-4.24%	2,113,369	2,191,125	-3.55%
OFF	220,814	220,611	0.09%	403,430	415,720	-2.96%	2,102,637	2,186,194	-3.82%
TOTAL	428,052	430,348	-0.53%	796,661	826,341	-3.59%	4,216,006	4,377,319	-3.69%

**SARASOTA BRADENTON INTERNATIONAL AIRPORT  
TOTAL YOY PASSENGER COMPARISON - BY MONTH**

2025					2024					YOY
JAN	236,887	131,722	0	368,609	JAN	252,136	143,683	174	395,993	-6.9%
FEB	270,909	156,805	338	428,052	FEB	272,628	157,427	293	430,348	-0.5%
MAR	0	0	0	0	MAR	315,612	237,645	264	553,521	-100.0%
APR	0	0	0	0	APR	259,620	183,220	249	443,089	-100.0%
MAY	0	0	0	0	MAY	221,489	148,682	290	370,461	-100.0%
JUNE	0	0	0	0	JUNE	203,370	133,946	340	337,656	-100.0%
JULY	0	0	0	0	JULY	193,328	125,860	335	319,523	-100.0%
AUG	0	0	0	0	AUG	159,396	96,967	318	256,681	-100.0%
SEPT	0	0	0	0	SEPT	128,676	81,243	0	209,919	-100.0%
OCT	0	0	0	0	OCT	126,931	66,706	368	194,005	-100.0%
NOV	0	0	0	0	NOV	211,924	117,137	314	329,375	-100.0%
DEC	0	0	0	0	DEC	257,652	147,463	0	405,115	-100.0%
TOTAL:	507,796	288,527	338	796,661	TOTAL:	2,602,762	1,639,979	2,945	4,245,686	-81.2%

March 31, 2025 Board Meeting - Department Reports

**SARASOTA/BRADENTON INTERNATIONAL AIRPORT**  
**TOTAL PASSENGERS - FEBRUARY 2025**  
**MONTH//YEAR-TO-DATE COMPARISON**

AIRLINES	MONTH			YEAR-TO-DATE			YTD MKT SHARE		
	2025	2024	% CHG	2025	2024	% CHG	2025	2024	
<b>[MAJOR CARRIERS]</b>									
AIR CANADA	4,115	3,299	24.7%	7,381	6,100	21.0%	1.0%	0.8%	
ALLIANCE	91,972	75,710	21.5%	171,497	149,354	14.8%	22.2%	18.3%	
AMIGO	7,970	7,612	4.7%	14,405	13,574	6.1%	1.9%	1.7%	
BREZZE	21,123	6,434	228.3%	37,688	12,463	202.4%	4.9%	1.5%	
DELTA	81,243	83,798	-3.0%	157,070	164,382	-4.4%	20.4%	20.1%	
FRONTIER	14,901	21,072	-29.3%	27,664	37,761	-26.7%	3.6%	4.6%	
JETBLUE	23,458	19,687	19.2%	42,910	38,175	12.4%	5.6%	4.7%	
UNITED	35,198	45,445	-22.5%	67,718	85,871	-21.1%	8.8%	10.5%	
AMERICAN	51,525	65,761	-21.6%	94,451	123,123	-23.3%	12.2%	15.1%	
SOUTHWEST	79,046	90,761	-12.9%	136,873	174,315	-21.5%	17.7%	21.3%	
SUN COUNTRY	7,810	6,600	18.3%	14,204	11,969	18.7%	1.8%	1.5%	
<b>MAJOR TOTAL:</b>	<b>418,361</b>	<b>426,179</b>	<b>-1.8%</b>	<b>771,861</b>	<b>817,087</b>	<b>-5.5%</b>	<b>100.0%</b>	<b>100.0%</b>	
<b>(AFFILIATE AIRLINES)</b>									
MESA AIRLINES - United Express	3,492	3,365	3.8%	6,331	6,744	-6.1%	25.9%	76.8%	
PSA AIRLINES - American	2,838	0	100.0%	8,613	711	1111.4%	35.2%	8.1%	
REPUBLIC - American	274	511	-46.4%	274	1,043	-73.7%	1.1%	11.9%	
Republic - United	1,777	0	100.0%	5,976	146	3993.2%	24.4%	1.7%	
Republic - Delta	972	0	100.0%	2,309	0	0.0%	9.4%	0.0%	
SKY WEST - United	0	0	0.0%	207	143	44.8%	0.9%	1.6%	
ENDEAVOR - Delta	0	0	0.0%	0	0	0.0%	0.0%	0.0%	
ENVOY - American	0	0	0.0%	752	0	100.0%	3.1%	0.0%	
<b>REGIONAL TOTAL:</b>	<b>9,353</b>	<b>3,876</b>	<b>141.3%</b>	<b>24,462</b>	<b>8,787</b>	<b>178.4%</b>	<b>100.0%</b>	<b>100.0%</b>	
<b>[DOMESTIC-CHTR]</b>									
SUN COUNTRY	338	293	-100.0%	338	467	-27.6%	1.4%	100.0%	
<b>SUBTOTAL:</b>	<b>338</b>	<b>293</b>	<b>100.0%</b>	<b>338</b>	<b>467</b>	<b>-27.6%</b>	<b>1.4%</b>	<b>100.0%</b>	
<b>CHARTER TOTAL:</b>	<b>338</b>	<b>293</b>	<b>100.0%</b>	<b>338</b>	<b>467</b>	<b>-27.6%</b>	<b>0.0%</b>	<b>0.1%</b>	
<b>GRAND TOTAL:</b>	<b>428,052</b>	<b>430,348</b>	<b>-0.5%</b>	<b>796,661</b>	<b>826,341</b>	<b>-3.6%</b>	<b>100.0%</b>	<b>100.0%</b>	

## AGENDA ITEM NO. 7.7

**SARASOTA MANATEE AIRPORT AUTHORITY  
ENGINEERING, PLANNING & FACILITIES ACTIVITY REPORT  
MARCH 31, 2025**

### ENGINEERING

➔ **Baggage Handling System Project**

The Baggage Handling System Project will consolidate the three-existing mini-inline systems into one fully inline system. This project will allow all bag belts in ticketing to feed to one checked baggage inspection room and will allow for redundant screening machines. The project was advertised for bids and the low responsive bidder was approved at the May 2022 Board meeting. Staff received funding from TSA and conducted a preconstruction meeting in October 2022. A Notice to Proceed was issued on December 7<sup>th</sup>, 2022, Contractor has completed Phases 1 through 12. There is a total of 14 separate phases with contract completion scheduled for March of 2025. Contractor completed the second makeup unit MU-2 and installed the new ticket counter belt TC-1. Contractor is working on final two phases which include the final makeup unit (MU-3) and the runoff pier. Project is substantially complete, staff is working on closeout.

➔ **QTA/Overflow Lot A Project**

The Consolidated Quick Turn Around (QTA) project will relocate all three rental car families to one lot to perform maintenance, fueling, cleaning, and storage. The Project will allow for future development of property along University Parkway and will improve efficiency of the Rental Car's Quick turn-around process. Project was advertised for architectural/engineering qualifications, and the Authority selected PGAL to design, permit, and bid the project. Project design has been completed, but the QTA construction is on hold pending results from the Master Parking Plan that is currently being completed. In the interim, the QTA Bid Package is being redesigned to complete an initial phase that will allow paved overflow and revenue-controlled parking in the project area while planning and design changes continue with the ultimate design of the QTA. This phase will install future stormwater infrastructure, fencing and sidewalks for the future QTA. The project has been advertised for construction bids, the low responsive bidder will be presented at the March Board meeting for approval.

➔ **Ground Transportation Center Project**

The Ground Transportation Center project will reconfigure and expand the ground transportation area at the west end of baggage claim. The Project will improve efficiency and space for ground transportation including TNCs, taxis, bus, and limos. Project was advertised for bids and the low responsive bidder was approved at the November 2022 board meeting, contracts have been executed, and staff conducted a preconstruction meeting. Contractor has completed the initial phase that constructed the bus loop and the TNC/Turo staging lot. The contractor is currently working on the new restrooms/breakroom facility, constructing the roadway tie-in to General Spatz, and completing the overhead canopy. Several design modifications to improve drainage, sidewalks, and shade canopies were initiated and have extended the project into an early April completion.

➔ **15<sup>th</sup> Street Observation Area Project**

The 15<sup>th</sup> Street Observation Area will improve the area off 15<sup>th</sup> Street East that is currently utilized for parking and aircraft viewing. Improvements will include a seating area, shade, lighting, pavement parking, landscape, a playground, and other enhancements. Project was advertised for architectural/engineering qualifications, and the Board selected Sweet Sparkman as the number one ranked firm to complete the design, bidding and permitting for the project. A funding agreement with Manatee County has been executed, and the contract with the approved architect has been executed. The project was advertised for public bids, and the Board approved the low responsive bidder at the January Board meeting. Staff conducted a preconstruction meeting March 8<sup>th</sup>, County permits were recently approved, and the contractor has mobilized to site and has completed installation of underground stormwater, contractor has rough graded the site, is completing installation of roof structure, landscaping, and playground equipment. Project is complete and staff is working on closeout.

➔ **Commercial Apron Expansion Project**

The Commercial Apron Expansion project will expand the commercial apron to the East to allow for additional Remain Over Night (RON) parking and overflow hardstand parking for commercial aircraft. This project will address capacity restraints caused by inclement weather and will allow additional growth from existing airlines. EG Solutions prepared construction documents, the project was advertised for bids, and the low responsive bidder was approved at the May 2022 Board meeting. An NTP was given July 11, 2022, and contractor mobilized to site. The Project was determined to be substantially complete in February, and contractor has submitted a claim for additional time and costs. Staff evaluated their claim and has determined their claim to be unsubstantiated. Staff has also submitted to contractor a claim for failure to complete on time. Mediation has been cancelled, and contractor is filing formal claim against the Airport.

➔ **Terminal Concourse Expansion Project**

The Terminal Concourse Expansion project will modify existing Concourse B to provide increased holding room areas, concession areas and support facilities, airline podium upgrades, and upgrade escalators within terminal. Project will also construct a new Ground Boarding Facility with five new gates. The Expansion Project will be designed and constructed in multiple work packages. The following are current updates on each work package:

- Work Package 1: Escalator and Terminal Carpet Replacement; Contractor is substantially complete.
- Work Package 2: Concourse B; Contractor is substantially complete.
- Work Package 3: Utility Packager; Contractor is substantially complete.
- Work Package 5: Ground Boarding Facility; Contractor is substantially complete.
- Work Package 6: Concourse B Improvements & Dedicated outside Air Systems (DOAS); work package was approved by the Board in August 2024. Contractor has completed installation of grease traps near B6, DOAS and Electrical Panels have been ordered. Contractor is preparing GMP for curbside ceiling replacement that will be presented at the March Board meeting for approval.
- Work Package 7: Fire Alarm Upgrades and Modifications. Contractor is substantially complete.

➔ **General Aviation FIS (GAF) Project**

The GAF project will design, permit, and construct a new General Aviation Federal Inspection Facility for CBP. The project will allow CBP to clear GA aircraft through a facility in the North quad, allowing Southwest to continue to operate from Gate B8. Project was advertised for architectural/engineering qualifications, and the Board selected C&S Engineers. C&S is preparing 100-percent design plans for review. FDOT has executed a funding grant to fund 50/50 of the construction costs. Staff advertised project for bids and received no bids on this project. Staff readvertised project for bids in January, and bids were opened in March. The project received three bids, and all were significantly higher than budget estimates. Staff coordinated with CBP and the project Engineer/Architect to reduce project size and costs. Redesign work is complete, and staff has advertised the project for bids. Staff The Authority approved the low responsive bidder at the November Board meeting. A preconstruction meeting occurred on January 16<sup>th</sup>, 2025, an NTP was issued February 10, 2025.

➔ **West Apron Expansion & Employee Lot Relocation**

Project will expand the commercial apron on the west side south into the employee parking lot. The expansion will provide for three additional remain overnight parking aircraft parking positions. The apron expansion will impact the existing employee parking lot, which will be relocated and expanded to accommodate current and proposed employee parking. Kimley-Horn and Associates were selected for the design and have completed the design and permitting. Staff received five bids for the project and the Board awarded the project to the low responsive bidder. The contractor has mobilized to the site and has completed the initial phase of work. Contractor has completed the concrete pour for the apron, has completed installation of the vehicle service road, and is completing apron markings. Project is complete and staff is working on closeout.

➔ **Terminal Concessions**

Project will renovate existing concessionaires on Terminal and Concourse B and construct new concessions within the Ground Boarding Facility (GBF). New Concessions will include Huey Magoo's, Motorworks, Starbucks, Dunkin Donuts, Peets Coffee, Mattison Grille, Wahlburgers, Anna Maria Oyster Bar, among others. Design drawings are generally complete for all locations; the GBF concessions are in punchout. Seaside in Concourse B is substantially complete and open; Concessionaires have begun construction on Starbucks and Suncoast Trading bar in the terminal with an April completion

date. The Salt Key Bar will begin construction early March. All concession build outs should be complete in mid-summer.

✈ **Master Airport Parking Plan**

Project will evaluate parking facilities needs for SRQ, and coordinate construction with terminal expansion and other airport projects. Staff has issued an RFQ for consultants and Board ranked the top firm at the January Board meeting. Staff negotiated scope and fee, and project was approved at the March 2023 Board meeting. The consultant has completed the planning effort and has participated in a Board workshop. Consultant is preparing final report documents and has begun preparing scope for design services.

✈ **Environmental Assessment**

Project will conduct an environmental assessment (EA) for the future Concourse A expansion, parking garage, and bag claim expansion. Staff negotiated scope and fee, and project was approved. The draft pre-planning report has been prepared and has been submitted to FAA for their review. Pending approval, the formal EA will begin and has a scheduled duration of one-year.

**PLANNING**

✈ **2024 FDOT JACIP**

Staff has updated the FDOT JACIP for FY 2025-2029.

**FACILITIES**

✈ **PROJECTS:** The Facilities Department is working on multiple projects and maintenance items:

- ATCT: Potable water system resolved. Locking cabinet being installed for irrigation controller.
- Graphics: Hand-outs for passenger parking lots. Directional signage for parking. Graphics for new vehicles. Layouts for properties. Graphics for new boarding equipment.
- Public Works: Part 139 Airfield inspection passed. Edging of taxiways/perimeter road. ACEs regulator repairs. Sealcoating taxiways. Researching crack sealing equipment and contractors. Preparing windsock maintenance log.
- Baggage Handling System: Training continues. Crew is doing PMC&S of equipment. Interviewing for replacement staff (2). EDS machines having network issues. Smith's Detection investigating).
- Industrial Mechanics: Loading bridge repairs and PM's. 3<sup>rd</sup> Floor remodel of Admin/Finance/HR spaces. Relocation of VSB materials and vehicles. Ticket counter installs and fabrication. Clean up of Agape hangar materials.
- HVAC: Monitoring plant for functionality as it is being brought online. GBF HVAC equipment training. Hired new HVAC Supervisor. Advertising for HVAC Mechanic. Planning cooling tower clean down. Working on water treatment contracts.
- Electronics: Multiple cameras installed and repaired. GBF equipment training and cabling for data network. Multiple auto door repairs. GPU repairs. Lamp replacements.
- Vehicle Fleet: Repairs/ PM's to ARFF vehicles and assisting all departments with repairs. Interviewing for Fleet Mechanic I or II.
- Janitorial: New hire training. Starting GBF cleaning chores and checks. Equipping GBF for staff use.

✈ **TOTAL WORK ORDERS: 357**

VEHICLE MAINTENANCE/EQUIPMENT REPAIR - 5 PMs, 22 work orders

SIGN/CADD - 12 PMs, 46 work orders



AIRSIDE (Airfield) - 4 PMs, 2 work orders

LANDSIDE (Landscape, Equip Oper, Public Works) - 34 PMs, 14 work orders

INDUSTRIAL TRADES – 89 PMs, 127 work orders

## AGENDA ITEM NO. 7.8

### SARASOTA MANATEE AIRPORT AUTHORITY INTERNAL AUDIT/RECORDS RETENTION DEPARTMENT AND INVESTMENT COMPLIANCE REPORT MARCH 31, 2025, REGULAR MEETING

The following is a recap of Internal Audit Department projects and activities during February 2025:

**External Audit:** Continued with work assisting external auditors from Plante Moran PLLC in the wrap-up of the audit of the Authority's fiscal 2024 financial statements and single audit procedures relative to federal and state grant programs.

**Monthly Investment Activity Compliance Report:** During February, US T-Bills totaling \$9.39 million matured. Proceeds were reinvested in US T-Bills also totaling \$9.39 million with a term to maturity of 84 days and an average yield of 4.30f%. This activity is compliant with the Authority's duly adopted Investment Policy.

**Risk Management:** Received first advance payment of \$1.5 million toward property insurance claim for damage sustained during Hurricane Milton. Continued supplying information to adjuster of the Authority's claim under the Business Interruption clause in the coverage document.

Continued supplying documents to legal counsel in connection with multiple liability suits being defended by our liability insurance carrier.

**Parking:** Continued serving in control capacity for issuance and sale of parking validations and credentials to Authority departments and tenants. In February, a total of 225 validations were issued to SMAA Departments. In addition, 360 validation tickets were sold to a total of seven different tenant organizations.

**Records Requests:** The Records Department received and processed 28 external/public record requests and 3 internal records requests during January.

**Management of Paper Records:** The Records Department received and processed 30 central file records in the records inventory software. In addition, seven boxes of records were scanned to the ECM system and recorded in records inventory, with the originals destroyed. The paper records of historical flight data, previously scanned to the ECM, were destroyed following review of images and metadata. Twenty-one bags of documents totaling 14.98 cubic feet of non-record material (duplicates, drafts, or obsolete/superseded) were shredded per Authority directives and in accordance with Government-in-the-Sunshine regulations.

**Continuing Education:** During February, the department completed online IT security training.

## **AGENDA ITEM NO. 7.9**

**SARASOTA MANATEE AIRPORT AUTHORITY  
INFORMATION TECHNOLOGY DEPARTMENT  
March 2025**

**System upgrades and implementation:**

- Evaluation to determine redundancy and environmental needs for Network Operation Centers- implementation of new server cabinet technologies- Airside complete.
- Additional fiber installation planned for Terminal and Concourse- In progress.
- Hardware refresh of computer systems- 200+ systems upgraded. Ongoing
- Windows 11 upgrade- In progress
- Security Awareness online training- Renewed/ Ongoing.
- Anti-phishing solution to improve email security – monitoring.
- Datacenter backup solution upgrade- In progress.

**Common Use:**

- Working with airlines on continual support for Ticket/Gate operations- ongoing
- Use of Aerocloud CUPPS for expanded gate capacity- ongoing.
- Working with Facilities and contractor on Frontier Ticket counters- in progress

**Phone System:**

- ShoreTel phones will continue their upgrade to new Mitel phones- Complete.
- Mitel phone system review- evaluate migrating gate and ticket phones to main Mitel system.

**SRQ Web Page:**

- Ongoing updates- Website refresh including Home screen updates, Updated pictures and content-in progress.
- Department pages- Each department is responsible for identifying any necessary page updates- in progress

**IT Assessment**

- Ongoing: Updating policies and procedure to comply with NIST, CJIS and CIS frameworks.

**Training:**

- Network +\ MCP Certification- In progress
- CCNA Certification- Complete
- MCA Training- In progress
- MCE Training- Complete
- CJIS Training- Complete
- CISSP Training- Complete

**Project Coordination:**

- Conversion to digital record with Internal Audit- working with Purchasing and Internal Audit for scanning of documents including CAD files- Migrated to Managed Cloud
- FOTS cabinet upgrades- identify replacement UPS/ Cooling options- In progress.
- Distributed Antenna System (DAS) install by Crown Castle- Verizon evaluating installation.
- Airport Wide WIFI system upgrades- New APs and equipment upgrades- in progress.
- Working with Facilities to setup new Telecom closet at revenue house- complete.
- Managed Network Services provider coordination- RFP in progress
- Relocation of United from Gate B14 to B9- in progress
- Expansion of SMAA WIFI throughout Concourse A and B- in progress
- Relocation of Frontier Ticket counter- Facilities is building new Ticket Counters.