

CONTRACT FOR
GENERAL PLANNING CONSULTANT AND MASTER
PLAN UPDATE

BETWEEN

HILLSBOROUGH COUNTY AVIATION AUTHORITY

AND

RICONDO & ASSOCIATES, INC.

DATED JUNE 6, 2019

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CONTRACT FOR GENERAL PLANNING CONSULTANT AND MASTER PLAN UPDATE

This Contract for General Planning Consultant and Master Plan Update is made and entered into this 6TH day of June, 2019 by and between the Hillsborough County Aviation Authority, an independent special district under the laws of the State of Florida, hereinafter referred to as the "Owner", and Ricondo & Associates, Inc., a Illinois Corporation authorized to do business in the State of Florida, hereinafter referred to as the "Consultant". The Owner and the Consultant hereby agree as follows:

ARTICLE 1 - PROJECT

The project, hereinafter referred to as the Project, is as follows:

Provide consultant services in accordance with Section 287.055, Florida Statutes, in connection with the General Planning Consultant and Master Plan Update at Tampa International Airport.

ARTICLE 2 - CONTRACT ADMINISTRATION

This Contract will be administered by the Owner's Chief Executive Officer or designee.

ARTICLE 3 - SERVICES BY THE CONSULTANT

3.1 The services that the Consultant will provide to the Owner under this Contract will be as follows, and in general accordance with the Owner's Request for Qualifications dated October 30, 2018, entitled "Request for Qualifications for General Planning Consultant and Master Plan Update at Tampa International Airport, Tampa, Florida", the Consultant's response to the Owner's Request for Qualifications dated October 30, 2018, entitled "General Planning Consultant and Master Plan Update", which are both incorporated herein by reference, and the Consultant's Fee and Scope Proposal dated May 22, 2019 – Revision 1, entitled "General Planning Consultant and Master Plan Update Preliminary Scope of Services, Summary of Budget Allowances, and Hourly Rate Sheets (by Firm)" which is attached hereto as Attachment 1 and incorporated herein by reference. In the event of any conflicts between this Contract and any other documents, the precedence in resolving such conflicts will be as follows:

- 3.1.1 This Contract
- 3.1.2 Individual work order and Consultant's associated Fee and Scope Proposal
- 3.1.3 The Owner's Request for Qualifications
- 3.1.4 Consultant's response to Request for Qualifications

3.2 Consultant designates Pete Ricondo, P.E., whose business address is 1000 NW 57th Court, Suite 920, Miami, Florida 33126, to serve as the project manager. The project manager will be authorized and responsible to act on behalf of the Consultant with respect to directing, coordinating and administering all aspects of the services to be provided and performed under this Contract. Consultant designates Pete Ricondo, P.E., whose title is Senior Vice President, whose business address is 1000 NW 57th Court, Suite 920, Miami, Florida 33126, to have full authority to bind and obligate the Consultant on all matters arising out of or relating to this Contract. The Consultant agrees that the project manager will devote whatever time is required to satisfactorily manage the services to be provided and performed by the Consultant hereunder. Any replacement of the project manager will be subject to the prior approval and acceptance of the Owner.

3.3 Basic services under this Contract will include those in Attachment 1.

3.4 Additional services under this Contract will, at the request of the Owner, include those in Attachment 1.

3.5 The Consultant agrees, within seven days of receipt of a written request from the Owner, to promptly remove and replace the project manager, or any other personnel employed or retained by the Consultant, or any subconsultants or subcontractors or any personnel of any such subconsultants or subcontractors engaged by the Consultant to provide and perform services or work pursuant to the requirements of this Contract, whom the Owner will request in writing to be removed, which request may be made by the Owner with or without cause.

3.6 Work Order Process - work orders are intended to be discrete working documents that will provide, in summary form, the background and factual context within which a particular work element or series of work elements will be completed by the Consultant. Each work order will include a scope of services, level of effort and related costs. Work orders will be construed to be in addition to, supplementary to, and consistent with the provisions of this Contract. Upon request by the Owner, Consultant will prepare and submit a work order to the Owner for review and approval. Work order forms will be provided by the Owner along with a detailed outline of design deliverables. Contracts involving multiple project numbers or airport locations will require work orders to identify basic services and reimbursement expense amounts per project and/or location.

3.7 The Consultant will perform professional services provided for in each work order executed between the parties. Such professional services will be performed in accordance with the terms of this Contract. The Consultant will be solely responsible for the technical completeness and accuracy of all work performed under this Contract.

3.8 The Consultant will comply with all Owner Rules and Regulations, Policies, Standard Procedures and Operating Directives.

3.9 The Consultant is required to hire qualified consultants for the design phase of any projects.

3.10 The Consultant will review laws applicable to design and construction of the Project, correlate such laws with the Owner's Project requirements and advise the Owner if any Project requirement may cause a violation of such laws. Necessary changes to the Owner's Project will be accomplished by appropriate written modification or disclosed by written notification to the Owner. For the plans, specifications, construction contract documents, and any and all other engineering, construction and contractual documents produced by the Consultant, the Consultant will certify that:

3.10.1 The plans, specifications, construction contract documents, and any and all other engineering, construction and contractual documents shall be developed in accordance with sound engineering and design principles, and with generally accepted professional standards.

3.10.2 The plans, specifications, construction contract documents, and any and all other engineering, construction and contractual documents shall be consistent with the intent of the Project as defined in the FDOT Public Transportation Grant Agreement.

3.10.3 A review of the certification requirements listed in Section B.2. of Exhibit E of the FDOT Public Transportation Grant Agreement and a determination as to their applicability to this Project is performed.

3.10.4 The plans shall comply with all applicable laws, ordinances, zoning and permitting requirements, public notice requirements, and other similar regulations.

3.11 The Consultant will comply fully with all applicable federal, state, county, municipal and other governmental laws, executive orders, wage, hour and labor, equal employment opportunity, disadvantaged business enterprises, pollution control and environmental regulations, applicable national and local codes, Florida Department of Transportation (FDOT) Policies, Guidelines, Standards, Manual of Uniform Minimum Standards for Design, Construction and Maintenance for Streets and Highways (Commonly referred to as the "Florida Green Book"), Manual on Uniform Traffic Control Devices and requirements, FAA Advisory Circulars, and Owner's Rules and Regulations. Any projects with FDOT funding require the Consultant to comply with all applicable provisions of the FDOT Public Transportation Grant Agreement. The Consultant will obtain all necessary permits, pay all required charges, fees and taxes and otherwise perform these services in a legal manner. In the event that any construction occurs on FDOT right of way, the Consultant shall comply with all FDOT requirements contained in Exhibit C of the FDOT Public Transportation Grant Agreement.

3.12 When the Contractor considers that the whole work included in a construction contract, or a portion thereof designated in the contract documents for separate completion, is complete, the Contractor will notify the Owner and Consultant in writing of the completion of the portion or the whole of the construction; and for all design work that originally required certification by a Professional Engineer, the Consultant shall provide an Engineer's Certification of Compliance, signed and sealed by a Professional Engineer, the form of which is attached to the FDOT Public Transportation Grant Agreement to the Owner and Contractor in a timely

manner. The certification shall state that work has been completed in compliance with the Project construction plans and specifications. If any deviations are found from the approved plans or specifications, the certification shall include a list of all deviations along with an explanation that justifies the reason to accept each deviation.

ARTICLE 4 - TIME

4.1 Services to be rendered by the Consultant will commence subsequent to the execution of this Contract in accordance with each work order. Time is of the essence with respect to the performance of this Contract.

4.2 Should the Consultant fail to commence, provide, perform or complete any of the services to be provided in a timely and diligent manner, in addition to any other rights or remedies available to the Owner, the Owner at its sole discretion and option may withhold any and all payments due and owing to the Consultant until such time as the Consultant resumes performance of its obligations in such a manner so as to satisfy the Owner.

ARTICLE 5 - PAYMENTS TO THE CONSULTANT

5.1 The amount for the performance of basic services required under this Contract, not identified as direct and reimbursable expenses, will be in a not-to-exceed amount of Twelve Million Five Hundred Thousand and No One Hundredth Dollars (\$12,500,000), which includes all fees for subconsultants.

5.2 Not Used.

5.3 Not Used.

5.4 Invoiced amounts will be based on the Consultant's and team member's most recent audited overhead rate or agreed upon overhead rate, personnel direct labor rates, negotiated profit and actual time billed to the Project as substantiated by backup acceptable to the Owner and supported by monthly progress reports.

5.4.1 Invoiced amounts for multiple projects or multiple locations must be identified per project and/or location.

5.4.2 All subconsultant agreements must be submitted at time of billing. Subconsultant agreements must include a provision providing the Owner the same rights to audit at the subconsultant level in all of its subconsultant agreements executed to effect project completion.

5.4.3 An employee basic services spreadsheet based on the Fee and Scope Proposal in Excel format listing the employee's name, employee's classification and employee's raw rate must be submitted before the consultant service invoice submittal. If there are changes such as new employees, new classification or new raw rate, then a labor change indicator must be completed on an updated basic

services spreadsheet. Any changes to an employee basic services spreadsheet must have prior approval by the Owner. All basic service billings must be accompanied by a rate & hour verification sheet submitted within the submittal as well as in Microsoft Excel format.

- 5.4.4 Basic services invoices that are submitted with a consultant service invoice that are older than 90 days before the submission date will not be reimbursed. Basic services performed before the work order effective date will not be reimbursed.
- 5.4.5 Timesheets are required as supporting backup for all basic services invoice amounts. Hours billed must be clearly identified.
- 5.4.6 Overtime on any basic services must be pre-approved by the Owner.
- 5.4.7 Basic services must be organized using standard separators to identify the basic services being billed.
- 5.4.8 Rebalancing between tasks or fees must be requested with the first overage billing, along with an explanation for the overage and confirmation that the total Contract amount will not be exceeded. Proposed supporting sheets are to be submitted at the request for rebalancing.
- 5.4.9 All permit requirements, acceptable deliverables and badges are required to be submitted seven days before submission of a final consultant service invoice.
- 5.4.10 If deficiencies are found, a standard deficiency e-mail will be sent to the Consultant to resolve within three business days. If the deficiency is not resolved within that time, the consultant service invoice will be returned.

5.5 Payments for Reimbursable Expenses. The Consultant will be reimbursed at cost for all expenses, except travel and subsistence which will be reimbursed in accordance with Owner Policy, in an amount not to exceed the maximum reimbursable amount provided for in each individual work order. Each work order under this Contract will identify the type of expenses that will be eligible for reimbursement and the maximum reimbursable amount for that work order. As specified hereinafter, the Consultant's direct and reimbursable expenses include only:

- 5.5.1 The cost of securing a recognized testing laboratory which will perform all soils and sub-surface investigations, tests, reports and recommendations required for schematic and final design and construction of the Project.
- 5.5.2 The cost of securing a recognized testing laboratory which will perform all necessary testing of materials and all shop and mill inspection of materials and equipment as will be required during construction of the assigned work in the Project.
- 5.5.3 The cost of boundary surveys, topographic surveys, land surveys, establishment of

boundaries and monuments, field surveys, photogrammetry, field layouts of construction, construction layout, control staking, and related office computations and drafting.

- 5.5.4 The cost of outside special consultants to advise and assist Consultant throughout the Project.
- 5.5.5 The actual cost of reproduction of review plans and specifications, the construction contract plans and specifications required for the securing of bids for the assigned work in the Project and for the use of contractors, subcontractors, testing laboratories, and others having need for such prints during construction.
- 5.5.6 All costs for long distance telephone calls, postage and overnight express delivery and couriers related to the Project.
- 5.5.7 Expenses for parking at Tampa International Airport and transportation related to the Project including airplane travel and automobile; and, in the event overnight travel related to the Project is required, cost of meals and lodging. All travel expenses will be reimbursed in accordance with the Owner's Policy and Standard Procedure on travel and business development expenses, as both may be amended from time to time. Only travel expenses incurred in the performance of the Owner's business are reimbursable. The most efficient and economical means of transportation is required. All travel must be pre-approved by the Owner. Employee expense sheets are required as well as supporting original or legible copies of all receipts.
- 5.5.8 Materials for study models, film and processing expenses.
- 5.5.9 The actual costs of all fees and permits required by and paid to agencies having jurisdiction. This does not include impact or development fees paid directly by the Owner or building permit fees paid by the construction contractor.
- 5.5.10 Invoiced amounts for multiple projects or multiple locations must be identified per project and/or location.
- 5.5.11 All subconsultant signed agreements must be submitted at time of billing. Subconsultant agreements must include a provision providing the Owner the same rights to audit at the subconsultant level in all of its subconsultant agreements executed to effect project completion.
- 5.5.12 Receipts/Invoices that are submitted with a consultant service invoice that are older than 90 days before the submission date will not be reimbursed. Receipts/Invoices for expenses before the work order effective date will not be reimbursed.
- 5.5.13 Mileage within the Tri-County Area (Hillsborough, Pinellas, Pasco) will not be

reimbursed. Mileage is part of travel which must be pre-approved by the Owner.

- 5.5.14 Legible copies of receipts/invoices that have not been altered are required for reimbursement. Receipts/Invoices must be identified by employee and employer, and include justification of expense.
- 5.5.15 Equipment purchased for and paid by the Owner must be identified when invoiced so that an asset tag can be attached to that equipment. A detail listing in Excel format must be submitted with the invoice when equipment is purchased.
- 5.5.16 No purchases of alcohol will be reimbursed by the Owner.
- 5.5.17 Meals for Owner or local consultant staff members will not be reimbursed.
- 5.5.18 No front loading on Progress Payments is allowed. Progress Payments are limited to the actual invoiced amounts.
- 5.5.19 Pre-approval from the Owner is necessary for office or petty cash expenditures.
- 5.5.20 Reimbursable expenses must be presented as a package organized in the following manner: Reimbursement Tracking Form, actual invoices identifying item numbers as it appears on the Reimbursement Tracking Form. The Reimbursement Tracking Form is required to be submitted electronically in Microsoft Excel format, as is the supporting documentation for the submitted consultant service invoice.
- 5.5.21 Rebalancing between tasks or fees must be requested with the first overage billing, along with an explanation for the overage and confirmation that the total Contract amount will not be exceeded. Proposed supporting sheets are to be submitted at the request for rebalancing.
- 5.5.22 All permit requirements, acceptable deliverables and badges are required to be submitted seven days before submission of a final consultant service invoice.
- 5.5.23 If deficiencies are found, a standard deficiency e-mail will be sent to the Consultant to resolve within three business days. If the deficiency is not resolved within that time, the consultant service invoice will be returned.

5.6 Not used.

5.7 One executed original sworn and notarized invoice for services, verified to the satisfaction of the Owner, will be rendered by the twenty-fifth of each month electronically to DesignInvoice@TampaAirport.com. The Consultant will submit with each invoice one original of a detailed accounting of the value of work performed to date by certified Woman and Minority Owned Business Enterprises (W/MBE). This accounting will include the names and addresses of W/MBEs that have participated, a description of the work each named W/MBE has performed, and the value of work performed by each named W/MBE. The Consultant will also submit with

each invoice a Rate & Hour Verification Sheet and a Reimbursement Tracking Form, both in Microsoft Excel format.

5.8 Whenever compensation is paid to the Consultant on a reimbursable basis, records as to the direct expense will be kept on a generally recognized accounting basis and will be submitted with each invoice.

5.9 Any compensation paid pursuant to a not-to-exceed amount will constitute full payment for all costs including, but not limited to, employee benefits, overhead, general administrative costs, profit and all other unallocated expenses.

5.10 The Consultant agrees to pay each subcontractor under this Contract for satisfactory performance of its agreement no later than 10 days from the receipt of each payment the Consultant receives from the Owner. The Consultant agrees further to release retainage payments to each subconsultant within 10 days after the subconsultant's work is satisfactorily completed. Any delay or postponement of payment from the above-referenced time frame may occur only for good cause following written notice to the Owner. This clause applies to both D/W/MBE and non-D/W/MBE subconsultant.

5.11 With the exception of the month of September, all applications for payment will be submitted to the Authority by the twenty-fifth of each month. In the event that the twenty-fifth of the month falls on a Saturday or Sunday, applications for payment are due the next business day. Payment will be made by the third Friday of the month. Applications for payment submitted more than 20 days prior to the third Friday of the month will be rejected and returned. Due to the end of fiscal year financial closeout, September applications for payment will be submitted by September 19th, and in the event that the 19th falls on a Saturday or Sunday, applications for payment are due the next business day and subsequent payments will be made the second Friday of October. Such applications for payment submitted more than 20 days prior to the second Friday of October will be rejected and returned.

5.12 The Consultant is required to provide all information and supporting documentation required to enable the Owner to receive any applicable state or federal grants.

ARTICLE 6 - OWNER'S RIGHT TO PERFORM AUDITS, INSPECTIONS, OR ATTESTATION ENGAGEMENTS

6.1 Engagement(s) as used in this Contract include, but are not limited to, Audits, Inspections, or Attestation Engagements. In connection with payments to the Consultant under this Contract, it is agreed the Consultant will maintain adequate records in accordance with generally accepted accounting practices. The Owner, Florida Department of Transportation, Federal Aviation Administration, Federal Highway Administration, Florida Department of Financial Services, Florida Auditor General, Florida Inspector General, Florida Chief Financial Officer, and the Comptroller General of the United States, or any duly authorized representative of each, have the right to initiate and perform Engagements over the Consultant's records for the purpose of determining payment eligibility under the Contract or over selected operations performed by Consultant under this Contract for the purpose of determining compliance with the Contract. Access will be to all of the Consultant's records, including books, documents, papers, and records of Consultant

directly pertinent to this Contract or any work order, as well as records of parent, affiliate and subsidiary companies. If the records are kept at locations other than Tampa International Airport, Consultant will arrange for said records to be brought to a location convenient to Owner's auditors to conduct Engagements as set forth in this Article. Or, Consultant may transport Owner's team to location where the records are kept other than Tampa International Airport for purposes of undertaking Engagements. In such event, Consultant will pay reasonable costs of transportation, food and lodging for Owner's team in accordance with Owner's Travel and Business Development Expenses Policy. Consultant agrees to deliver or provide access to all records requested by Owner's auditors within 14 calendar days of the request at the initiation of Engagement and to deliver or provide access to all other records requested during the Engagement within 7 calendar days of each request. The parties recognize that Owner will incur damages if records requested by Owner's auditors are not provided in a timely manner and that the amount of those costs is difficult to determine with certainty. Consequently, the parties agree that Consultant may be charged liquidated damages of \$100.00, for each item in a records request, per calendar day, for each time Consultant is late in submitting requested records to perform an Engagement. Accrual of fee will continue until specific performance is accomplished. This liquidated damages rate is not an exclusive remedy and Owner retains its rights including but not limited to its rights to elect its remedies and pursue all legal and equitable remedies. The parties expressly agree that these liquidated damages are not a penalty and represent reasonable estimates of fair compensation for the losses that reasonably may be anticipated from such failure to comply.

6.2 In the event the Consultant maintains its accounting or Project information in electronic format, upon request by the Owner's auditors, the Consultant will provide a download of its accounting or Project information in an electronic format allowing readership in Microsoft Office software.

6.3 The Owner has the right during the Engagement to interview the Consultant's employees and subconsultants, make photocopies, and inspect any and all records at reasonable times. The right to initiate an Engagement will extend for six years after the completion date of any work order, or six years after the termination of this Contract, whichever occurs later.

6.4 In the event the Consultant has overcharged the Owner for direct and reimbursable expenses, the Consultant will re-pay the Owner the amount of the overcharge and the Owner may assess interest of up to 12% per year on the overcharge from the date the overcharge occurred. In addition, if the Consultant has overcharged the Owner by more than 3% of the gross direct and reimbursable amount, the Owner may assess and the Consultant will pay for the entire cost of the Engagement.

6.5 The Consultant shall require all of its subcontractors and subconsultants to provide the Owner the same rights to perform Engagements as allowed in this Contract. The Consultant shall require that all of its subcontractors and subconsultants require their sub-subcontractors and sub-subconsultants to provide the Owner the same rights to perform Engagements as allowed in this Contract.

6.6 Approvals by Owner's staff for any services included or not included in this Contract do not

act as a waiver or limitation of the Owner's right to perform Engagements.

6.7 The Consultant agrees to comply with Section 20.055(5), Florida Statutes, and to incorporate in all subcontracts the obligation to comply with Section 20.055(5), Florida Statutes.

ARTICLE 7 - OWNERSHIP OF DOCUMENTS

7.1 Consultant acknowledges and agrees that all records, documents, drawings, notes, tracings, plans, specifications, maps, evaluations, reports and other technical data, models, renderings and electronic data (other than working papers), prepared, developed or furnished by Consultant or the consultant(s) employed or retained by the Consultant under this Contract (Project Documents) will be and remain the property of the Owner. Project Documents will be deemed to be works made for hire, and all right, title and interest in and to the Project Documents will be vested in Owner. Consultant will take all actions necessary to secure for Owner all such right, title and interest. Consultant warrants that all materials comprising the Project Documents are original with Consultant and have not been copied or derived from any other material without the express written consent of the owner, proprietor and/or copyright holder of that other material, and are not subject to any other claim of copyright by any other person. Consultant will obtain any and all licenses necessary for the production and preparation of the Project Documents including, without limitation, licenses for the use of any material subject to copyright by other parties. Consultant will assign to Owner any and all rights, including any copyrights, in the Project Documents that Consultant or the consultant(s) employed or retained by the Consultant on this Project may possess now or in the future, and Consultant and its consultant(s) will claim no rights adverse to Owner in the Project Documents. Consultant agrees to defend, indemnify and hold harmless the Owner and its Board members, officers, and employees from and against any liabilities, claims, costs or expenses as a result of any alleged infringement of third party rights in the documents described herein. If this clause is found to conflict in any way with Florida law, the clause will be considered modified by such law to the extent necessary to remedy the conflict. Any project as designed by Consultant under this Contract may be reused or repeated by Owner at Owner's option or discretion at any time or times, including but not limited to, completion, addition, renovation, maintenance, reconstruction or remodeling of the project and construction of new projects. Consultant hereby grants its consent to reuse of the Project Documents by Owner for any and all such purposes. The Consultant will incorporate the terms of this Paragraph in all contracts with consultants employed or retained by the Consultant to perform services covered by this Contract.

7.2 Submission or distribution of the Consultant's Project Documents to meet official regulatory requirements or for similar purposes in connection with the Project is not to be construed as publication in derogation of the rights reserved in Paragraph 3.8.

7.3 CHAPTER 119, FLA. STATUTES REQUIREMENTS

IF THE CONSULTANT HAS QUESTIONS REGARDING THE APPLICATION OF CHAPTER 119, FLORIDA STATUTES, TO THE CONSULTANT'S DUTY TO PROVIDE PUBLIC RECORDS RELATING TO THIS CONTRACT, CONTACT THE CUSTODIAN OF

**PUBLIC RECORDS AT:
(813) 870-8721, ADMCENTRALRECORDS@TAMPAAIRPORT.COM,
HILLSBOROUGH COUNTY AVIATION AUTHORITY, P.O. BOX 22287, TAMPA FL
33622.**

Consultant agrees in accordance with Florida Statute Section 119.0701 to comply with public records laws including the following:

- a. Keep and maintain public records required by the Owner in order to perform the services contemplated by this Contract.
- b. Upon request from the Owner's custodian of public records, provide the Owner with a copy of the requested records or allow the records to be inspected or copied within a reasonable time at a cost that does not exceed the cost provided in Chapter 119, Fla. Stat. or as otherwise provided by law.
- c. Ensure that public records that are exempt or confidential and exempt from public records disclosure requirements are not disclosed except as authorized by law for the duration of the Contract and following completion of the Contract.
- d. Upon completion of this Contract, keep and maintain public records required by the Owner to perform the services. Consultant shall meet all applicable requirements for retaining public records. All records stored electronically must be provided to the Owner, upon request from the Owner's custodian of public records, in a format that is compatible with the information technology systems of Owner.

ARTICLE 8 - INDEMNITY

8.1 To the maximum extent permitted by Florida law, in addition to the Consultant's obligation to provide pay for and maintain insurance as set forth elsewhere in this Contract, the Consultant will indemnify and hold harmless the Owner, its members, officers, agents, employees, and volunteers from any and all liabilities, suits, claims, expenses, losses, costs, liens, fines and damages (including but not limited to claims for attorney's fees and dispute resolutions) caused in whole or in part by the:

1. Presence on, use or occupancy of the Owner's property;
2. Acts, omissions, negligence (including professional negligence and malpractice), recklessness, intentional wrongful conduct, activities, or operations;
3. Any breach of the terms of this Contract;
4. Performance, non-performance or purported performance of this Contract;
5. Violation of any law, regulation, rule, Advisory Circular or ordinance;
6. Infringement of any patent, copyright, trademark, trade dress or trade secret rights; and/or
7. Contamination of the soil, groundwater, surface water, storm water, air or the environment by fuel, gas, chemicals or any other substance deemed by the Environmental Protection Agency or other regulatory agency to be an

environmental contaminant

by the Consultant or the Consultant's officers, employees, agents, volunteers, subcontractors, invitees, or any other person whether the liability, suit, claim, expense, loss, cost, fine or damages is caused in part by an indemnified party.

8.2 In addition to the duty to indemnify and hold harmless, the Consultant will have the separate and independent duty to defend the Owner, its members, officers, agents, employees, and volunteers from all suits, claims or actions of any nature seeking damages, equitable or injunctive relief, expenses, losses, costs, liens, fines or attorney's fees in the event the suit, claim, or action of any nature arises in whole or in part from the:

1. Presence on, use or occupancy of the Owner's property;
2. Acts, omissions, negligence (including professional negligence and malpractice), recklessness, intentional wrongful conduct, activities, or operations;
3. Any breach of the terms of this Contract;
4. Performance, non-performance or purported performance of this Contract;
5. Violation of any law, regulation, rule, Advisory Circular or ordinance;
6. Infringement of any patent, copyright, trademark, trade dress or trade secret rights; and/or
7. Contamination of the soil, groundwater, surface water, storm water, air or the environment by fuel, gas, chemicals or any other substance deemed by the Environmental Protection Agency or other regulatory agency to be an environmental contaminant

by the Consultant or the Consultant's officers, employees, agents, volunteers, subcontractors, invitees, or any other person directly or indirectly employed or utilized by the Consultant regardless of whether it is caused in part by the Owner, its members, officers, agents, employees, or volunteers. This duty to defend exists immediately upon presentation of written notice of a suit, claim or action of any nature to the Consultant by a party entitled to a defense hereunder.

8.3 If the above indemnity or defense provisions or any part of the above indemnity or defense provisions are limited by Fla. Stat. § 725.06(2)-(3) or Fla. Stat. § 725.08, then with respect to the part so limited, the Consultant agrees to the following: To the maximum extent permitted by Florida law, the Consultant will indemnify and hold harmless the Owner, its members, officers, agents, employees, and volunteers from any and all liabilities, damages, losses, and costs, including, but not limited to, reasonable attorneys' fee, to the extent caused by the negligence, recklessness, or intentional wrongful conduct of the Consultant and persons employed or utilized by the Consultant in the performance of this Contract.

8.4 If the above indemnity or defense provisions or any part of the above indemnity or defense provisions are limited by Fla. Stat. § 725.06(1) or any other applicable law, then with respect to the part so limited the monetary limitation on the extent of the indemnification shall be the greater of the (i) monetary value of this Contract, (ii) coverage amount of Commercial General Liability Insurance required under this Contract or (iii) \$1,000,000.00. Otherwise, the obligations of this Article will not be limited by the amount of any insurance required to be

obtained or maintained under this Contract.

8.5 In addition to the requirements stated above, to the extent required by FDOT Public Transportation Grant Agreement and to the fullest extent permitted by law, the Consultant shall indemnify and hold harmless the State of Florida, FDOT, including the FDOT's officers and employees, from liabilities, damages, losses and costs, including, but not limited to, reasonable attorney's fees, to the extent caused by the negligence, recklessness or intentional wrongful misconduct of the Consultant and persons employed or utilized by the Consultant in the performance of this Contract. This indemnification in this paragraph shall survive the termination of this Contract. Nothing contained in this paragraph is intended to nor shall it constitute a waiver of the State of Florida's and FDOT's sovereign immunity

8.6 The Consultant's obligations to defend and indemnify as described in this Article will survive the expiration or earlier termination of this Contract until it is determined by final judgment that any suit, claim or other action against the Owner, its members, officers, agents, employees, and volunteers is fully and finally barred by the applicable statute of limitations or repose.

8.7 Nothing in this Article or Contract will be construed as a waiver of any immunity from or limitation of liability the Owner, or its members, officers, agents, employees, and volunteers may have under the doctrine of sovereign immunity under common law or statute.

8.8 The Owner and its members, officers, agents, employees, and volunteers reserve the right, at their option, to participate in the defense of any suit, without relieving the Consultant of any of its obligations under this Article.

8.9 If the above Article 8.1-8.8 or any part of Article 8.1-8.8 is deemed to conflict in any way with any law, the Article or part of the Article will be considered modified by such law to remedy the conflict.

ARTICLE 9 - INSURANCE COVERAGES AND LIMITS

See ATTACHMENT 3 – INSURANCE REQUIREMENTS.

ARTICLE 10 - WAIVER OF CLAIMS

The Consultant's acceptance of final payment for any individual work order will constitute a full waiver of any and all claims by Consultant against the Owner arising out of this Contract or individual work order or otherwise related to the Project, except insurance company subrogation claims and other claims previously made in writing and identified by Consultant as unsettled at the time of the final payment. Neither the acceptance of Consultant's services nor payment by the Owner will be deemed to be a waiver of the Owner's rights against Consultant.

ARTICLE 11 - CLAIMS AND DISPUTES

11.1 A claim is a written demand or assertion by one of the parties seeking as a matter of right

adjustment or interpretation of the Contract terms, payment of money, extension of time or other relief with respect to the terms of this Contract. The term claim also includes other disputes and matters in question between the Owner and Consultant arising out of or relating to this Contract. All claims must be made in writing. The responsibility to substantiate claims will rest with the party making the claim.

11.2 Claims by Consultant must be made in writing to the Owner within 20 calendar days after the occurrence of the event giving rise to such claim or else Consultant will be deemed to have waived the claim. Written supporting data will be submitted to the Owner within 30 calendar days after such occurrence unless the Owner allows additional time or else Consultant will be deemed to have waived the claim. Claims by the Owner may be made at any time irrespective of the date of the occurrence of the event giving rise to the claim.

11.3 Unless otherwise agreed in writing and notwithstanding any other rights or obligations of either of the parties under this Contract, the Consultant will carry on with the performance of its services and duties hereunder during the pendency of any claim, dispute, other matter in question or arbitration or any other proceedings to resolve any claim, dispute or other matter in question. The Owner, however, will be under no obligation to make payments on or against such claims, disputes or other matters in question during the pendency of any proceedings to resolve such claims, disputes or other matters in question.

11.4 Documents in support of the claim referred to in this Article may be subject to an independent Engagement by the Owner. In the event the Engagement supports the Consultant's claim, the Owner will pay for the Engagement. In the event the Engagement does not support the Consultant's claim, the Consultant will pay for the Engagement.

11.5 Any action initiated by either party associated with a claim or dispute, will be brought in the appropriate State Court in and for Hillsborough County, Florida. The appropriate Florida State Court shall be the exclusive venue and jurisdiction for such action. Confidential mediation with a mediator approved by the Owner shall be a condition precedent to litigation.

ARTICLE 12 - ASSISTANCE IN LITIGATION

Consultant will render assistance to and on behalf of the Owner in litigation in connection with or arising out of this Contract, including any litigation brought by or against the Owner and any third parties, by providing technical information, analyses and expert witnesses only for the Owner. The Consultant will provide services under this Article at a mutually agreed upon and reasonable rate as an additional service.

ARTICLE 13 - CONFLICT OF INTEREST

Consultant represents that it presently has no interest and will acquire no interest, either direct or indirect, which would conflict, as determined by the Owner, in any manner with the performance of services required hereunder. Consultant further represents that no persons having any such interest will be employed to perform these services.

ARTICLE 14 - NOTICES AND ADDRESS OF RECORD

14.1 All notices required or made pursuant to this Contract to be given by the Consultant to the Owner will be in writing and may be given either by mailing same by United States mail with proper postage affixed thereto, or by hand-delivery, to the appropriate address as listed below:

14.1.1 Mail: Hillsborough County Aviation Authority
P. O. Box 22287
Tampa, FL 33622-2287
Attention: Chief Executive Officer

14.1.2 Hand-delivery: Hillsborough County Aviation Authority
Tampa International Airport
Third Level, Blue Side
Tampa, FL 33607
Attention: Chief Executive Officer

ARTICLE 15 - TERM OF CONTRACT

This Contract will commence on the date awarded by the Board and will remain in effect until final completion of all work orders. Individual work orders will have effective dates and completion dates for the related scope of work.

ARTICLE 16 - TERMINATION OF CONTRACT

16.1 This Contract may be terminated by the Owner with or without cause with a seven day written notice to the Consultant.

16.2 In the event of termination not the fault of the Consultant, the Consultant will be compensated for services performed to the termination date, together with reimbursable expenses then due and termination expenses. Termination expenses are expenses directly attributable to termination, including reasonable compensation for overhead and profit. Reasonable compensation for overhead and profit will be established pursuant to negotiation.

16.3 In the event of termination for cause, the Owner may retain all payments due to the Consultant at the date of termination until all of the Owner's damages have been established and deducted from payments due.

16.4 Upon 30 days written notice to Owner, Consultant may terminate this Contract if Consultant is not in default of any term, provision, or covenant of this Contract only upon or after the occurrence of any of the following events: the inability of Consultant to perform work at Tampa International Airport for which a work order has been issued for a period of longer than 90 consecutive days due to war, terrorism, or the issuance of any order, rule or regulation by a competent governmental authority or court having jurisdiction over the Owner preventing Consultant from operating its business for a period of 90 consecutive days provided, however, that such inability or such order, rule or regulation is not due to any fault or negligence of

Consultant.

ARTICLE 17 - SUSPENSION OF WORK

The Owner may, for any reason, order the Consultant in writing to suspend, delay or interrupt the work in whole or in part for such period of time as the Owner may determine. If the work is stopped for a period exceeding 60 days by the Owner, the Consultant may be entitled to additional compensation and expenses, said compensation and expenses to be established pursuant to negotiations between the parties.

ARTICLE 18 - SUCCESSORS AND ASSIGNS

18.1 The Owner and Consultant respectively bind themselves, their partners, successors, assigns and legal representatives to the other party to this Contract and to the partners, successors, and assigns of such other party with respect to the covenants of this Contract.

18.2 Except as hereinafter provided, neither party to this Contract will assign or sublet this Contract, in whole or in part, without the written consent of the other, nor will the Consultant assign any monies due, or to become due, hereunder without the previous written consent of the Owner. If the Consultant attempts to make such assignment or sublet without such consent, the Consultant will nevertheless remain legally responsible for all obligations under this Contract.

18.3 The Owner reserves the right to transfer its interests herein to any other governmental body authorized by law to operate the Airport.

ARTICLE 19 - TRUTH IN NEGOTIATIONS

The Consultant certifies that the wage rates and other factual unit costs supporting the compensation described herein and in all work orders provided under this Contract are accurate, complete and current at the time of contracting and that the original contract price and any additions or work orders will be adjusted to exclude any significant sums where the Owner determines the contract price was increased due to inaccurate, incomplete or non-current wage rates and other factual unit costs. All such adjustments will be made within one year following the end of any particular work order issued under this Contract.

ARTICLE 20 - CERTIFICATION OF CONSULTANT/PROHIBITION AGAINST CONTINGENT FEES

The Consultant warrants that it has not employed or retained any company or person, other than a bona fide employee working solely for the Consultant, to solicit or secure this Contract, and that Consultant has not paid or agreed to pay any person, company, corporation, individual or firm, other than a bona fide employee working solely for the Consultant, any fee, commission, percentage, gift or other consideration contingent upon or resulting from the award or making of this Contract. If the Owner finds that Consultant violates this provision, the Owner may terminate this Contract and any underlying work orders without liability and, at its discretion, deduct from the Contract or work order, or otherwise recover, the full amount of any fee, commission, percentage, gift, or consideration.

ARTICLE 21 - RESTRICTED VENDOR LISTS

21.1 A person or affiliate who has been placed on the convicted vendor list following a conviction for a public entity crime may not submit a bid on an agreement to provide any goods or services to a public entity, may not submit a bid on an agreement with a public entity for the construction or repair of a public building or public work, may not submit bids on leases of real property to a public entity, may not be awarded or perform work as a contractor, supplier, subcontractor, or consultant under an agreement with any public entity, and may not transact business with any public entity in excess of the threshold amount provided in Florida Statute Section 287.017, for CATEGORY TWO for a period of 36 months from the date of being placed on the convicted vendor list.

21.2 A person or affiliate who has been placed on the discriminatory vendor list kept by the Florida Department of Management Services may not submit a bid on a contract to provide any goods or services to a public entity, may not submit a bid on a contract with a public entity for the construction or repair of a public building or public work, may not submit bids on leases of real property to a public entity, may not be awarded or perform work as a Consultant, supplier, subcontractor, or consultant under a contract with any public entity and may not transact business with any public entity as provided in Section 287.134, Florida Statutes.

21.3 An entity or affiliate who has had its Certificate of Qualification suspended, revoked, denied, or have further been determined by FDOT to be a non-responsible contractor, may not perform work under this Contract.

ARTICLE 22 - CONTRACT MADE IN FLORIDA

This Contract has been made in and will be construed in accordance with the laws of the State of Florida. In any action initiated by one party against the other, venue will lie in Hillsborough County, Florida.

ARTICLE 23 - NON-DISCRIMINATION

23.1 During the performance of this Contract, the Consultant, for itself, its assignees and successors in interest, agrees as follows:

23.1.1 Compliance with regulations. The Consultant must comply with the regulations relative to non-discrimination in federally assisted programs of the Department of Transportation (DOT) Title 49, Code of Federal Regulations, Part 21, as they may be amended from time to time (hereinafter referred to as the Regulations), which are herein incorporated by reference and made a part of this Contract.

23.1.2 Non-discrimination. The Consultant, with regard to the work performed by it during the Contract, will not discriminate on the grounds of race, color, or national origin in the selection and retention of subcontractors, including procurement of materials and leases of equipment. The Consultant will not participate either directly or indirectly in the discrimination prohibited by Section 21.5 of the

Regulations, including employment practices when the Contract covers a program set forth in Appendix B of the Regulations.

- 23.1.3 Solicitations for subcontracts, including procurement of materials and equipment. In all solicitations either by competitive bidding or negotiation made by the Consultant for work to be performed under a subcontract, including procurement of materials or leases of equipment, each potential subcontractor or supplier must be notified by the Consultant of the Consultant's obligations under this Contract and the Regulations relative to non-discrimination on the grounds of race, color or national origin.
- 23.1.4 Information and reports. The Consultant must provide all information and reports required by the Regulations or directives issued pursuant thereto and must permit access to its books, records, accounts, other sources of information and its facilities as may be determined by the Owner or the Federal Aviation Administration (FAA) to be pertinent to ascertain compliance with such Regulations, orders and instructions. Where any information required of Consultant is in the exclusive possession of another who fails or refuses to furnish this information, the Consultant will so certify to the Owner or the FAA, as appropriate, and will set forth what efforts it has made to obtain the information.
- 23.1.5 Sanctions for non-compliance. In the event of the Consultant's non-compliance with the non-discrimination provisions of this Contract, the Owner will impose such contractual sanctions as it or the FAA may determine to be appropriate, including, but not limited to, withholding of payments to the Consultant under this Contract until the Consultant complies, and/or cancellation, termination or suspension of the Contract, in whole or in part.
- 23.1.6 Incorporation of provisions. The Consultant must include the provisions of sub-articles 23.1.1 through 23.1.7 in every subcontract, including procurement of materials and leases of equipment, unless exempt by the Regulations or directives issued pursuant thereto. The Consultant must take such action with respect to any subcontract or procurement as the Owner or the FAA may direct as a means of enforcing such provisions, including sanctions for non-compliance. Provided, however, that in the event the Consultant becomes involved in or is threatened by litigation with a subcontractor or supplier as a result of such direction, the Consultant may request the Owner to enter into such litigation to protect the interests of the Owner and, in addition, the Consultant may request the United States to enter into such litigation to protect the interests of the United States.
- 23.1.7 Consultant assures that, in the performance of its obligations hereunder, it will fully comply with the requirements of 14 C.F.R. Part 152, Subpart E (Non-discrimination in Airport Aid Program), as amended from time to time, to the extent applicable to Consultant, to ensure, among other things, that no person will be excluded from participating in any activities covered by such regulations on the grounds of race, creed, color, national origin, or sex. Consultant, if required by

such regulations, will provide assurances to the Owner that Consultant will undertake an affirmative action program and will require the same of its subconsultants.

ARTICLE 24 – WOMAN AND MINORITY OWNED BUSINESS ENTERPRISE (W/MBE) ASSURANCES

24.1 It is the policy of the Owner that W/MBEs, as defined in the Owner’s W/MBE Policy and Program, will have full and fair opportunities to compete for and participate in the performance of non-federally funded contracts or in the purchase of goods and services procured by the Owner. Consequently, the W/MBE requirements and the Owner’s W/MBE Policy and Program will apply to this Contract and are made a part hereof.

24.1.1 The Consultant and any subcontractor of the Consultant will not discriminate on the basis of race, color, national origin, or sex in the performance of the Contract. The Consultant will carry out applicable requirements of the Owner’s W/MBE Policy and Program in the award and administration of contracts. Failure by the Consultant to carry out these requirements is a material breach of the Contract, which may result in the termination of the Contract or such other remedy as the Owner deems appropriate which may include, but not limited to:

24.1.1.1 Withholding monthly progress payments;

24.1.1.2 Assessing sanctions;

24.1.1.3 Liquidated damages; and/or

24.1.1.4 Disqualifying the Consultant from future bidding as non-responsible.

24.1.2 The Consultant agrees that it will not discriminate against any business owner because of the owner’s race, color, national origin, or sex in connection with the award or performance of any contract, management contract, or subcontract, purchase or lease contract.

24.1.3 The Consultant agrees to include the statements in paragraphs (1) and (2) above in any subsequent contract or contract that it enters and cause those businesses to similarly include the statements in further contracts.

24.2 The Consultant agrees to ensure that W/MBEs, as defined in the Owner’s W/MBE Policy and Program, have the maximum opportunity to participate in the performance of this Contract, and the Consultant will take all necessary and reasonable steps in accordance therewith to ensure that W/MBEs have the maximum opportunity to compete for and perform subcontracts.

- 24.3 W/MBE Goals. In compliance with the Owner's W/MBE Policy and Program, the Consultant's minimum W/MBE commitment is established as the sum total of the verified Letter(s) of Intent for each portion of the Project. The W/MBE goal stated below is the sum total of the certified W/MBE's listed in the Consultant's fee and scope proposal which is attached hereto and which will be enforceable under the terms of this Contract. The Consultant will demonstrate that they will subcontract to certified W/MBEs at least 17% of the total dollar amount earned on the Project.
- 24.4 All W/MBEs interested in participating in contracting/subcontracting opportunities must be certified as eligible W/MBEs before said business enterprises begins their portion of the Contract work. Only certified W/MBEs will count toward the W/MBE goal. If the Consultant fails to achieve the W/MBE expectancy stated herein, it will be required to provide documentation demonstrating that it made good faith efforts in attempting to do so.
- 24.5 W/MBE Termination and Substitution: The Consultant will not terminate a W/MBE for convenience without the Owner's prior written consent. If a W/MBE is terminated by the Consultant with the Owner's consent or because of the W/MBE's default, then the Consultant must make a good faith effort, in accordance with the requirements of the Owner's W/MBE Policy and Program, to find another W/MBE to substitute for the original W/MBE to provide the same amount of W/MBE participation.
- 24.6 Reporting Requirements: The Consultant agrees that, within 15 days after the expiration of each calendar month during the term of the Contract beginning on the effective date of the Contract, it will provide a W/MBE Utilization Activity report to the Owner's Business Diversity Manager reflecting, as applicable, in a form acceptable to the Owner, the Consultant's total dollar value received under the Contract for the applicable period and the amount expended for the purchase of goods and services from each W/MBE firm during that period, calculated in accordance with the requirements of the Owner's W/MBE Policy and Program.
- 24.7 Monitoring: The Owner will monitor the compliance and good faith efforts of the Consultant in meeting these requirements. The Owner will have access to the necessary records to examine such information as may be appropriate for the purpose of investigating and determining compliance with this subsection, including, but not limited to, records, records of expenditures, contracts between the Consultant and the W/MBE participant, and other records pertaining to the W/MBE participation plan, which the Consultant will maintain for a minimum of three years following the end of the Contract. Opportunities for W/MBE participation will be reviewed prior to the exercise of any renewal, extension or material amendment of the Contract to consider whether an adjustment in the W/MBE requirement is warranted. Without limiting the requirements of the Contract, the Owner reserves the right to review and approve all subleases or subcontracts utilized by the Consultant for the achievement of these goals.

- 24.8 Consultant agrees to indemnify the Owner from the loss of any funds or other damages that may result from Consultant's failure to achieve the W/MBE goals set forth herein or to establish a good faith effort to do so, including attorneys' fees and costs associated with said failure by Consultant or good faith investigation by Owner. Failure of Consultant to make a good faith effort to achieve W/MBE goals will be a material breach of this Contract. The determination of whether Consultant's efforts were made in good faith will be made by the Owner. At 50% completion, a plan of action properly reflecting anticipated W/MBE achievement of the commitment is required to be submitted to the Owner.
- 24.9 In the event of the Consultant's non-compliance with the Owner's W/MBE Policy and Program, failure to meet the prescribed W/MBE goal set forth in this Contract, or failure to establish a good faith effort to do so, the Owner will impose such contract sanctions as the Owner may determine to be appropriate, including but not limited to:
- 24.9.1 Withholding of payments to the Consultant under this Contract until the Consultant complies; and/or
 - 24.9.2 Assessing sanctions; and/or
 - 24.9.3 Liquidated damages; and/or
 - 24.9.4 Cancellation, termination or suspension of this Contract in whole or in part; and/or
 - 24.9.5 Suspension or debarment of Consultant from eligibility to contract with the Owner in the future or to receive bid packages or request for qualification (RFQ) packages, pursuant to the Owner's Policy P414, Suspension/Debarment of Contractors.

ARTICLE 25 – PROHIBITION AGAINST CONTRACTING WITH SCRUTINIZED COMPANIES

This Contract will be terminated in accordance with Florida Statute Section 287.135(3) if it is found that Company submitted a false Scrutinized Company Certification as provided in Florida Statute Section 287.135(5) or, has been placed on the Scrutinized Companies with Activities in Sudan List, the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List or the Scrutinized Companies that Boycott Israel List, created pursuant to Florida Statute Section 215.473, or has been engaged in business operations in Syria.

ARTICLE 26 – E-VERIFY REQUIREMENT/UNAUTHORIZED ALIENS

26.1 In accordance with the State of Florida, Office of the Governor, Executive Order Number 11-116 (Verification of Employment Status), all agencies under the direction of the Governor are to include as a condition of all state contracts for the provision of goods or services to the state in excess of nominal value, an express requirement that contractors utilize the U.S. Department of Homeland Security's E-Verify system to verify the employment eligibility of all

new employees hired by the contractor during the contract term, and an express requirement that contractors include in such subcontracts the requirement that subcontractors performing work or providing services pursuant to the state contract utilize the E-Verify system to verify the employment eligibility of all new employees hired by the subcontractor during the contract term. Any projects with Florida Department of Transportation (FDOT) funding will contain this assurance as a condition for any new Joint Participation Contracts dated after January 4, 2011. The Consultant will verify all of their new employees and will require that their subcontractors verify all of their new employees in accordance with the E-verify requirements set out above. The Consultant will execute Attachment 2, E-Verify Certification, to certify and affirm that Consultant will comply with the E-Verification requirements of Executive Order Number 11-116.

26.2 FDOT considers the employment by any contractor of unauthorized aliens a violation of Section 274A(e) of the Immigration and Nationality Act. If the Consultant knowingly employs unauthorized aliens, such violation will be cause of unilateral cancellation of this Contract.

ARTICLE 27 – LOBBYING

No funds received pursuant to this Contract may be expended for lobbying the Florida Legislature, judicial branch, or any state agency, in accordance with Section 216.347, Florida Statutes.

ARTICLE 27 - COMPLETE CONTRACT

This Contract represents the entire and fully integrated Contract between the Owner and the Consultant and supersedes all prior negotiations, representations or contracts, either written or oral. This Contract may be amended only by written instrument signed by both the Owner and the Consultant.

IN WITNESS WHEREOF, the parties hereto have set their hands and corporate seals by their proper officers, duly authorized to do so;

By the Consultant this _____ day of _____, 20____.

ATTEST:

RICONDO & ASSOCIATES, INC.

By: _____

Title: _____

Print Name

Print Address

Signed, sealed, and delivered
in the presence of:

Witness

Print Name

Witness

Print Name

Notary for (Ricondo & Associates, Inc.)

STATE OF _____

COUNTY OF _____

The foregoing instrument was acknowledged before me this ____ day of _____, 20__,
by _____ in the capacity of _____,
of _____ a _____
(Name of organization or company, if any) (Corporation / Partnership / Sole Proprietor / Other)
on _____ behalf. _____
(Its / His / Her) (They are / He is / She is) (Personally known to me /not personally known to me)

_____ and _____ take an oath.
and has produced the following document of identification) (they / he / she) (did / did not)

(Seal of Notary)

Signature of Notary

By the Owner this _____ day of _____, 20_____.

HILLSBOROUGH COUNTY AVIATION AUTHORITY

(Affix Corporate Seal)

By: _____
Robert I. Watkins, Chairman

ATTEST:

Lesley "Les" Miller Jr., Secretary

Signed, sealed, and delivered
in the presence of:

Witness

Print Name

Witness

Print Name

LEGAL FORM APPROVED:

By: _____
Michael T. Kamprath, Assistant General Counsel

Notary for Hillsborough County Aviation Authority
STATE OF FLORIDA
COUNTY OF HILLSBOROUGH

The foregoing instrument was acknowledged before me this ____ day of _____, 20__, by Robert I. Watkins, in the capacity of Chairman, and by Lesley "Les" Miller Jr., in the capacity of Secretary, Hillsborough County Aviation Authority, an independent special district under the laws of the State of Florida, on its behalf. They are personally known to me and they did not take an oath.

Signature of Notary

Print, Type, or Stamp Commissioned Name of Notary



May 22, 2019 |

SOLICITATION NO. 18-411-032

General Planning Consultant and Master Plan Update

Preliminary Scope of Services, Summary of Budget Allowances, and Hourly Rate Sheets (by Firm)

Prepared for:

HILLSBOROUGH COUNTY AVIATION AUTHORITY

Prepared by:

RICONDO

In association with:

AECOM

American Infrastructure Development, Inc.

Aguirre Project Resources, LLC

Environmental Science Associates

Newhouse and Associates, LLC

Quest Corporation of America

Ricondo & Associates, Inc. (Ricondo) prepared this document for the stated purposes as expressly set forth herein and for the sole use of the Hillsborough County Aviation Authority and its intended recipients. The techniques and methodologies used in preparing this document are consistent with industry practices at the time of preparation and this Report should be read in its entirety for an understanding of the analysis, assumptions, and opinions presented. Ricondo & Associates, Inc. is not registered as a municipal advisor under Section 15B of the Securities Exchange Act of 1934 and does not provide financial advisory services within the meaning of such act.

Hillsborough County Aviation Authority
General Planning Consultant and Master Plan Update
Solicitation No. 18-411-032
Task and Budget Summary

This Contract comprises General Planning and Airport Master Planning Consultant Services for the Aviation Authority on an as-needed basis. For purposes of establishing a budget cap on the Contract, general budgetary allowances for various planning services and studies included in the Contract’s Scope of Services have been established based on comparable studies or tasks undertaken by other large hub airports in the U.S. during the past five years.

These budgetary allowances are preliminary in nature and will be superseded as the specific services are requested and negotiated by the Aviation Authority. It is likely that as a more detailed scope of services is defined for each study or task, the associated budget may be higher or lower than the corresponding budgetary allowance that has been established below. The intent of these budgetary allowances is not to define a budgetary cap for any given study or task at this time, but rather, to identify an overall Contract budget for the term of the Contract. The Aviation Authority does not commit to the award of any of these services, nor is it bound to any of the budgetary estimates set forth below.

A summary of the budgetary allowances for the seven (7) year term is provided below:

▪ Master Plan Update for Tampa International Airport:	\$ 3,500,000.00
▪ Code of Federal Regulations Part 150 Study for Tampa International Airport:	\$ 1,500,000.00
▪ Tampa International Airport’s Sustainability Management Plan Update:	\$ 500,000.00
▪ Master Plan Updates for HCAA’s General Aviation Airports:	
▪ Peter O. Knight Airport	\$ 400,000.00
▪ Plant City Airport	\$ 350,000.00
▪ Tampa Executive Airport	\$ 800,000.00
▪ CUPPS/SUPPS Master Plan Update for Tampa International Airport:	\$ 500,000.00
▪ Traffic Analysis and Transportation Planning (Including Simulation Modeling) for Tampa International Airport (assumed budget of \$170,000 bi-annually):	\$ 600,000.00
▪ ACI Airport Carbon Accreditation Support for Tampa International Airport: (assumed budget excludes ACA participation fees, Payments for independent verification, or costs for the purchase of carbon offsets)	\$ 1,000,000.00
▪ Airport Signage Guidelines Manual Update	\$ 500,000.00
▪ General Airport Planning Services (assumed budget of \$250,000 per year)	\$ 1,750,000.00
▪ Contingency Allowance (~10%)	\$ 1,100,000.00

TOTAL: \$12,500,000.00
(\$12.5 Million)

1. GENERAL SCOPE OF SERVICES

Each of the assignments undertaken under this agreement for General Planning and Master Plan Update Consulting Services will be negotiated and authorized by the Aviation Authority through individual Work Orders as services are needed throughout the term of the agreement. The scope of services for each of the key studies and planning service areas outlined below is intended to provide a broad overview of the planning tasks and areas of technical analysis included within each, and for purposes of setting a budgetary estimate for the Agreement. The subsequent Work Orders prepared for each planning study or task requested by the Aviation Authority will build upon the general scope of services provided herein and provide additional subtask definition, listing of specific deliverables, and greater scope detail, which will serve as the basis for the actual budgeting and negotiating the individual Work Orders.

1.1 MASTER PLAN UPDATE FOR TAMPA INTERNATIONAL AIRPORT (TPA)

Figure 1.1 shows a work-flow diagram of the activities, including general timelines, outlined by the Federal Aviation Administration (FAA) for preparing an airport master plan per the guidelines set forth under FAA Advisory Circular 150/5070-6B, *Airport Master Plans*, which closely resembles the principals set forth in the Florida Department of Transportation's (FDOT) *Guidebook for Airport Master Planning*. The work-flow diagram has been augmented to reflect Ricondo's customized approach for the TPA Master Plan Update.

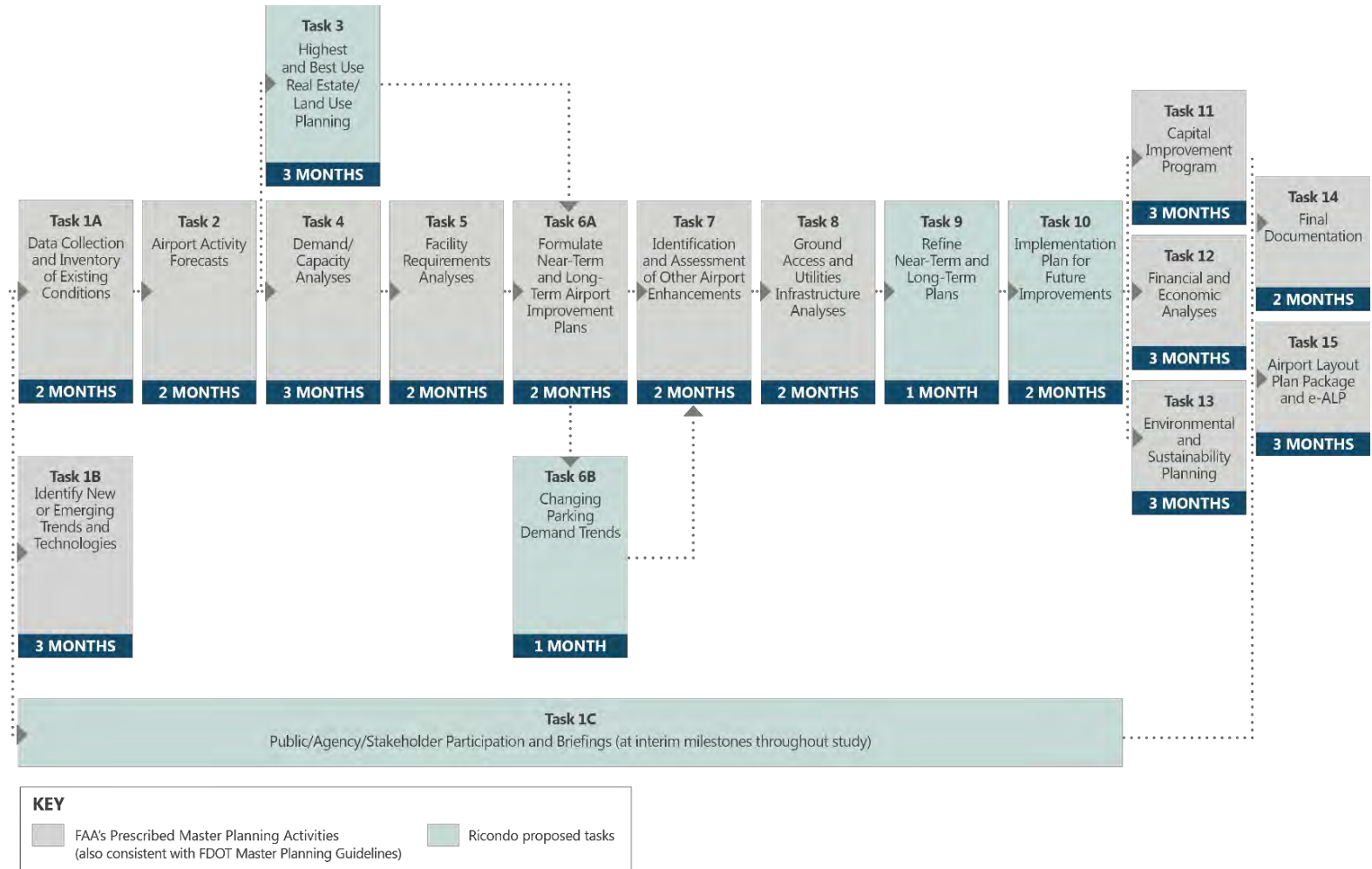
The project approach reflected in the work-flow diagram includes a series of sequential and concurrent tasks (numbered 1 through 15, with Tasks 1 and 6 comprising multiple subtasks). A discussion and brief overview of each proposed task follows. The Ricondo Team would expect to clarify and revise the proposed tasks and defined work efforts, as needed, during the scoping process in order to effectively meet the HCAA's planning needs and priorities.

TASK 1A: DATA COLLECTION AND INVENTORY OF EXISTING CONDITIONS

In developing the inventory of facilities and data collection, the Ricondo Team would seek to maximize the use of existing sources of information, including previously completed or ongoing studies. In addition, members from the Ricondo Team typically dedicates between one to several days verifying existing conditions. Tenant surveys may also be conducted in concert with the field observations to verify the adequacy of existing facilities and to identify any operational deficiencies, or lack of facilities, made known by Airport tenants and users. This task would serve as the baseline conditions for the Airport and be used to identify unique facility interrelationships or facility planning ratios for the Airport.

The Ricondo Team is experienced in developing inventory and data information systems, whether they are customized Excel spreadsheets or commercially available software products, to bring efficiency to this task. We would select an appropriate and effective platform for data management, as well as for ongoing management and reporting.

FIGURE 1.1: RICONDO’S APPROACH FOR TPA MASTER PLAN



Note: 24-Month Proposed Study Duration, as shown. The number of public, agency, and stakeholder briefings held throughout the study are typically the main drivers of the overall study duration. Subject to changes as necessary following further discussions with the HCAA during scoping. This duration excludes the time associated with FAA reviews for the Aviation Activity Forecasts and the Airport Layout Plan/e-ALP.

TASK 1B: IDENTIFY NEW OR EMERGING TRENDS AND TECHNOLOGIES

In addition to reviewing aircraft utilization, operational patterns, and technology systems in place today, which will continue to change in the future, it is also important to review how the aviation industry and passenger travel characteristics have changed since completion of the current Airport Master Plan. Understanding the effects of, and realistic timing for, the full rollout of NextGen technology would influence the degree of investment needed in airfield capacity enhancements and supporting navigational aids. The impacts of modern aircraft types would affect the level of activity anticipated at the Airport, as well as the type of facility investments needed to support demand. Similarly, the cost of fuel and the potential use of alternate aircraft fuels would affect the activity forecasts. These, along with potential other factors, such as transportation network companies (TNCs) like Uber and Lyft, and millennial generation traits that may influence activity at the Airport, would be included within the work plan for TPA's Master Plan Update.

Ricondo has analyzed emerging trends like TNC use (UBER, Lyft, etc.), millennial characteristics, and autonomous vehicles, among others, that may impact future airport facility development and investments for airports as part of the master planning process and long-range planning. Master planning for airports involves envisioning and considering multiple future scenarios and conditions to outline effective strategies to respond to such conditions. Such response strategies should be included in an airport's Master Plan Update.

TASK 1C: PUBLIC/AGENCY/STAKEHOLDER PARTICIPATION AND BRIEFINGS

Stakeholder participation and briefings should:

- include affected and interested parties and stakeholders
- be informative and multidirectional in communications
- align with key project milestones
- Address feedback, even if the answer is "we considered your input, but here are some reasons why we cannot implement your suggestions".

Quite often, the best ideas are not generated by one individual; rather, they result from group discussions, a collaborative effort by multiple individuals, or by creating a hybrid solution from two or more different ideas that, by themselves, were not optimal.

TASK 2: AIRPORT ACTIVITY FORECASTS

Ricondo typically uses several FAA-accepted methodologies to develop alternative aviation activity forecasts. These include: a market-share approach using historical relationships between airport activity and its service area/region relative to total activity in the United States; a trend analysis using historical airport activity; and regression analyses using one or more socioeconomic variables (e.g., population growth, personal income per capita, household income, employment) and aviation-related factors, such as fuel costs. Additionally, Ricondo may prepare alternate activity forecasts to represent certain "what if" scenarios. Ricondo refers to these alternate forecasts as demand scenarios. The use of these demand scenarios can be effective for examining different types of airport activity, understanding the impact of emerging travel behaviors or technologies on demand, or modeling changes to airport activity patterns.

Ricondo has developed forecasts for more than 150 airports, including some of the most complex commercial and general aviation airports in Florida and throughout the United States.

TASK 3: HIGHEST AND BEST-USE REAL ESTATE/LAND USE PLANNING

When assessing the highest and best-use development opportunities, key factors to consider include:

- Designation of land parcels by aviation (with airside access), aviation support (not requiring airfield access), and airport revenue-producing (commercial, retail, other) categories.
- Evaluation of real estate market dynamics in the Tampa Bay region and the surrounding areas.
- Regional context relative to population, employment, economic generators, etc.
- Development square footage by use within the catchment area.
- Key adjacent economic anchors (e.g., malls, sports venues, significant office concentrations).
- Prevailing land-use patterns, intensities, and densities.
- Other key attributes contributing to the prevailing development pattern and success, or lack thereof, in the market.

Ricondo has prepared land use plans for several U.S. and international airports to identify the highest and best-use commercial, retail, industrial, or recreational uses for excess or underutilized airport property. We understand the importance of first identifying airport property needed for aeronautical uses or property that is subject to FAA height or safety restrictions, noise restrictions, and FAA grant assurances. Once these parcels are defined, the remaining property available for nonaeronautical development and airport financial sustainability can be explored.

TASKS 4 AND 5: DEMAND/CAPACITY AND FACILITY REQUIREMENTS ANALYSES

The demand/capacity analysis and the facility requirements analysis would be based on a thorough understanding of the operating characteristics at the Airport, the efficiency of the existing facilities, and the existing or target level of service thresholds established by the HCAA or Airport users. In addition to an airport’s unique capacity thresholds, the demand/capacity analysis must consider existing use patterns for airport facilities and identify potential enhancements to these use patterns as part of the analysis of facility requirements. Thus, the definition of capacity by facility type is unique to each airport.

Today sustainable airports are typically characterized by aeronautical and nonaeronautical tenants and revenues. However, airport master planning must first ensure the long-term facilities and infrastructure needed to serve the airport’s primary aviation-related functions considered and prioritized.

TASKS 6A AND 9: FORMULATE AND REFINE AIRPORT IMPROVEMENT PLANS

The identification of development alternatives (or portfolio of alternatives) should originate with an “unconstrained” look at opportunities for improving or enhancing Airport facilities, consistent with the results of the demand/capacity and facility requirements analyses. Once the portfolio of alternatives is established, an evaluation process is undertaken to assess each alternative using a set of criteria, involving factors such as financial feasibility, operational efficiency, incremental demand capabilities, community impacts, environmental considerations, ground access characteristics, and other factors. Through this process, a feasible development plan would be identified.

Master Plans should produce detailed and cohesive action plans for incremental, demand-driven (aeronautical and nonaeronautical) development that avoid or minimize throw-away investments.

TASK 6B: CHANGING PARKING DEMAND TRENDS (SPECIFIC TO TPA’S MASTER PLAN UPDATE)

The landside area adjacent to the Terminal Building at TPA provides valet, short-term and long-term public parking capacity. Recent decreases in public parking and rental car demand and revenues due to the emergence of TNCs and the anticipated emergence of autonomous vehicles, coupled with shifting demographics (e.g., millennial) and different travel preferences are complicating investment decisions in parking or rental car structures. In some cases, airports are assessing opportunities for repurposing parking structures or designing new structures with the flexibility to convert them in the future for other functions.

Ricondo was recently selected to assess the “Effects of Transportation Network Companies on Airport Revenues & Operations” through an airport industry collaborative study sponsored by the Transportation Research Board Airport Cooperate Research Program. This research would be highly relevant and valuable to the HCAA.

TASK 7: IDENTIFICATION AND ASSESSMENT OF OTHER AIRPORT ENHANCEMENTS

Other Airport enhancements are commonly undertaken that are not direct contributors to capacity expansion; rather, they address improvements that help facilitate better operating efficiency or provide operational flexibility. Some Airport enhancements also include investments in infrastructure that, in and of themselves, have little or no direct benefits but help support new revenue-generating development. The output of Tasks 6A, 6B, and 7 collectively would help frame the Capital Improvement Program (CIP) for the Airport.

Airport needs and capital improvement programs are not simply capacity projects. They also include operational enhancements, maintenance and modernization initiatives, infrastructure investments, and other revenue-generating developments that may be indirectly related to aviation, or unrelated to aviation altogether.

TASK 8: GROUND ACCESS AND UTILITIES INFRASTRUCTURE ANALYSES

This task builds on Tasks 5, 6A, 6B, and 7 to further evaluate Airport ingress and egress, on-Airport ground circulation, tenant facility access, and wayfinding. In addition, these analyses would be repeated after the proposed capacity and other Airport enhancements are defined and phased for implementation to ensure ground access and circulation are preserved not only for the 20-year plan but also for the interim years, as development associated with the CIP is undertaken.

Quite often, ground access and infrastructure needs are not evaluated as thoroughly as other airport systems during the master planning process. Yet, investments in ground access and infrastructure construction or rehabilitation represent a significant share of an airport’s CIP.

TASKS 10 AND 11: IMPLEMENTATION PLAN FOR FUTURE IMPROVEMENTS AND CAPITAL IMPROVEMENT PROGRAM

A key output of the master planning process would be an update of the Airport’s CIP to reflect present and future needs relative to facility and infrastructure preservation, renovation, or modernization; capacity enhancements for existing Airport assets; and capital investments needed to support or nurture growth in nonaeronautical revenues. The updated CIP would outline, in priority form, the various projects anticipated to be undertaken by the HCAA on an annual basis for the next 10-year or 20-year horizons. The CIP would represent projects that would be phased over time to optimally balance: (1) Airport facility or infrastructure needs; (2)

The focus of this task would be on identifying near-term and long-term facility development sequences and projects that could be implemented in a manner that balances the Airport’s demand growth and facility needs with the HCAA’s financial commitments and investment/ funding (FAA, FDOT, PFC) capabilities.

the ability to maximize the receipt and use of federal and state funds; and (3) the preservation or improvement to the Airport's low-debt and low-risk structure.

TASK 12: FINANCIAL AND ECONOMIC ANALYSES

In conjunction with the CIP for the Airport, a financial and economic analysis would be undertaken to provide the HCAA with a realistic, implementable plan for undertaking the capital projects, as well as other Airport facility or revenue enhancement opportunities identified in the Master Plan Update. Beyond merely describing potential funding sources for each capital project, this analysis plan would identify financial strategies and specific actions for the HCAA to undertake as it implements each capital project or other Airport enhancements. In addition to quantifying the impacts associated with the capital program, a review of existing revenue sources and potential revenue sources to enhance and improve the overall financial performance of the Airport would also be included.

Ricondo is uniquely qualified to address this element of the Master Plan Update in a manner that is compatible and consistent with the financial strategies and investment plans in place, or planned, by the HCAA for airport system. Ricondo has a proven system for preparing financial and business plans that are realistic in funding assumptions and implementable within an affordable cost structure.

TASK 13: ENVIRONMENTAL AND SUSTAINABILITY PLANNING

Existing environmental conditions would be analyzed using documentation and data available from the HCAA to identify impacts to key environmental categories (e.g., wetlands, threatened and endangered species and habitat assessment, air and water quality, hazardous waste) as the result of implementing the proposed CIP and other Airport enhancements. The Master Plan Update would also address existing and potential initiatives associated with the FAA's core principles for airport sustainability: protecting the environment; maintaining stable levels of economic growth; and preserving social and community compatibility.

In 2015, Ricondo successfully completed a Sustainable Management Plan (SMP) for TPA, shortly after completing the first FAA-funded SMP for Denver International Airport. Today, Ricondo is an industry leader in the preparation of Airport SMPs and Sustainable Master Plans.

TASK 14: FINAL DOCUMENTATION

The final documents issued at the conclusion of the master planning process would be thorough and articulate in the enunciation of master planning goals, key assumptions, technical and analytical methodologies, findings, considerations and alternatives, and ultimate recommendations. In addition, these documents would be structured and formatted so they are easy to follow and understand, as well as conducive to serving as day-to-day management tools. Executive level, graphically designed versions would also be part of the final deliverables.

TASK 15: AIRPORT LAYOUT PLAN PACKAGE AND E-ALP

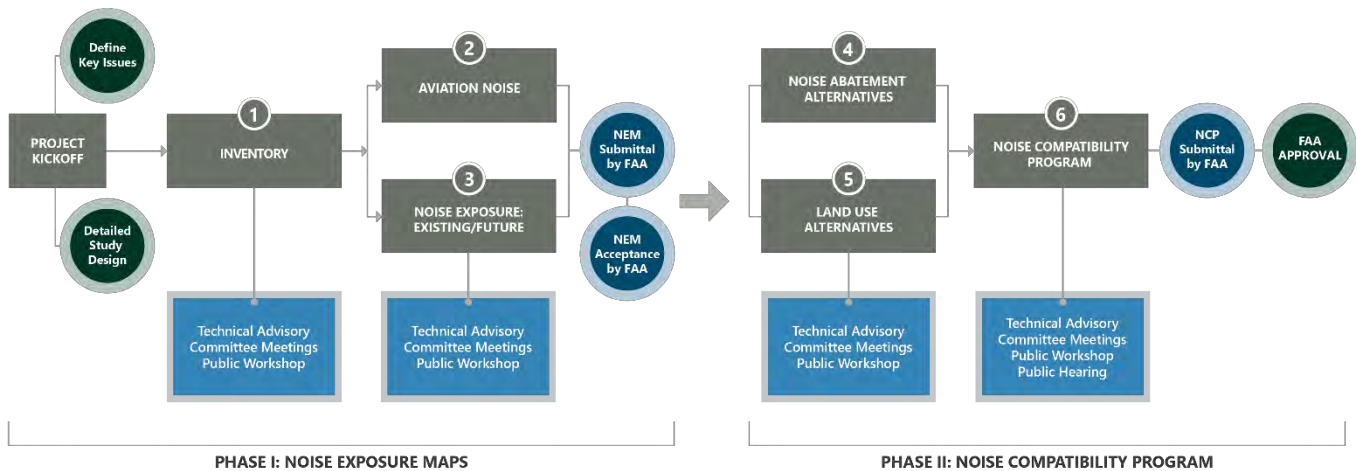
The ALPs and the accompanying drawing sets comprise the official review document that is ultimately approved by the FAA following the master planning process. The ALP set would be prepared in adherence with SOP 2.00, *Standard Procedure for FAA Review and Approval of Airport Layout Plans (ALPs)*, and other applicable FAA Advisory Circulars and guidance. It would also reflect existing and future (20-year) conditions, as recommended in the Master Plan Update. For TPA, the e-ALP set would be updated to reflect the completion of the 2012 Master Plan Update recommendations. If needed, due to recent property acquisitions or disposals, the Exhibit "A" Property Map set may also be updated as part of this task.

Ricondo has established a reputation with the FAA, particularly the Orlando Airport District Office, for preparing detailed, accurate, and easy to understand/interpret ALPs. Ricondo is currently completing e-ALPs for Miami International and Fort-Lauderdale-Hollywood International Airports, as well as North Perry Airport and Orlando Executive Airport.

1.2 CODE OF FEDERAL REGULATIONS PART 150 STUDY FOR TAMPA INTERNATIONAL AIRPORT (TPA)

As shown in the Study Approach Process diagram in **Figure 1.2**, the 14 CFR Part 150 process occurs in two phases. In Phase I, Noise Exposure Maps (NEMs) are developed, and if necessary, Phase II entails development of a Noise Compatibility Program (NCP) for FAA approval.

FIGURE 1.2: PROPOSED CFR PART 150 STUDY APPROACH PROCESS



- ① Includes Airport Operations, Aircraft Fleet Mix, Flight Procedures, Base Mapping, Local Zoning, Local Land Use, and Population Data
- ② Includes Flight Tracking, Existing/Future Noise Contours, and Noise Modeling
- ③ Includes Land Use, Population, Institutions, and Growth Risk
- ④ Includes Airport Plan Alternatives, Airport/Airspace Use Alternatives, and Airport Operational Alternatives each evaluated against operational impacts, environmental impacts, and costs
- ⑤ Includes Corrective Land Use Strategy, and Preventative Land Use Strategy assessed relative to implementation feasibility, benefits, and costs
- ⑥ Includes Noise Abatement, Land Use Management, Implementation Programs, and Financial Plan

The NEM Phase (Phase I) establishes the existing and future baseline noise conditions. If warranted, potential noise and land use mitigation and abatement measures are evaluated and developed as part of a NCP (Phase II). This process identifies specific measures to minimize the impacts of noise on individuals and land uses. A NCP would also develop and implement procedures to minimize or preclude the development of future noise-sensitive land uses within the noise contours at TPA.

Noise Modeling and Noise Exposure Maps: The Ricondo Team, led by ESA, would prepare NEMs for both existing and future (5+ years) conditions, using the latest version of the FAA’s Aviation Environmental Design Tool (AEDT). The NEM development phase would include evaluating current operational data, fleet mix, runway utilization, flight tracks, and flight profiles, as appropriate, to aid in development of the model input files for this study. Airport Noise Monitoring and Management data would be processed, and flight profiles would be evaluated based on standard model flight profiles, and profile adjustments would be made as appropriate within AEDT.

Pursuant to 14 CFR Part 150, NEMs would depict 60 decibel (dB), 65, 70, 75 Day-Night Sound Level (DNL) contours for both existing and future year conditions. However, areas within the 60 dB DNL contour are typically ineligible for Federal noise abatement/mitigation funding, and these areas would be clearly delineated on the NEM. Each NEM prepared shall display all information required by 14 CFR Part 150 Section A150.101(e). This includes a map of the airport and its environs at an adequately detailed scale (not less than 1 inch to 2,000 feet). Additionally, a map

depicting flight tracks out to at least 30,000 feet from the end of each runway will be created. Similar maps depicting flight tracks by runway and mode of operation showing both track dispersion and backbone tracks modeled for existing and future years will be developed. The future year NEM shall take into account any major capital projects, and changes in any flight procedures at the airport that may affect the NEMs in the future project year. The assumptions used to develop the noise contours will be presented in the text, and the resulting contours will be certified by the Ricondo team.

Impacts to population, housing, and noise-sensitive uses would be calculated by identifying the numbers of dwellings, people, and sensitive sites situated within each 5 dB-contour range for 65 dB DNL and higher. The NEM Report will be prepared for review and public circulation detailing the data and methodology used in preparing the existing and future year NEMs. Changes will be incorporated for submittal of the final draft NEMs to FAA for review, acceptance and publication in the Federal Register. It should be noted that the FAA will not approve any noise abatement/mitigation measures that do not reduce non-compatible land uses within the DNL 65 contour. Depending on the findings of the NEM development, the HCAA will decide whether to develop of a NCP under Phase II.

Noise Compatibility Program: Phase II involves the evaluation of measures and development of a comprehensive noise mitigation plan to address noise compatibility concerns. If the study proceeds to Phase II, ESA, as lead for the Ricondo Team, would develop a comprehensive list of potential noise abatement alternatives and mitigation measures for consideration. Potential new measures to be evaluated would fall in four primary categories:

- Airport Plan, Airspace/Airspace Use, and Operational Alternatives (modify how, when, or where aircraft fly)
- Corrective Strategies to Resolve Existing Land Use Incompatibilities (sound insulation, land purchase, etc.)
- Preventive Strategies to Discourage Future Land Use Incompatibilities (overlay zoning, future land use controls)
- Administrative Measures (noise program management, reporting, etc.)

In addition to identifying new mitigation measures, the Ricondo Team would evaluate those measures approved in the 2000 TPA 14 CFR Part 150. The Team should evaluate, for each prior measure, whether the measure should remain as part of the baseline conditions, should be removed because it is no longer in use or feasible, or should be revised. Revisions may be necessary where a previously-approved noise mitigation step is still effective, but the nature or impact of the measure has changed since the previous analysis was done.

Operational measures that are recommended for further consideration would undergo detailed noise modeling. Noise exposure impacts (population and housing counts, noise sensitive facilities, historic properties, land use, etc.) of each recommended noise abatement alternative would be determined and compared to the future baseline conditions. The analysis conducted during this phase of the study would be summarized in an NCP, in accordance with the requirements of 14 CFR Part 150 – Section 150.23.

The draft TPA NCP would be circulated to the public and a formal public hearing would be held. 14 CFR Part 150 requires that interested parties be afforded the opportunity to provide input throughout the process. The Airport determines what level of public involvement is adequate for their particular situation with the only mandated requirement being a public hearing prior to submission of the NCP to the FAA.

1.3 TAMPA INTERNATIONAL AIRPORTS (TPA’S) SUSTAINABILITY MANAGEMENT PLAN UPDATE

The existing SMP, completed in 2015, provided HCAA with a program to guide the Authority’s approach to valuing people, planet, and collective prosperity in the ongoing development and operations of the Airport. The plan focused on and provided the tools for integrating sustainability into the design and construction of the development program derived from the then-current master plan study and integrating sustainability into the day-to-day operations of the Airport through specific initiatives and new processes.

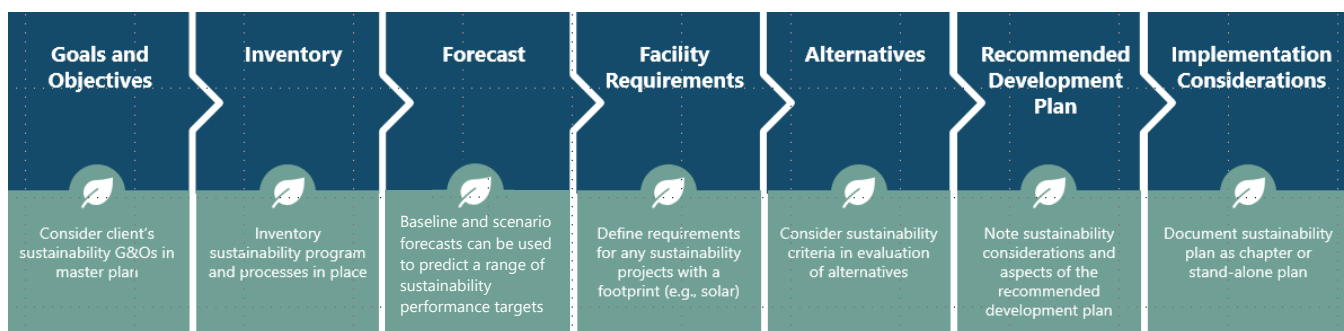


Updating the SMP would encompass an evaluation of the Authority’s implementation of the sustainability initiatives and processes with a focus on documenting sustainability performance and attainment of SMP goals as well as evaluating the effectiveness of the sustainability program. This update is consistent with the Plan-Do-Check-Act continuous improvement model. This evaluation would inform an update of the SMP to reflect evolving Authority sustainability priorities, recognize Authority sustainability accomplishments, and capture sustainability focus areas that were (by consensus) not covered in the current SMP. The update would also reflect industry advancements in sustainability.

It is expected that through the implementation of the SMP the Authority has collected sustainability data and used this information in the evaluation of progress against the 15 current SMP performance metrics. Additionally, through the implementation of development projects at the Airport, the Authority will have gained experience in the use of the Sustainable Design Criteria Manual (SDCM). This experience with the SMP implementation would be foundational to an update of the SMP.

The SMP update, undertaken using the process shown in **Figure 1.3**, would consider both the adjustment of program implementation based on alignment with performance metrics and goals and the incorporation of new goals, baselines, supporting initiatives, and performance metrics. Sustainability plans are by their nature intended to evolve as an organization’s sustainability experiences, expertise, priorities, and goals change over time, either because of successes and challenges in integrating sustainability in the development and operation of the Airport or because of newly identified priorities and opportunities.

FIGURE 1.3: SMP PROCESS

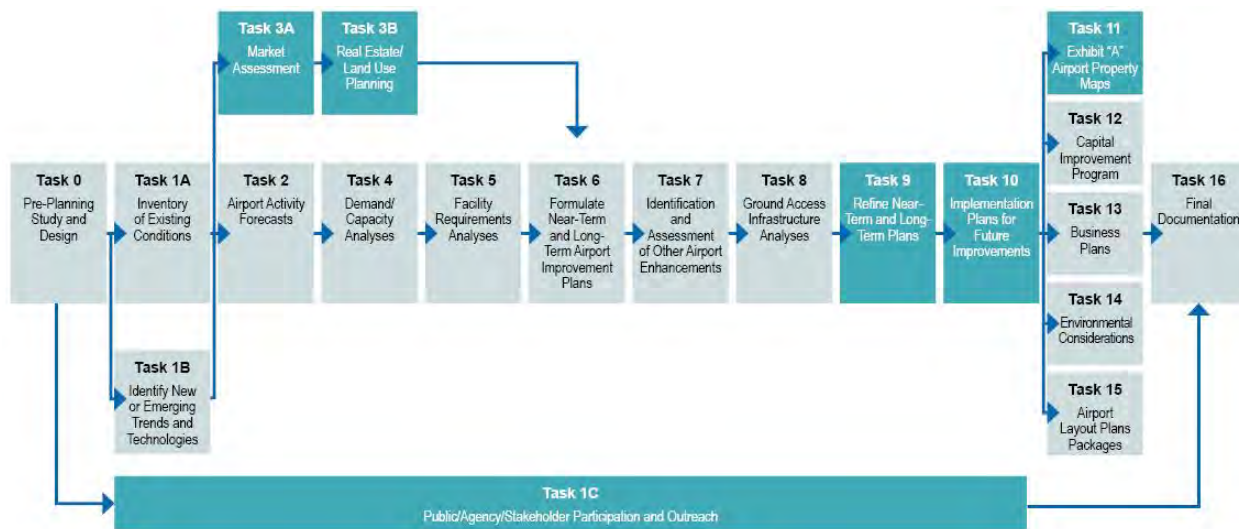


The current SMP can also influence the update of the master plan through inclusion of sustainability-related steps as part of the master plan analyses. This approach ensures that sustainability is considered in the long-term planning of the Airport and can also yield information that can be incorporated into updates of the SMP over time.

1.4 MASTER PLAN UPDATES FOR HCAA’S GENERAL AVIATION AIRPORTS

A work-flow diagram showing the activities outlined by the FAA and FDOT for preparing an airport master plan is presented below in **Figure 1.4**. The work-flow diagram has been augmented to reflect the customized approach proposed by Ricondo that conforms to the FAA’s prescribed master planning process while also reflecting the unique elements the Authority has identified for its General Aviation (GA) Airports Master Plan Updates for Peter O. Knight, Tampa Executive, and Plant City Airports.

FIGURE 1.4: GENERAL AVIATION AIRPORTS MASTER PLAN UPDATES



Key

- FAA's Prescribed Master Planning Activities
- Activities Specific to HCAA's General Aviation Task Airports Master Plan Updates

The Ricondo Team has significant recent experience preparing airport master plans for stand-alone general aviation or niche corporate aviation airports, as well as multiple general aviation airports that complement each other within an airport system. The approach for these GA Airports Master Plan Updates would be specifically focused on the following actions: (1) Recommending ways to maximize the capabilities and use of the existing facilities and systems; (2) Prioritizing the use or investment in technology, facility improvements, or expansion(s) of existing GA Airports facilities and systems to enhance capacity and efficiency over developing/investing in new (costlier) facilities; (3) Examining opportunities for optimizing the aeronautical as well as non-aeronautical revenue-generating potential of each GA Airport to help each airport achieve financial sustainability; (4) Identifying operational (demand) triggers that would determine the timing of additional facility or infrastructure development; and (5) Crafting an implementation strategy that balances the capacity of the existing airport system (comprising Tampa International, Tampa Executive, Peter O. Knight, and Plant City Airports) with anticipated short-term and long-term demand.

The master planning framework set forth by the FAA is reflected in our proposed approach and culminates with the production of the following documents:

- **Master Plan Updates for all three general aviation airports** that define, in an unconstrained manner, a set of demand-driven or financially beneficial alternatives for near-term and long-term development consistent with the policy decisions and strategic goals set forth by the Authority.
- A comprehensive **Capital Improvement Program (CIP)**, the development of which encompasses capacity projects, facility enhancements and renovations, operational requirements, and infrastructure development to support other non-aviation, revenue-producing development within a financial framework that is feasible, implementable, and realistic. This comprehensive CIP would consider the needs and priorities for the GA Airports collectively, as well as the established CIP for Tampa International Airport, as consideration of the Authority's capital commitments and financial affordability needs to include all of its airport system needs.
- **Airport Layout Plans** that adhere to the FAA's prescribed design guidelines (in accordance with AC 150/5300-13, *Airport Design*), including the potential/necessary update to the electronic Airport Layout Plan (eALP) for Tampa Executive Airport.
- **Exhibit "A" Airport Property Maps** for each of the GA Airports, completed in accordance with FAA AC 150/5100-17, *Airport Property Map Checklist*, and FAA Order 5190.6B, *Airport Compliance Manual*.

The project approach reflected in the work-flow diagram presented earlier includes 20 total tasks (numbered 1 through 16, with Tasks 1 and 3 having multiple subtasks). A discussion and brief overview of each proposed task follows. The Ricondo Team would expect to clarify and revise, as needed, the proposed tasks and defined work efforts during the scoping process to meet the Authority's planning needs and priorities.

Task 0: Pre-Planning and Study Design

The purpose of this task would be to conduct a project scoping meeting with the Authority (and other internal or external stakeholders if considered desirable by the Authority) and to review relevant materials to establish a context for the final project approach and work plan for the GA Airports Master Plan Updates. The final scope of work (or "work plan") would be derived from a more in-depth understanding of the overall Authority goals and priorities for its airport system as a whole, and for its GA Airports individually.

The Study Design process would also include, in close collaboration with Authority staff, defining public/agency/stakeholder participation and the outreach plan for the project. The Ricondo Team would identify the appropriate parties/individuals to be part of the public, agency, and stakeholder groups; define the type of involvement desired for each group, the frequency of meetings/briefings to be held with each group, meeting logistics (format and general location), and communication channels; and identify other forms of outreach that should be considered throughout the project to keep these groups engaged and informed.

Task 1A: Inventory of Existing Conditions (including formal project kickoff meeting)

In developing the inventory of facilities and data collection, the Ricondo Team would seek to maximize the use of existing sources of information. The planimetric data and aerial photogrammetry would serve as valuable tools to partially confirm the accuracy of previously documented facility inventories and as-built/record drawings from completed construction projects. In addition, staff from Ricondo's Miami office and from American Infrastructure Development (located in the Tampa Bay area) would dedicate 1-to-2 days per airport to verify existing conditions. If approved by the Authority, tenant surveys may also be conducted in concert with the field observations to verify the adequacy of existing facilities and identify any operational deficiencies or lack of facilities made known by airport tenants and users. As necessary,

The data gathering phase of master planning projects can be labor intensive. We would select an appropriate and effective platform for data management for the project and for ongoing management and reporting.

aircraft counts (for use in preparing the airport activity forecasts) and vehicular traffic counts (for use in the roadway demand/capacity analysis and the ground access analyses) would be collected in accordance with applicable statistical data sampling methodologies. This task is important in not only establishing the baseline conditions for each airport, but also in identifying facility interrelationships or facility planning ratios that may be unique to each airport.

A formal kickoff meeting for the project would also be conducted as part of this task. The kickoff meeting would represent the initiation of an ongoing coordination and communication process that would provide an opportunity for the exchange of information and feedback into the master planning process throughout its duration.

Lastly, the boundary surveys for the GA Airports, which would be needed to support the development of the Airport Layout Plans and the property maps later in the planning process, would be initiated.

Task 1B: Identify New or Emerging Trends and Technologies

While this task is generally about reviewing aircraft utilization, operational patterns, and technology systems in place today and that may continue, or change, in the future, it is also worthwhile to review how the aviation industry as a whole, and the general aviation sector in particular, have changed in recent years, or an anticipated to further evolve over time. The impacts on fleet types would affect the level of activity anticipated at each of the GA Airports in the future, and the type of facility investments needed to support demand at each airport. Similarly, the cost of fuel and potential use of alternate aircraft fuels will affect the activity forecasts. Furthermore, the adoption of sustainable design and management practices affects the life cycle costs of airport facilities and assets. Thus, these and, potentially, other additional factors that may influence not only the aviation industry, but also the general aviation sector in the Tampa Bay region, would be discussed during the Study Design task and included within the overall approach and work plan for this project.

Ricondo has, within the past 5-10 years, analyzed emerging GA operating patterns and emerging technologies for the Miami-Dade Aviation Department and the Lee County Port Authority as part of strategic visioning and planning for their GA airports. Master planning for airports involves envisioning and considering multiple future scenarios and conditions to outline effective strategies to respond to such conditions. Such response strategies should be included in the GA Airports Master Plan Updates.

Task 1C: Public/Agency/Stakeholder Participation and Outreach

Simply stated, the outreach and briefings program should:

- Include all affected and interested parties and stakeholders
- Be informative and multidirectional in communications
- Be frequent (as needed to keep the parties up-to-date and as key project milestones are reached)
- Be easy to participate in
- Address feedback (even if the answer is, “we considered your input, but here are some reasons why we cannot implement your suggestions”)

Quite often, the best ideas are not generated by one individual, but are created as a result of group discussions, a collaborative effort by multiple individuals, or by creating a hybrid solution from two or more different ideas that, by themselves, were not considered optimal.

Task 2: Aviation Activity Forecasts

Ricondo typically uses three FAA-accepted methodologies to derive alternative aviation activity forecasts. For this project, the first method would involve a market share approach using historical relationships between GA activity in Hillsborough County and the Tampa Bay region relative to total GA activity in the United States. One disadvantage of this method is that the historical relationship of County activity to total U.S. activity is assumed to continue throughout the planning period, which may not be the case. In addition, this method fails to recognize local trends and factors that influence aviation activity in the airports' catchment areas. The second forecasting method of forecasting would involve a trend analysis using historical activity at the GA Airports. This method closely resembles that used by the FAA in deriving terminal area forecasts for airports throughout the country. Once again, the underlying assumption is that growth patterns historically experienced at the airports would continue into the future. The third method involves regression analyses using one or more socioeconomic variables (e.g., population growth, personal income per capita, household income, employment, number of households) in addition to aviation-related factors, such as fuel costs. A potential disadvantage of this method is that a good historical correlation may not exist between these socioeconomic factors and the region's general aviation activity.

The forecasting process for these Master Plan Updates would include consideration of the overall general aviation demand within the Tampa Bay region, and the share of this demand captured by the Authority's GA Airports and TPA, versus is the demand leaked to other airports. The demand created by each of the three GA Airports simply because of its location and its unique benefits/ advantages compared to other airports in the region would be assessed.

In addition to the aviation activity forecasts, Ricondo would prepare alternate activity projections to represent certain "what if" scenarios. Ricondo refers to these alternate projections as demand scenarios. Demand scenarios are used to define activity levels and characteristics that may materialize under different conditions. These different conditions would reflect not only the passage of time, but also the dynamic nature of the aviation industry and the uncertainties inherent in forecasting aviation activity at airports.

The use of demand scenarios in addition to aviation activity forecasts is effective in instances when airport management wishes to examine an expanded or alternate role for one of its airports, analyze alternate sources of demand at an airport, further analyze the effects of emerging general aviation activity or technology trends relative to demand patterns, or model a change in the distribution of existing activities at the airport.

Task 3A: Market Assessment

A market assessment of relevant uses helps identify preliminary highest-and-best-use opportunities for the identified parcels at each of the GA Airports. Using market analytics and Ricondo’s in-house real estate expertise, we would assess the supportability of specific uses within the airport submarket and trade area based on readily available data, identify potential uses for designated parcels, and assign priority, based on general market timelines and Authority feedback, as to when specific sites might be available for economic development and revenue generation.

If desired by the Authority and supported by the project budget, the work plan may also include a market analysis to further define, on a site-by-site basis, the scale and timing of specific development projects (e.g., commercial, light industrial/flex space) to support implementation planning in terms of size, rental rates, absorption schedule, quality, potential tenants, infrastructure, access, and developer requirements. This more detailed market analysis would provide necessary information for the development of financial *pro forma*s for the residual properties to reflect anticipated revenues, costs, cash flow, and net present value of identified development opportunities.

Ricondo has prepared collateral development and land use plans for airports throughout the United States and internationally aimed at identifying the highest and best commercial, retail, industrial, or recreational uses for excess or underused airport property. As airport planners, we understand the importance of first identifying airport property that should be preserved for aeronautical uses or that is subject to FAA height or safety restrictions, noise restrictions, and FAA grant assurances. Once these constraints are defined, our land use planning experts can help identify and evaluate excess property that may present opportunities for non-aeronautical development and airport financial sustainability.

Task 3B: Real Estate/Land Use Planning

After performing the market assessment and preliminarily identifying optimal development uses based on market conditions and each parcel’s physical characteristics, intrinsic site opportunities and constraints would be identified. Key factors to be considered in this assessment of highest-and-best-use development opportunities would include, but not be limited to, the following:

- Designation of land parcels by aviation (with airside access), aviation-support (not requiring airfield access), and airport revenue-producing (commercial, retail, other) categories
- Evaluation of market dynamics in the Tampa Bay area
- Tampa Bay’s regional context relative to population, employment, economic generators, etc.
- Adjacent development square footage by use within the relevant area
- Key adjacent economic anchors (e.g., regional malls, sports venues, significant office concentrations)
- Prevailing land use intensities and densities
- Other key attributes contributing to the prevailing development pattern and success or lack of success in the market

Tasks 4 and 5: Demand/Capacity and Facility Requirements Analyses

The demand/capacity analysis and the facility requirements analysis would be based on a thorough understanding of the operating characteristics at each airport, the efficiency of existing facilities, and existing or target level of service thresholds established by the Authority or airport users. In general, the definition of capacity for each facility at an airport includes an acceptable level of delay and the minimum level of service acceptable to airport management. As such, the definition of capacity by facility type is unique to each airport.

In addition to each airport's unique capacity thresholds, the demand/capacity analysis needs to consider existing use patterns for airport facilities and identify potential enhancements to these use patterns as part of the analysis of facility requirements.

Sustainable airports today are typically characterized by aeronautical and non-aeronautical tenants and revenues. However, airport master planning must first ensure that the long-term facilities and infrastructure needed to serve the airport's primary function – as an air transportation center – are planned for.

Task 6 and 9: Formulate and Refine Near-Term and Long-Term Airport Improvement Plans

The identification of development alternatives should originate with an "unconstrained" look at potential expansion opportunities for improving or enhancing airport facilities consistent with the results of the demand/capacity and facility requirements analyses. This initial step should serve to identify a portfolio of development strategies for the various airport facilities in a manner that is responsive to the technical requirements identified through prior planning tasks.

Once the portfolios of alternatives is established, a screening or evaluation process can be undertaken to assess each alternative in relation to an established set of criteria involving factors such as financial feasibility, operational efficiency, incremental demand capabilities, community impacts, environmental considerations, ground access characteristics, political considerations, and other impacts, effects, or physical characteristics. Through this process, a feasible/desirable development plan would be identified based on operational, environmental, political, social, and economic/financial considerations without circumventing the unconstrained identification of viable solutions to the technical requirements established through the master planning process.

A key goal of airport master planning is to create a roadmap for supporting incremental, demand-driven (aeronautical and non-aeronautical) development that has been defined in sufficient detail and cohesively assembled within a plan or program that avoids or minimizes throw away investments.

Task 7: Identification and Assessment of Other Airport Enhancements

Typically, other airport enhancements are undertaken that are not direct contributors to capacity expansion, but rather address improvements that help realize better operating efficiency or provide operational flexibility. There may also be airport enhancements that improve access and visibility for existing or proposed facilities. Some airport enhancements also include investments in infrastructure that, in and of themselves, have little or no direct benefits or a return on investment, but help support subsequent revenue-generating development. Lastly, land acquisition investments or maintenance-related projects can result in, or contribute to, other valuable airport enhancements. This task would also include incorporation of some or all of the analytical and land use planning results determined under Task 3. The output of Tasks 6 and 7 collectively would help frame the completed Capital Improvement Program (CIP) for each of the GA Airports.

Airport needs, and thus, airport capital improvement programs are not simply capacity projects. They also include operational enhancements, maintenance and modernization initiatives, infrastructure investments, and other revenue-generating developments that may be indirectly related to aviation, or unrelated to aviation altogether.

Task 8: Ground Access and Infrastructure Analyses

This task builds on Tasks 5, 6, and 7 to further evaluate airport ingress and egress, on-airport ground circulation, tenant facility access, and wayfinding. This analysis would be conducted for each of the three airports, their existing facilities, plus other planned improvements considered for implementation within the next 5 years. In addition, the analysis would be repeated after the proposed capacity and other airport enhancements are defined and phased for implementation to ensure that ground access and circulation are preserved not only for the 20-year plan, but also for the interim years as development associated with the CIP for each airport is undertaken.

Quite often, ground access and landside facilities are not given due diligence, or evaluated as thoroughly as other airport systems during the master planning process. Yet, investments in ground access construction or rehabilitation represent a significant share of an airport’s CIP. Failing to direct adequate attention and capital resources to ground access systems can also result in detrimental effects on facility-use optimization and revenue generation.

Task 10 and 12: Implementation Plans for Future Improvements and Capital Improvement Program

A key output of this master planning process would be an update of the CIP for each of the GA Airports to reflect present and future needs relative to facility and infrastructure preservation/ renovation/modernization, capacity enhancements for existing airport assets (including ground access systems), and capital investments needed to support or nurture growth in non-aeronautical revenues. The updated CIPs would outline, in priority form, the various projects anticipated to be undertaken by the Authority on an annual basis for the next 10-year or 20-year horizon. The CIP’s would represent projects that would be phased over time to optimally balance: (1) airport facility or infrastructure needs; (2) the ability to maximize the receipt and use of federal and State funds, and (3) preservation or improvements to each airport’s cost competitive rate structure.

The focus of this task would be on identifying near-term and long-term facility development sequences that could be implemented so as to balance each airport’s demand growth and facility needs with the Authority’s financial commitments and investment/funding (FAA and FDOT) capabilities.

Given the uncertainties inherent in any airport operation and the dynamic nature of the aviation industry, there would be a need to supplement the Master Plan Update recommendations and the updated CIPs with management tools that the Authority could easily apply to the preferred development plan to alter or amend the plan as conditions change. These tools include demand triggers and indicators and a financial plan (or a broader business plan) that correlates the various demand scenario patterns with the most appropriate development strategy or implementation action.

Task 11: Exhibit “A” Airport Property Maps

Using the most current Airport Property Maps, data available from the Authority’s Properties Division, and additional title searches conducted by the Paramount Title Corporation, the Airport Property Maps for the GA Airports would be updated in accordance with FAA Order 5190.6B, *Airport Compliance Manual*, and AC 150/5100-17, *Property Map Checklist*, and other more recent FAA published guidelines (e.g. Standard Operating Procedures). Each Property Map would contain a graphic depiction of the Authority-owned parcels and would cross reference the individual parcels depicted on the Property Map to tabular data summarizing the size of the parcel (in acres), the Official Record Book (ORB) Reference and the date of record, form of acquisition, and the sources of funds (FAA, local, other) used to acquire the property.

Ricondo has extensive experience developing Exhibit “A” Property Maps; within the past ten (10) years, Ricondo has completed Exhibit “A” Property Map sets for Opa-locka Executive, Kendall-Tamiami Executive, Jacksonville International, Boca Raton, and Miami International Airports.

Task 13: Business Plans

In conjunction with the CIP for each of the three GA Airports, a Business Plan would be developed for each airport to provide the Authority with a realistic, implementable plan for undertaking the capital projects and other airport facility or revenue enhancement opportunities identified in the Master Plan Updates in a manner that provides financial sustainability for the GA Airports. More than describing potential funding sources for each capital project, this Business Plan would identify specific actions for the Authority to undertake as it implements each capital project or other airport enhancements, thereby providing a detailed strategy to help manage each airport's limited financial resources, maximize funding from available funding sources, and achieve financial self-sufficiency. In addition to quantifying the impacts associated with the capital program, the Business Plan would also include a review of existing revenue sources at each airport, as well as potential revenue sources to enhance and improve the overall financial performance of each airport.

As the Authority's airport consultant, Ricondo is uniquely qualified to address this element of the Master Plan Updates in a manner that is compatible and consistent with the financial strategies and investment plans in place, or planned, by the Authority for its collective airport system. In preparing these Business Plans, Ricondo would also use, as a reference document, the recently published ACRP "Report 77: Guidebook for Developing General Aviation Airport Business Plans."

The Business Plan would include a financial plan for undertaking the proposed CIPs. Each proposed capital program would be analyzed, by applicable cost center, to determine the financial impacts resulting from implementing specific projects. Where applicable, adjustments to operation and maintenance expenses, as well as to nonairline revenues, would also be considered. Typically, financial plans completed as part of master plans only establish the funding eligibility of projects recommended through the master planning analyses. The financial plan typically does not provide a roadmap that feasibly and effectively allows for the implementation of facilities commensurate with their associated demand triggers. In addition, a typical master plan financial plan does not take into consideration realistic funding levels from federal and state sources to allow for the prioritizing and phasing of facility development in a manner that is responsive to emerging demand patterns, yet sensitive to the airport operator's financial capabilities. For the Authority, these financial capabilities are greatly influenced by its funding commitments for improvements at TPA. Therefore, the financial plans for the three GA Airports would be influenced by the revenue and expense components directly attributable to each airport, as well as the Authority's financial commitments to the airport system as a whole, inclusive of TPA.

Task 14: Environmental Considerations

To comply with the environmental requirements prescribed in FAA AC 150/5070-6B, *Airport Master Plans*, existing environmental conditions would be analyzed using documentation and data available from the Authority to identify impacts to key environmental categories (e.g., wetlands, threatened and endangered species and habitat assessment [ecology], air and water quality, hazardous waste) as the result of implementing the proposed CIPs and other airport enhancements recommended through the Master Plan Updates. A checklist would be developed for each airport, outlining key environmental issues that need to be reviewed/assessed prior to implementation of the CIP and other future Master Plan Update recommendations.

National Environmental Policy Act (NEPA) compliance screening and implementation planning considerations need to be included in the master planning process to test the viability and financial feasibility of future facility development and airport improvements as configured and proposed through the other master planning tasks.

Task 15: Airport Layout Plans Packages

The Airport Layout Plans (ALPs) and the accompanying drawing sets represent the official review document that is ultimately approved by the FAA following the master planning process. The ALP serves as a critical planning tool that depicts both existing facilities and planned development at an airport. By definition, the ALP is a plan for a specific airport that shows: (1) Boundaries and proposed additions to all areas owned or controlled by the sponsor for airport purposes; (2) The location and nature of existing and proposed airport facilities and structures; and (3) The location on the airport of existing and proposed non-aviation areas and improvements thereon.

With the rapid advance of geographic information systems (GIS), the future of ALPs will soon be in electronic format, the eALP – a format that has already been adopted by the Authority for the Tampa Executive Airport and Tampa International Airport ALPs. The FAA's current reliance on paper copy ALP sets has limitations that generate discrepancies and errors. The eALP is a readily available web-based application within the Airports GIS (AGIS) that uses updated, precise airport data to dynamically generate eALPs.

Ricondo has established a reputation with the FAA for preparing detailed, accurate, and easy to understand/interpret ALPs for both commercial service airports and corporate and general aviation airports such as Boca Raton, Miami Executive, Opa-locka Executive, and Homestead General Aviation Airports.

Task 16: Final Documentation

Airport Master Plans are living documents. The aviation industry and local communities are dynamic in nature. Therefore, the best master plans are those that facilitate adaptation over time and provide the flexibility needed by airport management to adjust or amend recommendations included in master plans over time. The final documents issued at the conclusion of the master planning process should be thorough and articulate in the enunciation of master planning goals, key assumptions, technical and analytical methodologies, findings, considerations and alternatives, and ultimate recommendations. In addition, these documents should be easy to follow and understand, and conducive to serving as a day-to-day management tool.

COORDINATION, DATA DEVELOPMENT AND COLLABORATION WITH LOCAL AGENCY AND MPO STAFF FOR CONSISTENCY OF AIRPORT MASTER PLAN, LOCAL COMPREHENSIVE PLAN AND MPO PLAN

The Airport Master Plan is required to be coordinated with local agency plans, ideally with the same planning horizon (2045) to ensure consistency. The Airport Master Plan prepared for the same horizon year as the local plan should be included in the Transportation Element with a summary of the plan goals, recommendations, benefits and other essential elements requiring consistency. Typically, the adopted ALP is also included. Collaboration with local agency and Metropolitan Planning Organization (MPO) staff can ensure the Airports Goal are supported by the agency Policy Plan in addition to helping the airport define elements of the plan requiring specific data input. Plan Elements potentially requiring specific data include the following:

- Transportation Element – Summary of Master Plan Goals, Proposed Aviation and Non-Aviation Development, Recommendations, Economic Benefits, ALP and other essential Elements requiring consistency. This may also include a concise summary of the Airports trip generation characteristics; regional intermodal access needs to link the Airport with the State Highway System; and the economic value created for inclusion in local and MPO Plans.
- Land Use Element – The long-term value of the Airport is enhanced by ensuring compatible surrounding development in compliance with Florida Statutes. The ALP and related air navigation surfaces should become an overlay exhibit on the future land-use plan. Data supporting compatible land-use zones and height restrictions should then thru a collaborative effort with local staff be included in the adopted zoning and Land Development Code (LDE). FDOT provides model zoning ordinances to assist airports and local government agencies prepare codes.

1.5 CUPPS/SUPPS MASTER PLAN UPDATE FOR TAMPA INTERNATIONAL AIRPORT

In 2013, the Hillsborough County Aviation Authority (Authority) completed their first Common Use/Shared Use Feasibility Study and Implementation Master Plan which was conducted in parallel with the 2012 Airport Master Plan. The goal of this CUPPS/SUPPS Master Plan was to provide the Authority with a roadmap/strategy for moving forward with designing, procuring and ultimately implementing a Common/Shared Use Passenger Processing System at Tampa International Airport (TPA). One of the key recommendations of the Master Plan was to implement the system in a phased approach. Two short term phases and four future “steps” were recommended to provide a structured approach to support the immediate needs of the international gates and associated ticket counter areas. Since the completion of the Master Plan, the Airport has completed a phased implementation of Common/Shared Use Passenger Processing, a summary of which is as follows:

- Phase 1 of C/SUPPS was completed in June 2015, with the first airline successfully utilizing the system in that month. Phase 1 of the CUPPS/SUPPS project included 36 check-in (ticket) counter positions and 10 gates (refer to Exhibit A for gate and ticket counter locations). At the end of Phase 1, twelve airlines were configured to utilize the C/SUPPS system which included Edelweiss, COPA, WestJet, Cayman, British Airways, American, Sun Country, Frontier, Lufthansa, Jet Blue, Alaska and United.
- Phase 2 of C/SUPPS was completed in December 2016 and expanded the C/SUPPS environment to an additional 28 check-in counter positions and 15 additional gates (refer to Exhibit B for additional information). It also included the implementation of a resource management system (RMS) at the airport. The RMS was implemented to enable the Operations Department to manage, track and keep statistics/usage of the all the shared use ticket counters, gates, hard stand positions and any other resources utilized by the airlines. Air Canada, Southwest, Delta and Spirit were also added to the C/SUPPS system as part of Phase 2.
- Following Phases 1 and 2, Common Use Self Service (CUSS) was implemented as part of the ConRAC project with completion occurring in February 2018. As part of this project, nine (9) free standing CUSS kiosks were installed at the ConRAC providing the capability to print both boarding passes and bag tags remotely. In addition, eight (8) C/SUPPS check-in counter positions were installed to assist passengers with the self-bag drop procedures as well as overall airline customer service. Only a portion of the airlines operating on the C/SUPPS platform have implemented CUSS at this time.

To meet the changing needs of TPA and stay current with the evolving technologies associated with passenger processing and common use, an update to the current C/SUPPS Master Plan is periodically required. It is the intent that such an update, provided as part of this scope of work, will provide a roadmap for continued implementation of C/SUPPS and CUSS at TPA in the subsequent 3 to 5-year horizon. The update will include recommendations for additional C/SUPPS check-in counters, gate positions and supporting infrastructure along with the recommendations for phased implementation. It will also address changes in processes, procedures, policies, and the facility at TPA (i.e., the checked baggage system enhancements and the Main Terminal Redevelopment Program and future Airside D). An analysis of RMS will be conducted to determine if there are any opportunities for enhancements or expansion and address the potential integration of PROPworks, flight information or other systems with the airport operational database platform. Finally, the Master Plan Update will review opportunities to rollout CUSS and self-bag drop in the main terminal and potentially other facilities (i.e. parking garage, curbside, others). A business analysis review will be performed as part of this scope of work to relook at options for cost recovery and charging methodologies.

The scope of work for this project includes the following tasks:

TASK 1: PROJECT ADMINISTRATION

- 1.1 Project Administration** - Project administration by Ricondo will consist of continuous guidance of the project planning conducted by a specialty subconsultant that would be engaged for this task. All significant project decisions will be coordinated through Ricondo so that constant knowledge and understanding of the general planning decisions can be conveyed by Ricondo to the Authority. Ricondo will attend all project planning and review meetings and will provide written and verbal comments, as necessary, to JWG. Administration services will consist of internal corporate required tasks, telephone calls, e-mails, meetings, memorandums, invoice preparation and processing and other necessary correspondence and documentation with Ricondo, the Authority and others related to the project.
- 1.2 Project Quality Control Review** - Ricondo will develop a quality control plan for the project which will be submitted to the Authority prior to the start of the project. Ricondo will conduct independent reviews of all submittals in accordance with the plan and will provide written comments either in the form of marked-up documentation and/or a listing of comments to the specialty subconsultant for their consideration for incorporation prior to the formal submittal to the Authority.
- 1.3 Project Meetings** – number and frequency to be determined during formal scoping with the Authority.

TASK 2: COMMON USE MASTER PLAN UPDATE (BY SPECIALTY SUBCONSULTANT)

- 2.1 Project Kick-Off Meeting** – Attend one project kick-off meeting with the Authority to review project goals and schedule and will provide written minutes of the meeting and distribute to all attendees.
- 2.2 Field Site Visit** – Conduct a comprehensive field site investigation/walk-through to gain an enhanced understanding of the existing conditions and physical site conditions/constraints. The site visit will include review of all levels of the Main Terminal, Airsides and ConRAC to gain an understanding of the existing conditions within the facility. The site visit will also include review of existing passenger processing systems and specific communication rooms which are sufficient to make valid recommendations regarding future expansion of the system. The field site visit will be conducted on the same trip as the kick-off meeting.
- 2.3 Stakeholder Interviews and Data Collection** – Conduct key stakeholder interviews with HCAA staff and management to understand the goals and objectives, vision and desires of the future of share use and self-service passenger processing at TPA. It is anticipated that those stakeholders will include at a minimum Operations, Information Technology, Maintenance, Planning & Development, Real Estate, Finance and Air Service development. These interviews will include the gathering and documenting of any new requirements of the AirIT system which includes SUPPS, CUSS, RMS, AODB, FIDS and PROPworks. As part of these interviews, future technology trends and advancements will be reviewed and discussed with participants to help develop the roadmap for passenger processing at TPA.
- 2.4 Passenger Processing Requirements Analysis** – Based on stakeholder interviews, the field site visit, data collection and future technology advancement discussions, an analysis of the current as-is state and existing conditions will be presented in PowerPoint at one of the in-progress coordination meetings. The presentation will also identify preliminary areas for potential improvements, passenger processing system future logic diagrams, a review of processes and procedures around the support model and service requests will also be analyzed. This task also includes presenting any areas of concern or risk with the current system, documenting the business and technical requirements of the future system and securing buy-in on the desired future state and roadmap/direction of the C/SUPPS platform.

- 2.5 GAP Analysis and Recommendations** – Conduct a gap analysis between the current as-is state of the passenger processing and C/SUPPS system and the desired future state for the passenger processing and self-service systems. Based on the GAP analysis and findings, the Consultant will make recommendations for potentially new technologies (such as biometrics, self-bag drop, etc.) as well as new areas for C/SUPPS implementation and additional system functionality enhancements (example RMS) and/or system integrations with current AirlT products used at HCAA and other third-party systems. Anticipated benefits from the recommendations will be identified and documented in the interim report. Rough order magnitude of cost estimates for each of the recommendations will also be provided.
- 2.6 Business Analysis** – Conduct a review with HCAA future cost recovery and charging methodology options for the use of C/SUPPS and CUSS. The cost components to be recovered will be identified (e.g. base system costs, incremental peripheral costs, custom peripheral costs, regular scheduled usage, irregular and/or emergency usage, and operational and maintenance costs including third party support), and a cost recovery workshop with HCAA will be conducted to discuss and present alternatives. These alternative methodologies could include direct charge to the airlines utilizing the equipment on a per use basis, direct charge to the airlines utilizing the equipment on an embedded rate basis (e.g. incorporated into lease agreement rates), and direct charge to all airlines, whether using exclusive use or shared use equipment on an embedded rate basis. The results of the workshop discussions and outcome will be documented in the Draft Master Plan Update document.
- 2.7 In-Progress Coordination Meetings** – number and frequency to be determined during formal scoping with the Authority.
- 2.8 Draft Master Plan Update** – Prepare a Draft Master Plan Update and Roadmap which will be submitted to the Authority for review. The document is envisioned to consist of narrative supplemented with exhibits/sketches as necessary to convey the intent to the Authority and clearly define any passenger processing and C/SUPPS recommendations, ROM costing and phasing. The Draft Master Plan Update will be provided to the Authority electronically in PDF format for review and comment.
- 2.9 Draft Master Plan Update Review Meeting** – Attend one (1) review meeting at the Airport to review the Draft Master Plan Update with the Authority. The Consultant will be prepared to fully discuss each element of the draft in order to make the necessary revisions and updates for the final plan. Written minutes of the meeting will be prepared and distributed to all attendees.
- 2.10 Final Master Plan Update** – Address/incorporate comments received from the Authority into a Final Master Plan Update. The document will be provided to the Authority electronically in PDF format.

1.6 TRAFFIC ANALYSIS AND TRANSPORTATION PLANNING (INCLUDING SIMULATION MODELING) FOR TAMPA INTERNATIONAL AIRPORT

The following general surface transportation data collection and analysis tasks will be performed by AECOM as part of the Master Plan Update contract (subconsultant to Ricondo). Estimates of units, duration, and labor contained herein may vary as a result of the specific assignments received.

TASK 1: TRAFFIC COUNTS WITH TUBE AND TRADITIONAL MACHINE COUNTERS

The Ricondo Team will conduct traffic counts with machine counters and tubes. For budgeting purposes, up to twenty locations for forty (weeks) are estimated to be completed for each traffic study undertaken.

TASK 2: MANUAL TURNING MOVEMENT COUNTS

The Ricondo Team will conduct manual turning movement counts, AM and PM, two staff per count.

TASK 3: TRAFFIC DATA COLLECTION USING VIDEO CAMERAS FROM MIOVISION

The Ricondo Team will conduct traffic counts for up to 40 locations along HCAA surface transportation network. Camera data is obtained and submitted to Miovision, who processes it and provides data summaries.

TASK 4: PREPARE TRAFFIC PROJECTIONS

The Ricondo Team will develop traffic projections for HCAA surface transportation facilities using the traffic data collected, along with enplanement forecasts or development programs.

TASK 5: MISCELLANEOUS TRAFFIC ANALYSIS (VISSIM AND SYNCHRO)

Using the data and the traffic distribution and assignments from previous tasks, the Ricondo Team will perform analyses of surface transportation components in HCAA airports. Analysis may include Vissim three-dimensional microsimulation, Synchro or HCS analysis, as well as spreadsheet-based level of service calculations for roadway segments, ramps, parking facilities, toll plazas, curbside roadways and intersections (unsignalized and signalized).

TASK 6: PREPARE TRAFFIC MEMORANDA

This task will include the preparation of traffic technical memoranda or traffic data summaries of the data and analysis collected in any of the previous tasks.

TASK 7: MEETINGS AND COORDINATION

For budgeting purposes, the Ricondo Team will be available for up to sixteen (16) meetings or presentations in support of the analysis associated with each traffic study or transportation planning task.

1.7 ACI AIRPORT CARBON ACCREDITATION SUPPORT FOR TAMPA INTERNATIONAL AIRPORT

The services proposed below would also be provided by AECOM, serving as a member of the Ricondo Team, and will allow for the HCAA's work and requirements under the Airport Carbon Accreditation (ACA) program to be maintained, managed, and verified, including ongoing carbon management consulting support. HCAA's airports, as referenced below, include both Tampa International Airport (TPA) and its three general aviation airports. Services to be provided under this task will include ongoing support up to, and potentially including HCAA's airports to pursue ACA Level 3 or ACA Level 3+ work. Work encompasses, but may not be limited to, the activities listed below:

- **Data collection for greenhouse gas (GHG) emission sources identified at HCAA's airports.** This process will be carried on through collaboration with HCAA staff and external data owners as needed.
- **GHG inventory development.** Calculation for Scope 1, 2, & 3 GHG emissions will be performed to determine the footprint of the airport(s). The inventory and related carbon footprint report will be developed in alignment with ACA guidelines and will include appropriate sources based on the level of certification HCAA will be aiming for its airports.
- **Review, update or development of other documents and plans required by ACA or ongoing carbon management planning with HCAA.** The Carbon Management Plan (required for ACA Level 2 and higher) and Stakeholder Engagement Plan (required for ACA Level 3 and higher) will be the primary documents required but other planning documents may also be needed to support HCAA's ongoing carbon management efforts.
- **Support during the verification audit.** This will include working with the third-party verifier to provide documentation, answer questions and ensure that all requirements are met to allow HCAA airports to be verified at the desired ACA Level.
- **Development of carbon offsetting strategy.** This effort, developed for HCAA's airports to achieve ACA Level 3+ certification, may include activities including analysis of carbon offsets available on the market, development of carbon offset purchasing specifications for the Authority, and support in the development of an offset portfolio aligned with the HCAA's strategy and budget.
- **Support during the ACA application process.** This activity will be completed through the development of content for the online ACA application and by facilitating interaction with the ACA program administrator.

1.8 AIRPORT SIGNAGE GUIDELINES MANUAL UPDATE

The Aviation Authority wishes to undertake an update to its Airport Signage Guidelines Manual. Generally, airport signage comprises a wide range of informational or directional units that are dispersed throughout the airport campus. Signs are commonly located throughout the airfield to provide guidance for pilots relative to runway, taxiway, and aircraft ramp locations. They can also compliment pavement markings and be mounted on the exterior of the airside buildings to help provide gate designations.

Inside the Airsides and the Main Terminal Building, signage and other forms or wayfinding systems are integral to the customer experience and help facilitate the movement of passengers and ease of finding points of destination or areas of interest for airport customers. Similarly, a separate and distinct system of signs are located throughout TPA's landside and ground access network.

The scope for this task will be further discussed with HCAA management as part of a scoping meeting, to better understand which elements of the Airport Signage Guidelines Manual need to be updated, and the extent of the product research and wayfinding (including passenger, vehicular, and aircraft movements) analysis that may be needed.

Preliminarily (to be discussed and revised as necessary or desired during the scoping meeting), the Ricondo Team may undertake the following subtasks for purposes of obtaining information to be used in the update to the Airport Signage Guidelines Manual Update:

1. **ERGONOMIC SIGN ASSESSMENT:** The Ricondo Team will utilize the inventory the existing terminal areas (Main Terminal Building and Airsides) to assess the existing wayfinding and signage elements with respect to color and lighting; conciseness, comprehension, legibility and location. The Consultant shall perform this assessment based on its expertise and prior experience with the planning or design of airport terminal wayfinding and signage systems. The assessment will be conducted taking the point of view from five different categories of users to be defined jointly with the HCAA.
2. **BENCHMARKING:** The Ricondo Team shall perform (or provide) benchmarking to identify and present examples of effective wayfinding and signage program or systems deployed at airports in the U.S. The benchmarked examples shall be based on the Team's expertise in this area, and/or recently (defined as: within the past two years) published customer satisfaction surveys or ratings that are specifically attributed to the customer's/passenger's experience at the benchmarked airport relative to wayfinding and or signage.
3. **WAYFINDING AND SIGNAGE STRATEGY:** The Ricondo Team shall collaborate with the HCAA to develop a wayfinding philosophy or general customer travel facilitation objectives to guide development of individual elements of the terminal area wayfinding and signage system. In general, the strategy will develop philosophies for naming conventions, use of symbols, color, typefaces or dynamic elements, message hierarchy and layout, sign type hierarchy, reference image development, sign placement or locations, flexibility needs and sign structure, size, and shape; all of which will help begin the development of a platform or system for adapting sign vocabulary terminal area condition variables. The wayfinding strategy will at a minimum address the following:
 - paths of travel to define a wayfinding organization, and codify the philosophy for the location of signs
 - list of approved sign messages (destinations, adjacencies, etc.) including code and required regulatory and information signs

- criteria for which messages are included on a sign and in what hierarchy
- sign hierarchy recognizing that wayfinding information should take priority over other types of visual information such as advertising and retail, marketing, artwork, and other physical landmarks so that they do not adversely affect the passenger wayfinding experience
- function(s) of sign: directional, identification, retail, regulation, etc.
- type of sign: post-and-panel, pylons, monuments, blade signs, stanchions, kiosks, other.
- sign mounting: existing architectural, need for new structure, building, landscape, etc.
- use of dynamic and static systems
- multi-lingual applications

Lastly, recognizing that wayfinding information should take priority over other types of visual information such as advertising and retail, marketing, artwork, and other physical landmarks so that they do not adversely affect the passenger wayfinding experience, a recommended philosophy for creating specific information zones should be identified in close coordination with HCAA executive management.

4. **TERMINAL AREA WAYFINDING AND SIGNAGE IMPROVEMENT PLAN:** The Ricondo Team shall develop alternative concepts to improve existing wayfinding and signage system deficiencies identified by the Team’s Ergonomic Sign Assessment. Alternative concepts and rough order magnitude costs estimates for each alternative shall be evaluated jointly with the HCAA and a preferred concept selected by the HCAA/Board. The Ricondo Team shall refine and document the preferred concept into a Terminal Area Wayfinding and Signage Improvement Plan (Plan) along with a rough-order-of-magnitude (ROM) cost estimate for the Plan. The Plan shall provide:
 - Signage element location and mounting layouts
 - Sign design schedule describing: sign type; face and message design
 - Sign material, fabrication and installation guidance
5. **AIRPORT SIGNAGE GUIDELINES MANUAL UPDATE:** The Ricondo Team shall update the existing Manual using information collected or developed as part of the prior subtasks. The Manual will be used as HCAA’s guidance document for the planning and design of future airport wayfinding and signage systems, either as part of a broader project or as stand-alone wayfinding and signage improvement projects. The Manual shall include, at a minimum, information addressing each of the following key attributes:
 - Continuity- a common theme or module that provides continuity in a diverse architectural environment as passengers navigate from one space to another (terminal to terminal, terminal to curb, terminal to parking, etc).
 - Connectivity - a wayfinding system that delivers the right message, at the right location, and at the right time.
 - Consistency- information that is clearly communicated to the user and in a consistent manner throughout the customer/passenger journey. This consistency is achieved through the following characteristics (and as such, need to be presented in discussion form and through technical specifications and diagrams, in the Manual): terminology and message hierarchy, visibility and legibility, typography and symbology, format and color, and placement.

6. Signage Aesthetics and Physical Features
7. The Ricondo Team shall work closely with HCAA staff throughout the process of updating the Manual in order to jointly define the appropriate format, structure, and level of detail applicable to the various wayfinding and signage systems included in the Manual.

1.9 GENERAL AIRPORT PLANNING SERVICES

The Ricondo Team may also be requested to provide any of the following professional aviation planning services (complying with federal, State and County regulatory requirements as appropriate) necessary to respond to on-call aviation planning needs required by the Aviation Authority. The generalized list of services outlined below is not intended to be all inclusive of the work that may be needed to be performed. Conditions may arise which will necessitate revisions in the types of services required.

A summary of the types of General Airport Planning Services that may be requested by the Aviation Authority under this agreement may include the following technical expertise and others as necessary:

- Project Management
- Airport Forecasting
- Financial Analysis
- Land Use and Real Estate Planning
- Cost Estimating
- Noise Modeling, Analysis, and Noise Compatibility Planning
- Sustainability Planning
- Environmental Planning and Studies (including carbon emissions, air quality, water quality, etc.)
- National Environmental Protection Act (NEPA) compliance studies
- Airfield, runway, taxiway, apron simulation modeling, analysis, planning and programming studies,
- Airfield Engineering
- Terminal and other airport facility simulation modeling, planning, and programming studies
- Transportation Planning and Simulation Modeling
 - TNC Analysis and Support
- Roadway, parking, traffic studies, and other landside/ground transportation planning and programming studies,
- Roadway Engineering
- Capital Improvement Program (CIP) analysis, development and support,
- Joint Automated Capital Improvement Program (JACIP) support,
- Airspace analysis, TERPS and Part 77, and Obstruction Evaluation/Airport Airspace Analysis (OE/AAA) support
 - UAS Analysis and Support
- Airport zoning development, analysis, and support,
- Development of planning models such as those associated with economic impact analysis and airport activity forecasting, as well as the management of planning data,
- Airport management planning support,
- Passenger Facility Charges and Grant Applications support

- Feasibility analyses, benefit-cost studies,
- Public hearing/stakeholder outreach logistics and support,
- Expert Witness and Support
- Other activities normally associated with planning at large hub commercial and general aviation airports.

The Aviation Authority will identify which, if any of these general planning services are needed and will request a formal proposal from the Ricondo Team, to be subsequently negotiated and approved via Work Order. No will be initiated without the Aviation Authority's prior written approval.



SOLICITATION 18-411-032

General Planning Consultant and Master Plan Update

RICONDO & ASSOCIATES, INC.

HOURLY RATE SHEET

Name	Job Title	Raw Rate (\$/hour)	FAR Audited Overhead (\$/hr)	Profit (\$/hour)	Hourly Billing Rate (\$/hr)	Billing Multiplier
			200.90%	10%		
Colleen E. Quinn, P.E.	Senior Vice President	\$ 125.00	\$ 251.13	\$ 37.61	\$ 375.00	¹ 3.00
James T. Jarvis	Senior Vice President	\$ 125.00	\$ 251.13	\$ 37.61	\$ 375.00	¹ 3.00
John Williams	Senior Vice President	\$ 125.00	\$ 251.13	\$ 37.61	\$ 375.00	¹ 3.00
Paul Hanly	Senior Vice President	\$ 125.00	\$ 251.13	\$ 37.61	\$ 375.00	¹ 3.00
Pete Ricondo, P.E.	Senior Vice President	\$ 125.00	\$ 251.13	\$ 37.61	\$ 375.00	¹ 3.00
R. Douglas Trezise, P.E.	Senior Vice President	\$ 125.00	\$ 251.13	\$ 37.61	\$ 375.00	¹ 3.00
Darrin McKenna	Vice President	\$ 95.67	\$ 192.20	\$ 28.79	\$ 316.66	3.31
James Branda	Vice President	\$ 95.67	\$ 192.20	\$ 28.79	\$ 316.66	3.31
Jeff Stanley	Vice President	\$ 95.67	\$ 192.20	\$ 28.79	\$ 316.66	3.31
Joseph M. Chang	Vice President	\$ 105.29	\$ 211.53	\$ 31.68	\$ 348.50	3.31
Mark Richter	Vice President	\$ 95.67	\$ 192.20	\$ 28.79	\$ 316.66	3.31
Steve Culberson	Vice President	\$ 95.67	\$ 192.20	\$ 28.79	\$ 316.66	3.31
Craig Liner	Associate Director	\$ 115.00	\$ 93.57	\$ 20.86	\$ 229.43	² 2.00
George Garcia, P.E.	Associate Director	\$ 115.00	\$ 93.57	\$ 20.86	\$ 229.43	² 2.00
Ken Bukauskas	Associate Director	\$ 125.00	\$ 101.71	\$ 22.67	\$ 249.38	² 2.00
Kevin L. Markwell	Associate Director	\$ 115.00	\$ 93.57	\$ 20.86	\$ 229.43	² 2.00
Bryan Elliott	Director	\$ 67.60	\$ 135.81	\$ 20.34	\$ 223.75	3.31
Caldwell Kerr	Director	\$ 66.59	\$ 133.78	\$ 20.04	\$ 220.41	3.31
Dave Ramacorti	Director	\$ 89.62	\$ 180.05	\$ 26.97	\$ 296.63	3.31
Dharma Thapa	Director	\$ 71.25	\$ 143.14	\$ 21.44	\$ 235.83	3.31
Evan Berg	Director	\$ 72.12	\$ 144.89	\$ 21.70	\$ 238.71	3.31
Finlay Graham	Director	\$ 90.87	\$ 182.56	\$ 27.34	\$ 300.77	3.31
Gustavo Ceballos	Director	\$ 86.06	\$ 172.89	\$ 25.90	\$ 284.85	3.31
Jake Strawn	Director	\$ 70.00	\$ 140.63	\$ 21.06	\$ 231.69	3.31
Justin Thomason	Director	\$ 71.49	\$ 143.62	\$ 21.51	\$ 236.62	3.31
Laura Holthus	Director	\$ 82.60	\$ 165.94	\$ 24.85	\$ 273.40	3.31
Lisa Hughes	Director	\$ 71.15	\$ 142.94	\$ 21.41	\$ 235.50	3.31
Lisa Reznar	Director	\$ 83.41	\$ 167.57	\$ 25.10	\$ 276.08	3.31
Michael Scott	Director	\$ 67.26	\$ 135.13	\$ 20.24	\$ 222.62	3.31
Mohammed Murad	Director	\$ 81.73	\$ 164.20	\$ 24.59	\$ 270.52	3.31
Rawley Vaughan	Director	\$ 68.27	\$ 137.15	\$ 20.54	\$ 225.97	3.31
Remy Lucette	Director	\$ 69.38	\$ 139.38	\$ 20.88	\$ 229.64	3.31
Robert Varani	Director	\$ 87.88	\$ 176.55	\$ 26.44	\$ 290.87	3.31
Scott Hyde	Director	\$ 82.84	\$ 166.43	\$ 24.93	\$ 274.19	3.31
Sebastien Carreau	Director	\$ 78.37	\$ 157.45	\$ 23.58	\$ 259.40	3.31
Steve Smith	Director	\$ 82.60	\$ 165.94	\$ 24.85	\$ 273.40	3.31
Virginia Jackson	Director	\$ 85.19	\$ 171.15	\$ 25.63	\$ 281.97	3.31
William Jensen	Director	\$ 66.59	\$ 133.78	\$ 20.04	\$ 220.41	3.31
Karen Reinstein	Graphic Designer	\$ 40.00	\$ 80.36	\$ 12.04	\$ 132.40	3.31
Aaron Lofurno	Managing Consultant	\$ 46.01	\$ 92.43	\$ 13.84	\$ 152.29	3.31
Brad Weston	Managing Consultant	\$ 59.13	\$ 118.79	\$ 17.79	\$ 195.71	3.31
Christen Suda	Managing Consultant	\$ 57.36	\$ 115.24	\$ 17.26	\$ 189.86	3.31

Notes:

1/ Sr. Vice President hourly rate capped at \$375.00/hour as consideration for Ricondo's long-standing relationship with the HCAA

2/ Assoc. Director billing multiplier is lower due to the fact that not all overhead costs apply to these employees

Name	Job Title	Raw Rate (\$/hour)	FAR Audited Overhead (\$/hr)	Profit (\$/hour)	Hourly Billing Rate (\$/hr)	Billing Multiplier
Fan Yang	Managing Consultant	\$ 56.59	\$ 113.69	\$ 17.03	\$ 187.31	3.31
Glenn Warren	Managing Consultant	\$ 63.89	\$ 128.36	\$ 19.22	\$ 211.47	3.31
Jason Apt	Managing Consultant	\$ 59.95	\$ 120.44	\$ 18.04	\$ 198.43	3.31
Jason Garman	Managing Consultant	\$ 49.09	\$ 98.62	\$ 14.77	\$ 162.48	3.31
Jim Ducar	Managing Consultant	\$ 51.83	\$ 104.13	\$ 15.60	\$ 171.55	3.31
Joshua Francosky	Managing Consultant	\$ 47.50	\$ 95.43	\$ 14.29	\$ 157.22	3.31
Joshua Jones	Managing Consultant	\$ 47.79	\$ 96.01	\$ 14.38	\$ 158.18	3.31
Keaton Aktay	Managing Consultant	\$ 45.67	\$ 91.76	\$ 13.74	\$ 151.17	3.31
Kevin Markwell	Managing Consultant	\$ 45.38	\$ 91.17	\$ 13.65	\$ 150.20	3.31
Kreg Helgoth	Managing Consultant	\$ 50.53	\$ 101.51	\$ 15.20	\$ 167.25	3.31
Larry Hilton	Managing Consultant	\$ 55.63	\$ 111.76	\$ 16.74	\$ 184.13	3.31
Luke Taylor	Managing Consultant	\$ 45.34	\$ 91.09	\$ 13.64	\$ 150.07	3.31
Max Braun	Managing Consultant	\$ 47.79	\$ 96.01	\$ 14.38	\$ 158.18	3.31
Michael Truskoski	Managing Consultant	\$ 47.50	\$ 95.43	\$ 14.29	\$ 157.22	3.31
Richard Page	Managing Consultant	\$ 56.48	\$ 113.47	\$ 16.99	\$ 186.94	3.31
Robin Brinkman	Managing Consultant	\$ 49.04	\$ 98.52	\$ 14.76	\$ 162.32	3.31
Ryan Lenda	Managing Consultant	\$ 59.13	\$ 118.79	\$ 17.79	\$ 195.71	3.31
Suzette Moore	Managing Consultant	\$ 48.65	\$ 97.74	\$ 14.64	\$ 161.03	3.31
Andrew Blusiewicz	Senior Consultant	\$ 35.38	\$ 71.08	\$ 10.65	\$ 117.10	3.31
Anthony Hoxie	Senior Consultant	\$ 35.38	\$ 71.08	\$ 10.65	\$ 117.10	3.31
Ben Capshew	Senior Consultant	\$ 37.12	\$ 74.57	\$ 11.17	\$ 122.86	3.31
Chris Daddio	Senior Consultant	\$ 32.88	\$ 66.06	\$ 9.89	\$ 108.83	3.31
Estelle Boudassou	Senior Consultant	\$ 31.73	\$ 63.75	\$ 9.55	\$ 105.02	3.31
Ethan Dunkle	Senior Consultant	\$ 38.27	\$ 76.88	\$ 11.52	\$ 126.67	3.31
Foo Pham	Senior Consultant	\$ 33.37	\$ 67.04	\$ 10.04	\$ 110.45	3.31
Jeffrey Alexander	Senior Consultant	\$ 35.05	\$ 70.42	\$ 10.55	\$ 116.01	3.31
Julie Car	Senior Consultant	\$ 43.70	\$ 87.79	\$ 13.15	\$ 144.64	3.31
Katy Kimbro	Senior Consultant	\$ 33.37	\$ 67.04	\$ 10.04	\$ 110.45	3.31
Leon Sniegowski	Senior Consultant	\$ 31.78	\$ 63.85	\$ 9.56	\$ 105.19	3.31
Luis Lopez-Blazquez	Senior Consultant	\$ 32.26	\$ 64.81	\$ 9.71	\$ 106.78	3.31
Philip Kennedy	Senior Consultant	\$ 34.38	\$ 69.07	\$ 10.34	\$ 113.79	3.31
Rachael Bauer	Senior Consultant	\$ 38.17	\$ 76.68	\$ 11.49	\$ 126.34	3.31
Vanessa Hall	Senior Consultant	\$ 35.10	\$ 70.52	\$ 10.56	\$ 116.18	3.31
Alex Chamber	Consultant	\$ 30.63	\$ 61.54	\$ 9.22	\$ 101.38	3.31
Alex Speros	Consultant	\$ 26.15	\$ 52.54	\$ 7.87	\$ 86.55	3.31
Andreas Lichliter	Consultant	\$ 30.14	\$ 60.55	\$ 9.07	\$ 99.76	3.31
Andrew Peterson	Consultant	\$ 24.03	\$ 48.28	\$ 7.23	\$ 79.54	3.31
Beatriz Cruz	Consultant	\$ 29.33	\$ 58.92	\$ 8.83	\$ 97.08	3.31
Brendan Cahill	Consultant	\$ 29.33	\$ 58.92	\$ 8.83	\$ 97.08	3.31
Chase Hanusa	Consultant	\$ 26.44	\$ 53.12	\$ 7.96	\$ 87.51	3.31
Christopher Brett	Consultant	\$ 30.00	\$ 60.27	\$ 9.03	\$ 99.30	3.31
Delaney Johnston	Consultant	\$ 24.04	\$ 48.30	\$ 7.23	\$ 79.57	3.31
Doug Lee	Consultant	\$ 27.31	\$ 54.87	\$ 8.22	\$ 90.39	3.31

Notes:

- 1/ Sr. Vice President hourly rate capped at \$375.00/hour as consideration for Ricondo's long-standing relationship with the HCAA
- 2/ Assoc. Director billing multiplier is lower due to the fact that not all overhead costs apply to these employees

Name	Job Title	Raw Rate (\$/hour)	FAR Audited Overhead (\$/hr)	Profit (\$/hour)	Hourly Billing Rate (\$/hr)	Billing Multiplier
Emma Golcher	Consultant	\$ 24.03	\$ 48.28	\$ 7.23	\$ 79.54	3.31
Franchesca Alejo	Consultant	\$ 25.00	\$ 50.23	\$ 7.52	\$ 82.75	3.31
Haseeb Mirza	Consultant	\$ 30.29	\$ 60.85	\$ 9.11	\$ 100.26	3.31
Joel Rosa	Consultant	\$ 25.00	\$ 50.23	\$ 7.52	\$ 82.75	3.31
Jose Blanco	Consultant	\$ 27.12	\$ 54.48	\$ 8.16	\$ 89.76	3.31
Katelyn Doughty	Consultant	\$ 28.08	\$ 56.41	\$ 8.45	\$ 92.94	3.31
Kendall Loy-Rhoades	Consultant	\$ 26.44	\$ 53.12	\$ 7.96	\$ 87.51	3.31
Keryse Deng	Consultant	\$ 27.31	\$ 54.87	\$ 8.22	\$ 90.39	3.31
Kristen Hubbert	Consultant	\$ 25.48	\$ 51.19	\$ 7.67	\$ 84.34	3.31
Kyle Stevens	Consultant	\$ 27.55	\$ 55.35	\$ 8.29	\$ 91.19	3.31
Lana Tollas	Consultant	\$ 25.00	\$ 50.23	\$ 7.52	\$ 82.75	3.31
Long Vo	Consultant	\$ 24.03	\$ 48.28	\$ 7.23	\$ 79.54	3.31
Madie Poon	Consultant	\$ 28.61	\$ 57.48	\$ 8.61	\$ 94.70	3.31
Michael Stewart	Consultant	\$ 28.75	\$ 57.76	\$ 8.65	\$ 95.16	3.31
Nikolaos Tsikas	Consultant	\$ 31.39	\$ 63.06	\$ 9.45	\$ 103.90	3.31
Stavros Reditis	Consultant	\$ 24.04	\$ 48.30	\$ 7.23	\$ 79.57	3.31
Yasser Omar	Consultant	\$ 23.94	\$ 48.10	\$ 7.20	\$ 79.24	3.31
Brian Notz	Creative Services Director	\$ 63.94	\$ 128.46	\$ 19.24	\$ 211.64	3.31
Teresa Glavaz	MGR - Document Production	\$ 59.38	\$ 119.29	\$ 17.87	\$ 196.54	3.31
Katie Dicola	Senior Graphic Designer	\$ 27.50	\$ 55.25	\$ 8.27	\$ 91.02	3.31
Anna Kendall	Technical Editor	\$ 34.90	\$ 70.11	\$ 10.50	\$ 115.52	3.31
Pilar Moffitt	Technical Specialist II	\$ 33.37	\$ 67.04	\$ 10.04	\$ 110.45	3.31
Jeffrey P. Fegan	Strategic Advisor	\$ 400.00	\$ -	\$ 40.00	\$ 440.00	1.10

Notes:

- 1/ Sr. Vice President hourly rate capped at \$375.00/hour as consideration for Ricondo's long-standing relationship with the HCAA
2/ Assoc. Director billing multiplier is lower due to the fact that not all overhead costs apply to these employees



SOLICITATION 18-411-032

General Planning Consultant and Master Plan Update

AECOM

HOURLY RATE SHEET

Name	Job Title	Raw Rate (\$/hour)	FAR Audited Overhead (\$/hr)	Profit (\$/hour)	Hourly Billing Rate (\$/hr)	Billing Multiplier
			143.81%	10%		
Domingo Noriega	Senior Traffic Engineer	\$ 85.33	\$ 122.71	\$ 20.80	\$ 228.85	2.68
Kevin Gu	Traffic Engineer	\$ 43.29	\$ 62.26	\$ 10.55	\$ 116.10	2.68
Ravishankar Narayanan	Traffic Engineer	\$ 33.70	\$ 48.46	\$ 8.22	\$ 90.38	2.68
Tanzina Atique	Transportation Planner	\$ 37.70	\$ 54.22	\$ 9.19	\$ 101.11	2.68
Barbara Lopez	Transportation Planner	\$ 38.79	\$ 55.78	\$ 9.46	\$ 104.03	2.68
Nahal Hakim	Transportation Planner	\$ 31.86	\$ 45.82	\$ 7.77	\$ 85.45	2.68
Robert Gisetto	Senior Technician	\$ 35.37	\$ 50.87	\$ 8.62	\$ 94.86	2.68
Daren Carriere	Sr. Project Manager	\$ 78.67	\$ 113.14	\$ 19.18	\$ 210.99	2.68
Dennis Syrja	Sr. Engineer	\$ 74.36	\$ 106.94	\$ 18.13	\$ 199.43	2.68
David Robinson	Engineer	\$ 52.78	\$ 75.90	\$ 12.87	\$ 141.55	2.68
Gary Lutes	Surveyor	\$ 48.33	\$ 69.50	\$ 11.78	\$ 129.62	2.68
Dennis Combs	Sr. Airport Engineer	\$ 69.63	\$ 100.13	\$ 16.98	\$ 186.74	2.68
Edgar Figueroa	Sr. Airport Engineer	\$ 68.26	\$ 98.16	\$ 16.64	\$ 183.07	2.68
Ron Irrgang	Sr. Designer	\$ 61.12	\$ 87.90	\$ 14.90	\$ 163.92	2.68
Clint Martin	Aviation Engineer	\$ 44.23	\$ 63.61	\$ 10.78	\$ 118.62	2.68
Robert Aydin	Aviation Intern	\$ 30.85	\$ 44.37	\$ 7.52	\$ 82.74	2.68
Kelli Piercy	Sr. Airport Engineer	\$ 64.38	\$ 92.58	\$ 15.70	\$ 172.66	2.68
Russ Pratt	Sr. Engineer	\$ 59.92	\$ 86.17	\$ 14.61	\$ 160.70	2.68
Felipe Polleto	Sr. Estimator	\$ 63.00	\$ 90.60	\$ 15.36	\$ 168.96	2.68
Ryan Signorin	Aviation Engineer	\$ 36.60	\$ 52.63	\$ 8.92	\$ 98.16	2.68
Arturo Martinez	Aviation Intern	\$ 36.60	\$ 52.63	\$ 8.92	\$ 98.16	2.68
Steve Henriquez	Principal	\$ 107.59	\$ 154.73	\$ 26.23	\$ 288.55	2.68
Craig Riley	Sustainability Lead	\$ 64.19	\$ 92.31	\$ 15.65	\$ 172.15	2.68
Patrick Cellie	Sustainability Consultant	\$ 43.99	\$ 63.26	\$ 10.73	\$ 117.98	2.68
Michael Conrardy	Sustainability Consultant	\$ 43.73	\$ 62.89	\$ 10.66	\$ 117.28	2.68
Paul Sanford	Aviation Env. Planner	\$ 46.85	\$ 67.37	\$ 11.42	\$ 125.65	2.68
Tia Norman	Aviation Env. Planner	\$ 30.13	\$ 43.33	\$ 7.35	\$ 80.81	2.68



SOLICITATION 18-411-032

General Planning Consultant and Master Plan Update

AMERICAN INFRASTRUCTURE DEVELOPMENT, INC.

HOURLY RATE SHEET



SOLICITATION 18-411-032

General Planning Consultant and Master Plan Update

AGUIRRE PROJECT RESOURCES, LLC

HOURLY RATE SHEET



SOLICITATION 18-411-032

General Planning Consultant and Master Plan Update

ENVIRONMENTAL SCIENCE ASSOCIATES

HOURLY RATE SHEET



Name	Job Title	Raw Rate (\$/hour)	FAR Audited Overhead (\$/hr)	Profit (\$/hour)	Hourly Billing Rate (\$/hr)	Billing Multiplier
			191.26%	10%		
Steve Alverson	Senior Vice President	\$ 96.15	\$ 183.90	\$ 28.00	\$ 308.05	3.20
Michael Arnold	Senior Vice President	\$ 93.75	\$ 179.31	\$ 27.31	\$ 300.36	3.20
Julie Sullivan	Vice President	\$ 90.10	\$ 172.33	\$ 26.24	\$ 288.67	3.20
Douglas DiCarlo	Director	\$ 68.87	\$ 131.72	\$ 20.06	\$ 220.65	3.20
Chris Jones	Director	\$ 66.83	\$ 127.82	\$ 19.46	\$ 214.11	3.20
Susan Shaw	Director	\$ 58.41	\$ 111.71	\$ 17.01	\$ 187.14	3.20
Autumn Ward	Senior Managing Associate	\$ 53.65	\$ 102.61	\$ 15.63	\$ 171.89	3.20
Chris Sequeira	Senior Managing Associate	\$ 58.89	\$ 112.63	\$ 17.15	\$ 188.68	3.20
Craig Stout	Senior Managing Associate	\$ 51.92	\$ 99.30	\$ 15.12	\$ 166.34	3.20
Susumu Shirayama	Senior Managing Associate	\$ 52.10	\$ 99.65	\$ 15.17	\$ 166.92	3.20
Steven Goetzinger	Managing Associate	\$ 45.67	\$ 87.35	\$ 13.30	\$ 146.32	3.20
Patrick Hickman	Managing Associate	\$ 46.63	\$ 89.18	\$ 13.58	\$ 149.40	3.20
Sean Burlingame	Technical Associate	\$ 41.49	\$ 79.35	\$ 12.08	\$ 132.93	3.20
Joseph Halisky	Associate II	\$ 27.40	\$ 52.41	\$ 7.98	\$ 87.79	3.20
Phoebe Weiman	Associate I	\$ 24.04	\$ 45.98	\$ 7.00	\$ 77.02	3.20



SOLICITATION 18-411-032

General Planning Consultant and Master Plan Update

NEWHOUSE AND ASSOCIATES, LLC

HOURLY RATE SHEET



Name	Job Title	Raw Rate (\$/hour)	FAR Audited Overhead (\$/hr)		Profit (\$/hour)	Hourly Billing Rate (\$/hr)	Billing Multiplier
			282.34%		10%		
Monica Newhouse	Managing Principal	\$ 75.00	\$ 165.00	*	\$ 24.00	\$ 264.00	3.52
Bradley Kutchins	Managing Principal	\$ 75.00	\$ 165.00	*	\$ 24.00	\$ 264.00	3.52
George Groh	Managing Principal	\$ 75.00	\$ 165.00	*	\$ 24.00	\$ 264.00	3.52
Joe Levraea	Senior Program Manager	\$ 65.00	\$ 143.00	*	\$ 20.80	\$ 228.80	3.52
Jay Scalise	Senior Project Manager	\$ 50.00	\$ 141.17		\$ 19.12	\$ 210.29	4.21
Lisa Lawson	Senior Project Manager	\$ 50.00	\$ 141.17		\$ 19.12	\$ 210.29	4.21
Darren Perricks	Project Manager	\$ 40.00	\$ 112.94		\$ 15.29	\$ 168.23	4.21
Chris Groh	Project Manager	\$ 40.00	\$ 112.94		\$ 15.29	\$ 168.23	4.21
Greg Groh	Associate	\$ 30.00	\$ 84.70		\$ 11.47	\$ 126.17	4.21
Dawn Buffington	Administrative Support	\$ 30.00	\$ 84.70		\$ 11.47	\$ 126.17	4.21

* Identifies individuals where Overhead Rate was capped at 220%



SOLICITATION 18-411-032

General Planning Consultant and Master Plan Update

QUEST CORPORATION OF AMERICA

HOURLY RATE SHEET

Name	Job Title	Raw Rate (\$/hour)	FAR Audited Overhead (\$/hr)	Profit (\$/hour)	Hourly Billing Rate (\$/hr)	Billing Multiplier
			139.93%	10%		
Sharlene Lairscey	Senior Public Outreach	72.12	\$ 100.92	\$ 17.30	\$ 190.34	2.64
Jessica Francois	Senior Public Outreach	43.27	\$ 60.55	\$ 10.38	\$ 114.20	2.64
Diane Hackney	Senior Public Outreach	43.27	\$ 60.55	\$ 10.38	\$ 114.20	2.64
Lori Buck	Senior Public Outreach	40.87	\$ 57.19	\$ 9.81	\$ 107.87	2.64
Jill Cappadoro	Senior Public Outreach	40.86	\$ 57.18	\$ 9.80	\$ 107.84	2.64
Dawn Brown	Senior Public Outreach	34.66	\$ 48.50	\$ 8.32	\$ 91.48	2.64
Beth Zsoka	Senior Public Outreach	33.66	\$ 47.10	\$ 8.08	\$ 88.84	2.64
Mike Roshaven	Senior Public Outreach	33.65	\$ 47.09	\$ 8.07	\$ 88.81	2.64
Kendra Keiderling	Senior Public Outreach	27.65	\$ 38.69	\$ 6.63	\$ 72.97	2.64
Lauren O'neill	Senior Public Outreach	27.65	\$ 38.69	\$ 6.63	\$ 72.97	2.64
Maricelle Venegas	Senior Public Outreach - Bilingual	34.61	\$ 48.43	\$ 8.30	\$ 91.34	2.64
Maria Camacho	Senior Public Outreach - Bilingual	32.18	\$ 45.03	\$ 7.72	\$ 84.93	2.64
Robyn Tonne	Support Public Outreach	25.75	\$ 36.03	\$ 6.18	\$ 67.96	2.64
Elisa Digrazia	Support Public Outreach	25.48	\$ 35.65	\$ 6.11	\$ 67.25	2.64
Charlotte Apple	Support Public Outreach	21.50	\$ 30.08	\$ 5.16	\$ 56.74	2.64
Rose Artura	Support Public Outreach	21.16	\$ 29.61	\$ 5.08	\$ 55.85	2.64
Brooke Wyrosdick	Support Public Outreach	18.27	\$ 25.57	\$ 4.38	\$ 48.22	2.64
Kendall Cappadoro	Support Public Outreach	18.00	\$ 25.19	\$ 4.32	\$ 47.51	2.64
Iviana Espada	Support Public Outreach	14.00	\$ 19.59	\$ 3.36	\$ 36.95	2.64
Angelie Stephens	Support Public Outreach	11.00	\$ 15.39	\$ 2.64	\$ 29.03	2.64
Chip Boeckh	Graphic	28.85	\$ 40.37	\$ 6.92	\$ 76.14	2.64
Sophia Tingle	Graphic	28.84	\$ 40.36	\$ 6.92	\$ 76.12	2.64
Chris Ward	Graphic	23.08	\$ 32.30	\$ 5.54	\$ 60.91	2.64
Dylan Conway	Web	28.85	\$ 40.37	\$ 6.92	\$ 76.14	2.64
David Alberts	IT/GIS	25.48	\$ 35.65	\$ 6.11	\$ 67.25	2.64



Ricondo & Associates, Inc. (Ricondo) prepared this document for the stated purposes as expressly set forth herein and for the sole use of the Hillsborough County Aviation Authority and its intended recipients. The techniques and methodologies used in preparing this document are consistent with industry practices at the time of preparation and this Report should be read in its entirety for an understanding of the analysis, assumptions, and opinions presented. Ricondo & Associates, Inc. is not registered as a municipal advisor under Section 15B of the Securities Exchange Act of 1934 and does not provide financial advisory services within the meaning of such act.





Hillsborough County Aviation Authority
PO Box 22287
Tampa, FL 33622
Telephone: 813-870-8700

E-Verify Certification

Solicitation No. 18-411-032

General Planning Consultant and Master Plan Update

This certification is required in accordance with the State of Florida, Office of the Governor, Executive Order Number 11-116 (Verification of Employment Status).

The State of Florida, Office of the Governor, Executive Order Number 11-116 (Verification of Employment Status), and any projects with Florida Department of Transportation (FDOT) funding as part of a Joint Participation Agreement between FDOT and the Authority, require, as a condition of all contracts for the provision of goods or services, an express requirement that contractors utilize the U.S. Department of Homeland Security's E-Verify system to verify the employment eligibility of all new employees hired by the contractor during the term of the contract, and an express requirement that contractors include in subcontracts the requirement that subcontractors performing work or providing services pursuant to the contract utilize the E-Verify system to verify the employment eligibility of all new employees hired by the subcontractor during the contract term.

Company: _____ FID or EIN No.: _____

Address: _____ City/State/Zip: _____

I, _____, as a representative of _____,
certify and affirm that this company will comply with the E-Verification requirements of Executive
Order Number 11-116.

Signature Title

Printed Name Date

[Affix Corporate Resolution if not signed by the President or Vice President of the Company]

INSURANCE REQUIREMENTS

Consultant will maintain the following limits and coverages uninterrupted or amended through the life of this Contract. In the event the Consultant becomes in default of the following requirements the Owner reserves the right to take whatever actions deemed necessary to protect its interests. Required liability and property insurance policies, other than Workers' Compensation/Employer's Liability and Professional Liability, will provide that the Authority, members of the Authority's governing body, and the Authority's officers, volunteers and employees are included as additional insureds.

Required Coverage – Minimum Limits:

Workers' Compensation/Employer's Liability

The minimum limits of insurance (inclusive of any amount provided by an umbrella or excess policy) will be:

Part One:	“Statutory”
Part Two:	
Each Accident	\$1,000,000
Disease – Policy Limit	\$1,000,000
Disease – Each Employee	\$1,000,000

Commercial General Liability

The minimum limits of insurance (inclusive of any amounts provided by an umbrella or excess policy) covering the work performed pursuant to this Contract will be the amounts specified herein. Coverage will be provided for liability resulting out of, or in connection with, ongoing operations performed by, or on behalf of, the Consultant under this Contract or the use or occupancy of Owner premises by, or on behalf of, the Consultant in connection with this Contract. Coverage shall be on a form no more restrictive than ISO form CG 00 01. Additional insurance coverage shall be provided on a form no more restrictive than ISO Form CG 20 10 10 01 and CG 20 37 10 01. The policy or policies shall not include a Contractual Liability Limitation (ISO CG 21 39) or a Limitation of Coverage to Designated Premises or Project (CG 21 44) endorsement.

	<u>Contract Specific</u>
General Aggregate	\$2,000,000
Each Occurrence	\$1,000,000
Personal and Advertising Injury	\$1,000,000
Products and Completed Operations	\$1,000,000

Business Auto Liability

Coverage will be provided for all owned, hired and non-owned vehicles. Coverage shall be provided on a form no more restrictive than ISO Form CA 00 01. The minimum limits of insurance (inclusive of any amounts provided by an umbrella or excess policy) covering the work performed pursuant to this Contract will be:

Each Occurrence – Bodily Injury and Property Damage Combined	\$1,000,000
-----------------------------------------------------------------	-------------

Professional Liability

Such insurance will be maintained by the Consultant for the life of the Contract. Such insurance will remain in force for a period of one year following termination of the Contract. Coverage will include all

INSURANCE REQUIREMENTS

work of the Consultant, including but not limited to areas with possible environmental impact, without any exclusions unless approved in writing by the Owner. The limits of coverage will not be less than:

Each Occurrence	\$2,000,000
Annual Aggregate	\$2,000,000

Environmental Impairment (Pollution) Liability

N/A

CONTRACTUAL INSURANCE TERMS AND CONDITIONS

This Section incorporates the Owner's Standard Procedure S250.66 and establishes the insurance terms and conditions associated with contractual insurance requirements. This Section is applicable to all Consultants with Authority contracts. Unless otherwise provided herein, any exceptions to the following conditions or changes to required coverages or coverage limits must have prior written approval from the Vice President of Facilities and Administration or designee.

INSURANCE COVERAGE:

A. Procurement of Coverage:

With respect to each of the required coverages, the Consultant will, at the Consultant's expense, procure, maintain and keep in force the amounts and types of insurance conforming to the minimum requirements set forth in the Contract. Coverage will be provided by insurance companies eligible to do business in the State of Florida and having an AM best rating of A- or better and a financial size category of VII or better. Utilization of non-rated companies, companies with AM Best ratings lower than A- or a financial size category lower than VII may be approved on a case by case basis. Such insurance will be no more restrictive than that provided by the latest edition filed for use in the State of Florida by the insurance service office, without restrictive endorsements. If the insurer does not meet these requirements, the Owner retains the right to approve or disapprove the use of the insurer.

B. Term of Coverage:

Except as otherwise specified in the contract, the insurance will commence on or prior to the effective date of the Contract and will be maintained in force throughout the duration of the Contract. Completed operations coverage may be required to be maintained on specific commercial general liability policies effective on the date of substantial completion or the termination of the Contract, whichever is earlier. If a policy is written on a claims made form, the retroactive date must be shown and this date must be before the earlier of the date of the execution of the Contract or the beginning of contract work, and the coverage must respond to all claims reported within three years following the period for which coverage is required unless stated otherwise in the Contract.

INSURANCE REQUIREMENTS

C. Reduction of Aggregate Limits:

If the aggregate limit is exhausted, the Consultant will immediately take all possible steps to have it reinstated. The general liability policies shall include a per policy endorsement providing that the limits of such insurance specified in the Contract shall apply solely to the work under the Contract without erosion of such limits by other claims or occurrences.

1. Cancellation Notice

Each of the insurance policies will be specifically endorsed to require the insurer provide the Owner with 30 days written notice prior to the cancellation of the policy. The endorsement will specify that such notice will be sent to:

Hillsborough County Aviation Authority
Attn.: Chief Executive Officer
Tampa International Airport
Post Office Box 22287
Tampa, Florida 33622

D. No waiver by approval/disapproval:

The Owner accepts no responsibility for determining whether the Consultant's insurance is in full compliance with the insurance required by the Contract. Neither the approval by the Owner nor the failure to disapprove the insurance furnished by the Consultant will relieve the Consultant of its full responsibility to provide the insurance required by this Contract.

E. Future Modifications – Changes in Circumstances:

1. Changes in Coverage and Required Limits of Insurance

The coverage and minimum limits of insurance required by the Contract are based on circumstances in effect at the inception of the Contract. If in the opinion of the Owner, circumstances merit a change in such coverage or minimum limits of insurance required by the Contract, the Owner may change the coverage and minimum limits of insurance required, and the Consultant will, within 60 days of receipt of written notice of a change in the coverage and minimum limits required, comply with such change and provide evidence of such compliance in the manner required by the Contract. Provided, however, that no change in the coverage or minimum limits of insurance required will be made by the Owner until at least two years after inception of this Contract. Subsequent changes in the coverage or minimum limits of insurance will not be made by the Owner until at least two years after any prior change by the Owner unless extreme conditions warrant such change and are agreeable to both parties.

If in the opinion of the Owner compliance with the insurance requirements is not commercially practicable for the Consultant, at the written request of the Consultant, the Owner may, at its sole discretion and subject to any conditions it deems appropriate, relax or temporarily suspend, in whole or in part, the insurance requirements which would otherwise apply to the Consultant. Any such modification will be subject to the prior written approval of the Owner, and subject to the conditions of such approval.

INSURANCE REQUIREMENTS

F. Proof of Insurance – Insurance Certificate:

1. Prior to Work, Use or Occupancy of Owner's Premises

The Consultant will not use or occupy Owner's premises in connection with the Contract until the required insurance is in force, preliminary evidence of insurance acceptable to the Owner has been provided to the Owner and the Owner has granted permission to the Consultant to commence work or use or occupy the premises in connection with the Contract.

2. Proof of Insurance Coverage

As preliminary evidence of compliance with the insurance required by the Contract, the Consultant will furnish the Owner with a certificate(s) of insurance satisfactory to the Owner. This certificate must be signed by an authorized representative of the insurer. If requested by the Owner, the Consultant will, within 30 days after receipt of written request from the Owner, provide the Owner, or make available for review, a certified complete copy of the policies of insurance. The Consultant may redact those portions of the insurance policies that are not relevant to the coverage required by the Contract. The Consultant will provide the Owner with renewal or replacement evidence of insurance, acceptable to the Owner, prior to expiration or termination of such insurance.

The insurance certificate must:

- a. Indicate that, to the extent required by the Contract:
 - i. the Owner, members of the Owner's governing body, and the Owner's officers, volunteers and employees are included as Additional Insureds on all policies other than workers compensation and professional liability, and
 - ii. the insurers for all policies have waived their subrogation rights against the Owner;
- b. Indicate that the certificate has been issued in connection with the Contract;
- c. Indicate the amount of any deductible or self-insured retention applicable to all coverages;
- d. Identify the name and address of the additional insured as:

Hillsborough County Aviation Authority
Attn.: Chief Executive Officer
Tampa International Airport
Post Office Box 22287
Tampa, Florida 33622;
and

- e. Be signed and dated using approved methods by an individual who is an authorized representative of each insurer whose insurance is the subject of the

INSURANCE REQUIREMENTS

certificate and who is authorized by each such insurer to issue the certificate of insurance as modified. Facsimile signatures are acceptable.

G. Deductibles / Self Insurance:

1. All property and builders risk deductibles, as well as all self-insured retentions or any schemes other than a fully insured program, must be approved by the Owner. The Consultant agrees to provide all documentation necessary for the Owner to review the deductible or alternative program.
2. The Consultant will pay on behalf of the Owner, any member of the Owner's governing body, or any officer or employee of the Owner, any deductible or self-insured retention (SIR) which, with respect to the required insurance, is applicable to any claim by or against the Owner, any member of the Owner's governing body, or any officer or employee of the Owner.
3. The Contract by the Owner to allow the use of a deductible or self-insurance program will be subject to periodic review by Risk Management. If, at any time, the Owner deems that the continued use of a deductible or self-insurance program by the Consultant should not be permitted, the Owner may, upon 60 days written notice to the Consultant, require the Consultant to replace or modify the deductible or self-insurance in a manner satisfactory to the Owner.
4. Any deductible amount or SIR program will be included and clearly described on the certificate prior to any approval by the Owner. This is to include fully insured programs as to a zero deductible per the policy. Owner reserves the right to deny any certificate not in compliance with this requirement.

H. Consultant's Insurance Primary:

The Consultant's required insurance will apply on a primary basis. Any insurance maintained by the Owner will be excess and will not contribute to the insurance provided by or on behalf of the Consultant.

I. Applicable Law:

With respect to any contract entered into by the Owner with a value exceeding \$10,000,000, if any required policy is: (i) issued to a policyholder outside of Florida or (ii) contains a "choice of law" or similar provision stating that the law of any state other than Florida shall govern disputes concerning the policy, then such policy must be endorsed so that Florida law (including but not limited to Part II of Chapter 627 of the Florida Statutes) will govern any and all disputes concerning the policy in connection with claims arising out of work performed pursuant to the Contract.

J. Waiver of Subrogation:

The Consultant, for itself and on behalf of its insurers, to the fullest extent permitted by law without voiding the insurance required by the Contract, waives all rights against the Owner, members of the Owner's governing body and the Owner's officers, volunteers and employees, for damages or loss to the extent covered and paid for by any insurance maintained by the Consultant.

K. Consultant's Failure to Comply with Insurance Requirements:

INSURANCE REQUIREMENTS

1. Owner's Right to Procure Replacement Insurance

If, after the inception of this Contract, the Consultant fails to fully comply with the insurance requirements of the Contract, in addition to and not in lieu of any other remedy available to the Owner provided by the Contract, the Owner may, at its sole discretion, procure and maintain on behalf of the Consultant, insurance which provides, in whole or in part, the required insurance.

2. Replacement Coverage at Sole Expense of Consultant

The entire cost of any insurance procured by the Owner pursuant to this section will be paid by the Consultant. At the option of the Owner, the Consultant will either directly pay the entire cost of the insurance or immediately reimburse the Owner for any costs incurred by the Owner, including premium and a 15% administration cost.

a. Consultant to Remain Fully Liable

Except to the extent any insurance procured by the Owner pursuant to this section actually provides the insurance coverage required by the Contract, the Consultant will remain fully liable for full compliance with the insurance requirements in the Contract.

b. Owner's Right to Terminate, Modify, or Not Procure

Any insurance procured by the Owner pursuant to this section is solely for the Owner's benefit and is not intended to replace or supplement any insurance coverage which otherwise would have been maintained by the Consultant. Owner is not obligated to procure any insurance pursuant to these requirements and retains the right, at its sole discretion, to terminate any such insurance which might be procured by the Owner pursuant to this section.