

STATEMENT OF QUALIFICATIONS TO PROVIDE

# Engineering and Consulting Services

FOR Venice Municipal Airport | RFQ # 3057-17

SUBMITTED TO THE City of Venice, Florida

April 13, 2017



**RICONDO**  
& ASSOCIATES

IN ASSOCIATION WITH:  
IMS Worldwide, Inc.  
Kimley-Horn and Associates, Inc.



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### Appendix A: Required Forms and Certificate of Insurance



April 13, 2017

Mr. Jonathan Mayes  
City of Venice  
Finance-Procurement Department  
401 West Venice Avenue, Purchasing – Room 204  
Venice, Florida 34285

RE: Letter of Interest to Provide Engineering and Consulting Services for the City of Venice at Venice Municipal Airport – RFQ # 3057-17

Dear Mr. Mayes:

Ricondo & Associates, Inc. (R&A) is pleased to submit one original and three copies, as well as an electronic copy in Adobe Acrobat (.pdf) format on USB drive, of our Statement of Qualifications (SOQ) to provide Engineering and Consulting Services for Venice Municipal Airport (the Airport) to the City of Venice, Florida (the City).

R&A is an internationally recognized aviation consulting firm that has been solving the challenging problems facing the aviation industry since the firm's inception in 1989. R&A's only business interest is airport and aviation consulting services. R&A has several offices strategically located throughout the United States and abroad, including two Florida offices in Miami and Orlando. In addition to R&A serving as Prime Consultant, the R&A Team includes IMS Worldwide, Inc., and Kimley-Horn and Associates, Inc., as subconsultant team members.

For this project, I have been designated as the point of contact for the City. If you have any questions concerning our submittal or need additional information, please contact me at 305-677-0370; via email at [p\\_ricondo@ricondo.com](mailto:p_ricondo@ricondo.com); or via correspondence addressed to: Ricondo & Associates, Inc., 1000 N.W. 57th Court, Suite 920, Miami, Florida 33126. We trust that you will find our submittal responsive to your requirements, and we sincerely hope that it will mark the beginning of a longstanding professional relationship between our organizations. We would welcome the opportunity to discuss our qualifications and ultimately to assist the City with the requested services.

Sincerely,

RICONDO & ASSOCIATES, INC.

Pete Ricondo, P.E.  
Senior Vice President

cc: 17-98-1359-01-1120  
Read File

## 2. Firm Qualifications and Experience

### 2.1 Prime Consultant Background

Ricondo & Associates, Inc. (R&A) is a full-service aviation consultancy specializing in airport planning and business management services in support of airport owners and operators, airlines, and federal and state agencies. Since its inception in 1989, R&A has been dedicated to solving the challenging problems facing the airport and airline industries. The firm is owned and operated by its senior officers and has no other business interest except airport and aviation consulting.



The firm is headquartered in Chicago and has other U.S. offices in Atlanta, Cincinnati, Dallas-Fort Worth, Denver, Honolulu, Miami, Orlando, Phoenix, Southern California, and Washington, D.C. R&A employs more than 160 full-time staff, including more than 130 professional aviation consultants.

What distinguishes R&A in airport consulting is our sole focus on the aviation industry, our responsive approach to delivery of services, and our commitment to supporting our clients, beginning with preliminary planning and continuing through design support, federal processing, financing, and project construction. R&A's management philosophy places our first priority on client needs and the delivery of services in a way that builds long-term successful client relationships. Our approach to service delivery emphasizes working with our clients to ensure that products and recommendations are responsive to client goals and objectives. This partnership approach is a critical aspect in achieving client satisfaction and one of the reasons for our success. Nearly 90 percent of R&A's assignments are from repeat clients, evidence of the quality of services we provide, our professional reputation, and the relationships we've built.

The diverse backgrounds of our senior staff, along with their individual expertise, qualify R&A to provide comprehensive aviation consulting services for airports of all sizes. R&A's officers average nearly 30 years of commitment to the aviation industry, having worked as consultants and problem solvers for airport operators and airlines, as well as for the Federal Aviation Administration (FAA) and the Transportation Security Administration. In addition to the airport architecture, engineering, planning, and environmental consulting services requested by the City, R&A offers a range from broad problem-solving consulting to specialized technical analyses in the following areas:

- Airfield Analysis and Planning
- Airport Business and Financial Services
- Airspace Analysis and Planning
- Environmental Analysis
- Forecasting
- Management Support Services
- Noise Analyses
- Operations Research
- Regulatory Assistance (FAA, NEPA)
- Strategic Planning

- General Advisory Services
- Land Use and Development Planning
- Landside Planning
- Sustainability Services
- Terminal and Facilities Planning

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## 2.2 Experience with State of Florida and FAA Regulations, Procedures Funding Programs and Requirements

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With regard to knowledge of FAA and Florida Department of Transportation (FDOT) regulations, policies, and procedures, the Project Management and Leadership Team, as well as the other key personnel proposed for this contract, are very familiar and experienced with FAA and FDOT requirements associated with airport operations, development, and administration. As professionals devoted exclusively to serving the aviation industry and airports throughout the country, developing and maintaining a sound working relationship with the FAA, FDOT, and other agencies that have regulatory oversight over airports and airport development projects is critical.

R&A, coupled with our key subconsultant—Kimley-Horn and Associates—have decades of experience collaborating with regulatory agencies in addressing and solving some of the most challenging and unique issues facing airport operators. We have a thorough understanding of FAA and FDOT policies and procedures, as well as FAA and FDOT planning and design guidelines, and we are aware and respectful of the factors and guiding principles by which these agencies make decisions concerning funding, project compliance, and airport certification.

R&A is also very familiar with FAA advisory circulars, orders, guidance letters, and design directives that set forth federal requirements and airport design criteria, and our staff members proactively remain current on regulatory policy changes as they occur. R&A is familiar with and knowledgeable about the following FAA-published guidance based on our prior experience with federally funded projects:

- Airport Master Plans (FAA AC 150/5070-6B) – we are equally familiar with the FDOT Airport Master Planning Guidebook
- Airport Design (FAA AC 150/5300-13)
- General Guidance and Specifications for Aeronautical Surveys: Establishment of Geodetic Control and Submission to the National Geodetic Survey (FAA AC 150/5300-16A)
- Standards for Using Remote Sensing Technologies in Airport Surveys (FAA AC 150/5300-17C)
- General Guidance and Specifications for Submission of Aeronautical Surveys to NGS: Field Data Collection and Geographic Information System Standards (FAA AC 150/5300-18B)
- Airport Improvement Program (AIP) Handbook (FAA Order 5100.38C)
- FAA Airport Compliance Manual (FAA Order 5190.6B)
- United States Standard for Terminal Instrument Procedures (FAA Order 8260.3B)

- Safe, Efficient Use, and Preservation of the Navigable Airspace (14 CFR Part 77)
- National Environmental Policy Act (NEPA) Implementing Instructions for Airport Projects (FAA Order 5050.4B)

Our relationships with individuals at the various FAA levels, from the ADO and Regional Office project managers to the Deputy Administrator at FAA Headquarters, are based on mutual trust and respect earned through years of closely working together in a collaborative manner in order to ensure that our airport clients are in regulatory compliance, or to assist our clients in securing project funding, or to solve unique issues in a mutually acceptable way for the airport operator and the FAA. Mr. Ricondo specifically has extensive experience with several FDOT District offices and the ADO, and maintains close working relationships (in terms of project management/project implementation and the grant planning/management) with key representatives from these agencies.

Some of the key issues with which we have interacted with the FAA and FDOT—that are relevant to the City since they are representative of issues the selected consultant must be routinely able to address—include the following:

- Airport Activity Forecasts Approval
- Airport Layout Plan Updates
- FAA Form 7460 (Airspace Checklists)
- Land Use Planning
- Updates to and Maintenance of the FAA/FDOT Joint Automated Capital Improvement Program (JACIP) module for VNC
- Grant Planning Strategies
- Grant Pre-application and Application Packages
- Grant Management and Grant Closeout
- FDOT Quarterly Reports
- FDOT and FAA Joint Planning Sessions

The key members of our Team have successfully completed projects or provided consulting services for all of the major commercial service airports in Florida, as well as several general aviation or corporate aviation airports located in various regions of the state. We have established sound professional relationships with the several members from the Orlando ADO and the various FDOT District offices. The tables provided on the following pages presents a small sampling of FAA and FDOT funded airport projects led by R&A (with Pete Ricondo serving as the Officer-in-Charge or the Project Manager/Construction Administrator) within the past five years. We have several other recent examples of federally funded projects undertaken throughout the United States. The successful outcomes of these projects and consulting services were, in great part, driven by the client's involvement, as well as the FAA's and FDOT's commitment to work with us as part of a team approach to achieve the goals and objectives of our clients.

# Illustrative Examples of FAA and FDOT Funded Projects Led by R&A Within the Past 5 Years – Florida Projects Only

AIRPORT/PROJECT	YEAR COMPLETED	FAA FUNDED?	IF YES, FAA ADO AND CONTACT	FDOT FUNDED?	IF YES, FDOT DISTRICT AND CONTACT
Palm Beach International Airport, TWY L Extension	2011	No	N/A	Yes	District 4, Nicole Notz
Palm Beach International Airport, TWY F Extension	2011	No	N/A	Yes	District 4, Nicole Notz
Palm Beach International Airport, Miscellaneous Airfield Pavement Repairs	2011	No	N/A	Yes	District 4, Nicole Notz
North Palm Beach General Aviation Airport, Palm Beach County Park Airport, and Palm Beach County Glades Airport - Miscellaneous Security Enhancements and Upgrades	2013	No	N/A	Yes	District 4, Laurie McDermott
North Palm Beach General Aviation Airport, Automated Weather Observation System (AWOS)	2012	Yes	Orlando ADO, Miguel Martinez	No	N/A
Palm Beach County Glades Airport - Airfield Electrical Improvements	2013	No	N/A	Yes	District 4, Laurie McDermott
Palm Beach County Glades Airport - Apron Pavement Rehabilitation	2013	Yes	Orlando ADO, Miguel Martinez	Yes	District 4, Laurie McDermott
Palm Beach International Airport, Marketing Plan	2011	No	N/A	Yes	District 4, Nicole Notz
North Palm Beach General Aviation Airport, Taxiways D and H Extensions	2013	No	N/A	Yes	District 4, Laurie McDermott
Henry E. Rohlsen Airport (St. Croix, USVI) - Runway 10-28 Rehabilitation	2011	Yes	Orlando ADO, Armando Rovira	No	N/A
Henry E. Rohlsen Airport (St. Croix, USVI) - Terminal Apron Rehabilitation	2013	Yes	Orlando ADO, Armando Rovira	No	N/A
Henry E. Rohlsen Airport (St. Croix, USVI) - Terminal Operational Enhancement Plan	2012	Yes	Orlando ADO, Armando Rovira	No	N/A
Boca Raton Airport, Jet Blast Deflector	2014	No	N/A	Yes	District 4, Laurie McDermott
Boca Raton Airport, Strategic Business Plan	2011	No	N/A	Yes	District 4, Nicole Notz
Boca Raton Airport, ALP Update	2011	Yes	Orlando ADO, Miguel Martinez	No	N/A
Boca Raton Airport, Operational Needs Assessment and RSA Study	2012	Yes	Orlando ADO, Miguel Martinez	No	N/A

# Illustrative Examples of FAA and FDOT Funded Projects Led by R&A Within the Past 5 Years – Florida Projects Only

AIRPORT/PROJECT	YEAR COMPLETED	FAA FUNDED?	IF YES, FAA ADO AND CONTACT	FDOT FUNDED?	IF YES, FDOT DISTRICT AND CONTACT
Boca Raton Airport, Wildlife Hazard Assessment	2015	Yes	Orlando ADO, Miguel Martinez	No	N/A
Boca Raton Airport, Obstruction Assessment Study and Atlas	2016	No	N/A	Yes	District 4, Laurie McDermott
Boca Raton Airport, New Administration Building	2016	No	N/A	Yes	District 4, Laurie McDermott
Boca Raton Airport, Custom Border Protection Facilities	2017 est	No	N/A	Yes	District 4, Laurie McDermott
Pompano Beach Airpark, Business Plan	2015	No	N/A	Yes	District 4, Laurie McDermott
St. Lucie County International Airport, Obstruction Assessment	2014	No	N/A	Yes	District 4, Laurie McDermott
Vero Beach Regional Airport, Master Plan Update and Sustainability Plan	2016	Yes	Orlando ADO, Rebecca Henry	Yes	District 4, Laurie McDermott
Ft. Lauderdale-Hollywood International Airport, Master Plan Update	2017 est	Yes	Orlando ADO, Marisol Elliott	Yes	District 4, Laurie McDermott
North Perry Airport, Master Plan Update	2017 est	Yes	Orlando ADO, Marisol Elliott	Yes	District 4, Laurie McDermott
Miami Executive Airport, Master Plan and Capital Projects Programming	2016	Yes	Orlando ADO, Pedro Blanco	No	N/A
Homestead General Aviation Airport, Master Plan and Capital Projects Programming	2016	Yes	Orlando ADO, Pedro Blanco	No	N/A
Miami Opa-Locka Executive Airport, Master Plan and Capital Projects Programming	2016	Yes	Orlando ADO, Pedro Blanco	No	N/A
Miami International Airport, Master Plan and Capital Projects Programming	2016	Yes	Orlando ADO, Pedro Blanco	No	N/A
Key West International Airport, Master Plan Update	2017 est	Yes	Orlando ADO, Pedro Blanco	No	N/A
Marathon Airport, Airfield Enhancements	2015	Yes	Orlando ADO, Krystal Ritchey	No	N/A



## 2.3 Disadvantaged Business Enterprise Commitment

R&A is a minority-owned firm that started as a small business in 1989. The firm was previously certified as a Disadvantaged Business Enterprise (DBE), but has since graduated from the program. As evidenced by the sample projects shown in **Table 2-1**, R&A understands and fully supports the basis and value of the DBE program and remain dedicated to creating opportunities within the Florida region and contributing to the development of a diverse base of professional capabilities to serve the City.

**Table 2-1: R&A's DBE History**

CLIENT	PROJECT TITLE	PROJECT TOTAL	PARTICIPATION (ACTUAL/TO DATE)	MBE/DBE/WBE GOAL
Metropolitan Washington Airports Authority	On-call Consultant Services for Reagan Washington National and Washington Dulles International Airports (2005-Ongoing)	\$2.0 million (for our completed contract)	26%	25% DBE
Miami-Dade Aviation Department	Strategic Master Plan for Miami International Airport, Opa-locka Executive Airport, Miami Executive Airport, Homestead General Aviation Airport, Dade-Collier Training and Transition Airport (2009-2015)	\$3.6 million (to date)	17%	15%
DFW Board	On-call Airport Planning Services for Dallas-Fort Worth International Airport (2015-Ongoing)	\$6.0 million (to date)	96%	20%
City of Dallas	On-Call Planning Services (2012-2016)	\$4.9 million (to date)	72%	36.6% M/WBE
Houston Airport System	On-call Aviation Planning Services (2012-2016)	\$3.4 million (to date)	33%	30%
Boca Raton Airport Authority	Program Manager and General Consultant Services for Boca Raton Airport (2006-Ongoing)	\$2.9 million (to date)	33%	10%

R&A agrees and commits to ensuring that, should we be selected for the Engineering and Consulting Contract project, DBEs would have the maximum opportunity to participate in the work constituting this agreement. We have reserved designated (set-aside) areas for participation by DBEs, which include surveying, geotechnical testing and studies, public and stakeholder outreach, graphics and reproduction/printing services, and architecture support.

## 2.4 R&A Experience

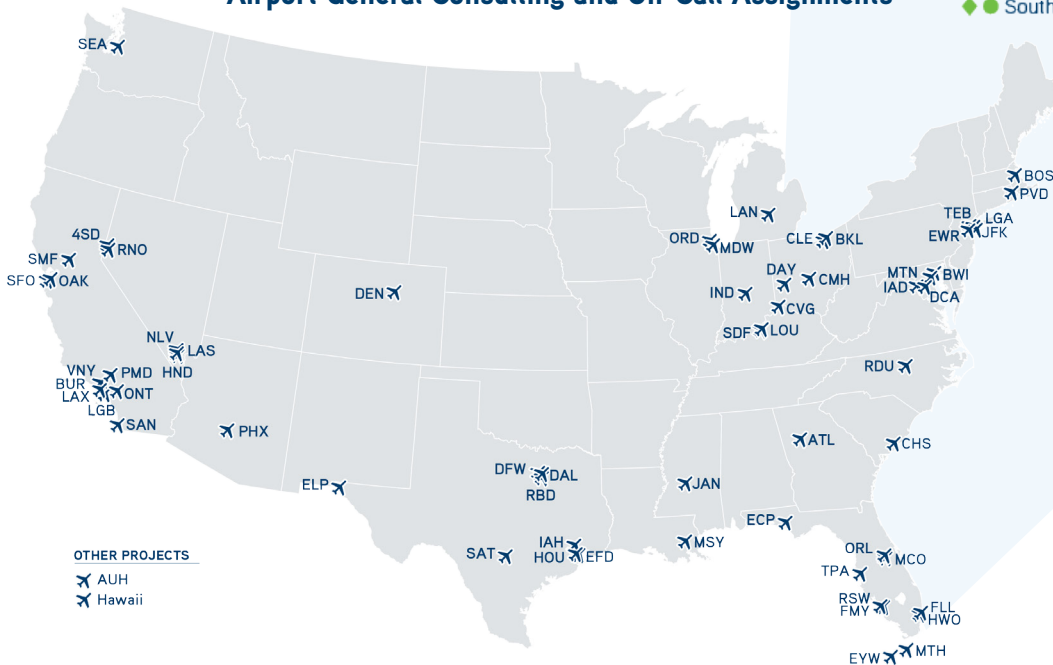
R&A has wide-ranging experience in providing on-call and general consulting services to airports of all sizes across the country. In addition to the expertise gained at hundreds of airports across the country, R&A has gained extensive experience working specifically in the state of Florida, primarily with resources currently located in the Miami and Orlando offices that would be utilized on this contract. The nature of this experience is illustrated on the map on the following page.

# R&A Representative Experience Map: Florida and U.S. Airport Clients

## Recent and Current Airport Clients



## Airport General Consulting and On-Call Assignments



**LEGEND**

- ◆ General Consulting
- On-Call Services
- Master Planning
- ▲ Strategic Business Plan Study

Others non-specified represent project/scope specific assignments that have already been completed.

**OTHER PROJECTS**

- ✈ AUH
- ✈ Hawaii

More project specific examples that are not only applicable and comparable to the services being requested for Venice Municipal Airport, but also correspond to assignments undertaken by the individuals shown in our Proposed Project Organization chart, are presented in Section 4.

### 3. R&A Team and Key Personnel

R&A's expertise in airport general consulting would be supplemented by our professional subconsultant firms, which would provide the additional skills and expertise necessary to address specific technical areas related to proposed project. **Table 3-1** identifies the firms on the R&A Team and their proposed project responsibilities:

**Table 3-1: R&A Team Firms and Project Responsibilities**

FIRM	PROPOSED PROJECT RESPONSIBILITIES
Ricondo & Associates, Inc.	Program/Project Management; Grant Planning/Programming/Administration; Design Management; Construction Oversight and Inspections; Airport Planning and Business/Financial Services; Extension of Staff Support; Architectural Analysis
IMS Worldwide, Inc.	Foreign Trade Zone Consulting Services
Kimley-Horn and Associates, Inc.	Engineering Analyses and Design Services

Since 1981, **IMS Worldwide, Inc.** (IMSW) has led the industry in Foreign Trade Zone (FTZ) consulting, completing hundreds of zone projects throughout the United States. IMSW experts provide clients with a variety of FTZ and global logistics services. IMSW is an internationally recognized authority on the establishment, marketing and operation of FTZs, including applications, activations, operator training, and general-purpose zone marketing. The unique operational focus of our diverse team of professionals offers expertise in zone establishment and operations. IMSW also offers expertise in business development and marketing partnership opportunities with key industry leaders in transportation, logistics and industrial real estate development, as well as strategic market plans and assessments based on current and forecasted global logistics trends. IMSW experts can provide full supply chain assessments to improve the velocity, efficiency and security of global supply chains and offer security threat assessments and "Customs-Trade Partnership against Terrorism" certifications, as well as annual validations, updates and improvement planning.



**Kimley-Horn and Associates, Inc.** (KHA) is a full-service engineering firm with more than 2,800 employees nationwide, including 92 professionals and technical staff in their Sarasota and Tampa offices. Their staff is experienced in solving complex aviation design and planning issues for both air carrier and general aviation clients worldwide. For 50 years, KHA airport planning and design practice has focused on local, state, federal, and FAA Airport Improvement

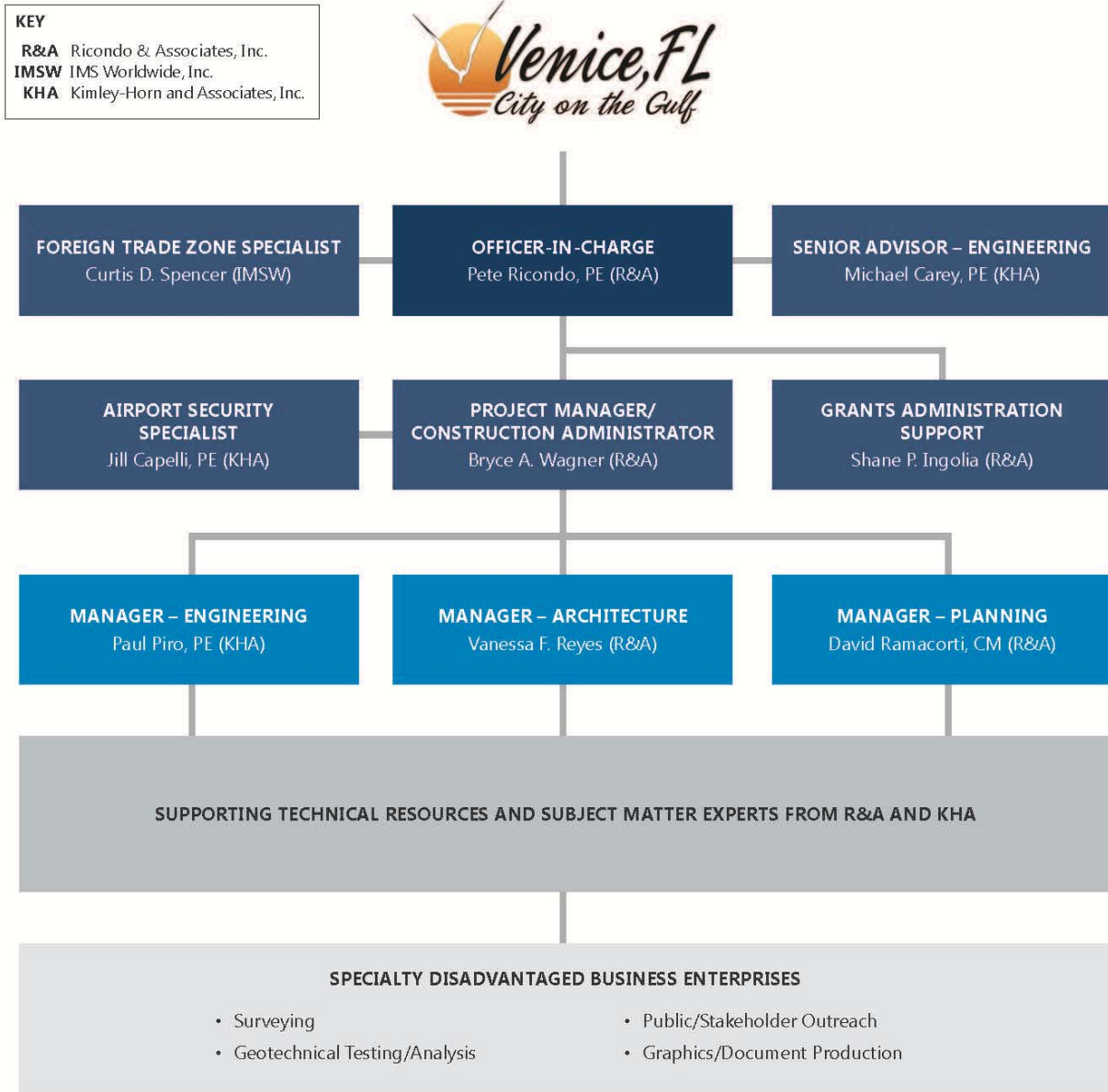
Program (AIP) funded projects including airside and landside planning and design, pavement management programs, parking system management, environmental impact statements for new facilities, and construction management. KHA is proud of its ability to provide comprehensive airside and landside services for its clients' specific needs. The firm has diversified its aviation services to include security systems planning, design and implementation and intelligent transportation system (ITS) components for airport roadway ingress and egress networks. KHA's track record includes helping airport owners and sponsors obtain grants from the FAA and state departments of transportation to finance airport improvement projects. They are familiar with the procedures and requirements of the FAA and other review and permitting agencies whose approval is required for construction of airport projects.

The R&A Team has designated experienced professionals to participate to provide the requested services based on their experience and expertise in the various technical areas to be addressed, their understanding of the issues at the Airport, and their availability to commit to the required services throughout the term of our contract. Our Proposed Project Organization chart on **Figure 3-1** illustrates how the R&A Team would manage the various components of the services and identifies the roles of our key personnel who would have responsibility for specific technical planning tasks. R&A's designated Project Management Team (i.e., the Officer-in-Charge and Project Manager/Construction Administrator) would oversee and guide these services. Resumes for the R&A Team members identified in our Proposed Project Organization chart are provided at the end of this section, and the home office location for each member of the Team are shown in **Table 3-2**.

**Table 3-2: Location of Key Individuals**

KEY INDIVIDUAL	HOME OFFICE
Pete Ricondo, P.E. (Officer-in-Charge)	Miami, Florida
Bryce A. Wagner (Project Manager/Construction Administrator)	Miami, Florida (and committed to spending extended time in Venice as needed, particularly during the construction of projects)
Michael Carey, P.E. (Senior Advisor – Engineering)	Fort Lauderdale, Florida
Jill Capelli (Airport Security Specialist)	Fort Lauderdale, Florida
Shane P. Ingolia (Grants Administration Support)	Orlando, Florida (near FAA ADO offices)
Paul Piro, P.E. (Manager – Engineering)	Tampa, Florida
David Ramacorti (Manager – Planning)	Miami, Florida
Vanessa F. Reyes (Manager – Architecture)	Washington, D.C.
Curtis D. Spencer (Foreign Trade Zone Specialist)	Houston, Texas

**Figure 3-1: R&A Team’s Proposed Project Organization**





## Pete Ricondo, PE

Senior Vice President

### Education

Bachelor of Science – Civil Engineering, Florida State University

Master of Business Administration, Florida International University

Executive Education – Project Management Certificate Program, Loyola University

### Professional Affiliations

American Association of Airport Executives

Senior Faculty – Graduate Business Administration and Project Management Degree Programs, DeVry University

### Professional Registrations

Professional Engineer, Florida

### Years of Experience

R&A: 23

Other Firms: 2

### Office Location

Miami, Florida

### Professional Background

Mr. Ricondo has more than 25 years of comprehensive aviation-related experience in airport planning, programming, and conceptual design. His diverse experience has been gained on various projects at several large- and medium-hub commercial service airports and general aviation airports.

Mr. Ricondo's initial experience was gained through his assistance with several analyses related to the site selection study for the now-existing Airport Traffic Control Tower (ATCT) at Reagan Washington National Airport.

Mr. Ricondo furthered his experience providing general consulting services to the Miami- Dade Aviation Department while working for another national aviation consulting firm. His duties included developing project definition documents and preliminary design guidelines for future cargo facilities at Miami International Airport.

During the early and mid-1990s, Mr. Ricondo worked at Ricondo & Associates' project office at Palm Beach International Airport, where he provided general consulting services to the Palm Beach County Department of Airports. While serving as an extension of staff to the Department, Mr. Ricondo's responsibilities included master planning, capital project implementation planning, apron capacity studies, aircraft apron use analyses, airfield pavement repair recommendations, cost estimating, and facility planning.

In addition, Mr. Ricondo served as program manager for various design projects. These projects included airfield stormwater management system improvements, a new landside service road and utility corridor, apron and taxiways for general aviation operations, a 17,800-square-foot aircraft hangar, two Category I instrument landing systems, and 60 new aircraft thangar facilities. Additionally, he provided construction administration services for a new federal inspection services facility being used to process general aviation aircraft operating internationally, as well as a new 40,000-square-foot cargo facility and aircraft apron.

Mr. Ricondo completed several benefit-cost analyses (BCAs) for airfield improvements at Jacksonville International, Los Angeles International, Mammoth Yosemite, Miami International, and Port Columbus International Airports, as well as Page Field. These BCAs have been used to secure federal funding for the design and implementation of the airfield improvements.

Mr. Ricondo also managed several master planning projects for various commercial service airports, including the strategic master plan and business plan for Palm Beach International Airport and master plan updates for Opa-locka Airport (Miami-Dade County) and Jacksonville, Sarasota-Bradenton, and Tampa International Airports.

Mr. Ricondo is currently managing R&A's general consulting services for Boca Raton Airport and a strategic master plan study for Miami International Airport and the four general aviation airports in Miami-Dade County.



## Bryce A. Wagner

Senior Consultant

### Education

Bachelor of Science – Civil Engineering, Florida State University

### Years of Experience

R&A: 7

Other Firms: 18

### Office Location

Miami, Florida

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### Professional Background

Mr. Wagner has over 20 years of experience in project management and quality assurance services. He has a diverse background that includes extensive experience on transportation projects, including heavy bridge and roadway construction, and large commercial airport projects.

Mr. Wagner's initial experience was on a \$13 million Capitol Circle roadway widening project in Tallahassee, Florida as the Owner's Representative for the Florida Department of Transportation (FDOT). His duties included engineering field services and quality assurance testing. The project included the widening of the existing two-lane roadway to six lanes, a 300-foot bridge over Interstate 10, and over 3 miles of new storm drain pipeline.

Following the completion of the Capitol Circle roadway project, Mr. Wagner provided engineering services and quality assurance as the FDOT's Owner Representative for the widening of the Buckman Bridge in Jacksonville, Florida. This bridge was widened to four additional travel lanes and two new emergency lanes on two separate 3-mile bridges over the St. Johns River. The project included deep foundations and cofferdam construction, poured-in place concrete substructure and superstructure, and structural steel erection and assembly.

Mr. Wagner joined Ricondo & Associates, Inc. in 1996 as the Owner Representative for R&A's general consulting services contract with the Palm Beach County Department of Airports. He provided construction administration and field services for various projects, including air cargo facilities, conventional aircraft hangars, and T-hangar facilities. In addition, he provided design management and construction administrative services on new short-term parking facilities, and enplaning and deplaning curbside baggage facilities. Other projects included new hardstand concrete apron pavements, new asphalt taxiway pavements, airfield storm drain system improvements, and an airport perimeter roadway extension.

In 1998, Mr. Wagner worked as Project Engineer on the 4,000-foot runway extension at San Salvador International Airport in the Bahamas. The project team successfully fast-tracked this project to meet a milestone date for commercial airline service. The project also included a separate fresh water drinking system for the Town of Coburn.

Upon completion of the runway extension in San Salvador, Mr. Wagner served as Project Engineer for the Program Management Team for the Fort Lauderdale-Hollywood International Airport Expansion Program (AEP). This program consisted of over \$300 million in new construction. Mr. Wagner served as Project Engineer on the \$10 million hardstand apron and commercial aircraft refueling system, and \$14 million airport entrance bridge and roadway for service to the new airport terminal building.

Upon the successful completion of these projects, Mr. Wagner served as Project Manager for the design of temporary rental car facilities at Fort Lauderdale-Hollywood International Airport. The temporary facilities were designed for Budget Rent-a-Car and National Car Rental. The project included the design for



construction and installation of new car wash facilities, refueling facilities, administration buildings, and traffic control systems.

In 2009, Mr. Wagner rejoined Ricondo & Associates as Owner's Representative for the Boca Raton Airport Authority's Airfield Pavement Rehabilitation project. The project included the replacement of the existing runway and taxiway pavements, the construction of a new midfield taxiway connector, and a new secured vehicle access gate. The project was successfully completed in less than 70-days.

In 2010, Ricondo and Associates expanded Mr. Wagner's duties to include Project Management and Resident Engineer on General Consulting services contracts at Palm Beach County Department of Airports (PBI), Boca Raton Airport Authority (BRAA), and Virgin Island Port Authority (VIPA). Construction projects successfully completed since 2010 include the Miscellaneous Pavement Repairs and Taxiway Lima Extension at PBI, AWOS Replacement and Jet Blast Deflector at BRAA, and Runway Pavement Rehabilitation at VIPA.

Mr. Wagner's most recent experience includes Project Manager for the design of a new administration building at Boca Raton Airport, scheduled for construction in 2014. He is also serving as quality control representative on various design projects at PBI, including airfield electrical improvements and apron pavement rehabilitation.

In addition to his project experience, Mr. Wagner has provided a broad range of services including cost estimating, scheduling, project scope determination, project phasing, and construction coordination.



# Jill Capelli, P.E.

Airport Security Specialist

## RELEVANT EXPERIENCE

**St. Petersburg-Clearwater International Airport Security Enhancement Project, Clearwater, FL** — Project engineer. Kimley-Horn was contracted for the deployment of an airport perimeter security project with landside and waterside surveillance, which included gate access, anti-piggybacking features, proximity card, smart card, ground-based radar, detectors, fixed/pan-tilt/outdoor cameras, upgraded software, and communications technologies.

**Miami International Airport Security Checkpoint Simulations, Miami, FL** — Project manager. This Kimley-Horn project simulated and analyzed the passenger capacity at the four security screening locations of the Miami International Airport, South Terminal, evaluated the existing pedestrian demand to capacity and proposed staffing plans based on the existing activity levels.

**Continuing Aviation Consulting Services, Okaloosa County, FL** — Project engineer providing security services. Kimley-Horn currently serves as an on-call aviation consultant for planning and engineering services for the Okaloosa County, which operates three airports: Northwest Florida Regional Airport (commercial service), Destin Airport (general aviation), and Bob Sikes Airport (industrial). The three-year agreement began in July 2009.

**PortMiami Security and Communications, Miami-Dade County, FL** — Served as project manager for the Kimley-Horn team that designed and implemented numerous security and communications projects at Port Miami. Kimley-Horn completed access control design and communications design for seven cruise terminals. The designed systems include biometric card readers, proximity card readers, IP video cameras, network room design, communications design and the support communications to provide the complete access control system. The Wharf Access project consisted of the design and construction of 13 pedestrian and vehicle access points to the secure waterside at Port Miami. The design provided for the electrical, structural, civil and communications design of pedestrian guard booths, access control including card readers and closed circuit television (CCTV), and pedestrian gates, turnstiles, and vehicle gates with gate arms. Additional design was completed to support several different technologies Parking Garage D and Surface Lot E at Port Miami. Specific systems include access control (proximity card readers, closed circuit televisions (CCTVs), etc.), the emergency call station/intercom system, parking revenue and control systems, and the integration of these systems into the Port communications network. The projects all involved the production of construction packages, feasibility and operational reports, post-design phase services, and coordination with the client.

**Fort Lauderdale Executive Airport (FXE) General Engineering Consultant, Fort Lauderdale, FL** — Project engineer. Kimley-Horn prepared an airfield safety, security and access study for FXE. The goal of this study was to develop a plan that would improve airport safety and reduce surface incidents by implementing an improved access control and security system into the FXE airside area. Based on the stated objective and goals of FXE, we recommended an implementation package that best supported the goal of reducing surface incidents into the movement area and provided FXE with the desired level of safety and security. The City of Fort Lauderdale used this study to prepare plans for new gates and fencing around the airport in house. They then contracted with Kimley-Horn to prepare plans and provide construction phase services for the access control and fiber optic communications system. This system included a fiber optic loop around the airport connecting 31 automatic vehicle gates to a centrally located computer system. The new system included

## Special Qualifications

- ▶ Has 17 years of experience in traffic engineering and transportation modeling/planning
- ▶ Project management experience with the planning, design, and deployment of communications networks and their subsystems that comprise computerized traffic control and management systems and security systems
- ▶ Specializes in use of the Advanced Land Transportation Performance Simulations (ALPS) for multimodal simulations
- ▶ Proficient with data analysis methods and applications
- ▶ Project management experience
- ▶ Experience with the design and deployment of communications networks and their subsystems that comprise computerized traffic control and management systems

## Professional Credentials

- ▶ Master of Science, Civil Engineering, University of Kentucky
- ▶ Bachelor of Science, Civil Engineering, U.S. Coast Guard Academy
- ▶ Professional Engineer in Florida, #62365, February 7, 2005
- ▶ Professional Engineer in Texas, #92843, December 10, 2003

## Professional Organizations

- ▶ Women's Transportation Seminar (WTS) - Past Secretary
- ▶ Florida Airports Council
- ▶ Airports Council International
- ▶ ITS Florida
- ▶ Gold Coast ITE

**Kimley»Horn**

a badging system and allows for full monitoring and control of the gates from the airports central office location. The fiber optic system included redundancies that allowed the system to continue to operate even if the fiber was broken. After completion of the fencing and fiber optic communications system, the City asked Kimley-Horn to update the initial study based on changing security needs and technologies. After completion of that update, Kimley-Horn prepared construction plans for a new security camera system to monitor all automatic vehicle gates and the downtown helistop as well as wireless monitoring of all manual gates. This new camera system began construction in early 2009.

**Minneapolis-St. Paul International Airport 2020 Terminal Expansion, Hennepin County, MN** — In coordination with the project architect, Kimley-Horn evaluated existing and planned conditions at the Humphrey Terminal at Minneapolis St. Paul International Airport using a pedestrian simulation. The preliminary analysis focused on “hot spot” analyses of the security checkpoints and the bag claim areas. Following calibration and coordination with TSA and the Airline Technical Committee, the planned terminal expansion was evaluated for the future year conditions, incorporating all terminal areas such as ticket counters, security checkpoints, concessions, hold rooms, bag claim areas, Customs/Immigration, and vertical circulation elements. Jill created the ALPS model and edited time distribution curves to represent arrival times of employees, passengers and visitors to the airports, edited origin-destination matrices for background model trips, modeled the routes and subroutes for the various populations accessing the study area, calculated trip distributions for the surrounding study area, and compiled existing volume counts for calibration. She also conducted several presentations to MAC on the findings and results and facilitated individual workshops with the airlines on the results.

**Aviation Consulting Services for Sarasota Bradenton International Airport, Sarasota, FL** — Project engineer. Over the past 10 years, Kimley-Horn has completed design and construction phase services for projects, including the Extension of Runway 14-32 and Taxiway Alpha; Taxiway Echo; Taxiway Juliet and Service Road Extension; Runway 14-32 Rehabilitation; Taxiway Alpha Rehabilitation; and Runway 4-22 Rehabilitation. Collectively, construction of those projects were completed 7% below the initial construction contract amount through a combination of careful monitoring during construction and working with the contractors to identify cost savings opportunities without sacrificing quality.



# Michael Carey, P.E.

Aviation Engineer

## RELEVANT EXPERIENCE

**Southwest Florida International Airport (RSW), General Engineering Consultant and Project Specific Consultant, Fort Myers, FL** — Project Manager. Kimley-Horn was selected in 2011 as one of the General Engineering Consultants for the Lee County Port Authority which operates both Southwest Florida International Airport (RSW) and Page Field (FMY). To date, Kimley-Horn has been assigned more than 50 tasks, including Mitigation Park Evaluation Report, Checkpoint Evaluation, Parcel Development Evaluation, Runway 6-24 Pavement Classification, and Federal Tiger Grant Application Assistance. Kimley-Horn specialties used to date include security and IT services, environmental services, traffic studies, cost estimates, land development due diligence, pavement evaluations, aircraft loading bridge reconfiguration, passenger planning activities, curb front studies, PA system upgrades, parking reviews and garage structural repairs.

**General Engineering Consulting Services for St. Petersburg-Clearwater International Airport (PIE), Clearwater, FL** — Principal-in-charge. Kimley-Horn has served as general engineering consultant for PIE since 2008. Services provided have included project management and coordination, design services, field investigation, pavement inspection, Florida Aviation Administration (FAA) coordination, construction plans and specifications, bidding assistance, grant preparation, and cost estimating. Projects under this contract have included the rehabilitation of Taxiways A and B, the rehabilitation of a service road drainage structure, tree clearing of Runway 4, and grant application assistance.

**Professional Engineering Consulting Services for Lakeland Linder Regional Airport, Lakeland, FL** — Project manager and primary client contact. Kimley-Horn is providing general engineering consulting services for this Central Florida reliever airport. Lakeland Linder (LAL) was chosen as the Central Florida day port for the new very light jets, which began operation in 2007. Kimley-Horn completed the security plan for LAL in 2006, which was required to obtain license renewal with FDOT. The plan included taking inventory of airport activities (flight training, Sun-N-Fun, etc.), interviewing the local police and fire departments, and developing security procedures for this general aviation airport. The license was obtained with minimal comment on the Security Plan.

**Pompano Beach Airpark Continuing Services, Pompano Beach, FL** — Project manager and primary client contact. Since 2005, Kimley-Horn has provided general aviation consulting services for the City's Airpark. To date, we have accomplished several tasks including a pavement maintenance program, Taxiway N widening, and Taxiway Fillet widening. In addition, Kimley-Horn routinely performs staff extension services such as preparing airspace study checklists for the City. Kimley-Horn has worked with other consultants in and around the Airport on tasks such as the preparation of a master plan update and a stormwater management plan. As part of the Master Plan Update we prepared the Airport Layout Plan (ALP) set.

Mike was also project manager for the rehabilitation of the primary runway at the airpark, Runway 15-33. In addition to the rehabilitation of Runway 15-33, Mike has served as project manager/ primary client contact for a variety of projects at PMP including master plan update; fillet widening, Taxiway F and Taxiway D; continual pavement maintenance program; as well as airspace study approvals and related work.

**Fort Lauderdale-Hollywood International Airport, General Engineering Consulting Services, Fort Lauderdale, FL** — Project manager. Kimley-Horn served as general

## Special Qualifications

- ▶ Has over 36 years of aviation experience
- ▶ Areas of specialty include airfield planning and design, and landside facilities (access, parking, water and wastewater, and security issues)

## Professional Credentials

- ▶ Bachelor of Science, Civil Engineering, Clemson University
- ▶ Professional Engineer in Florida, #35487, February 14, 1985

## Professional Organizations

- ▶ Airport Consultants Council (ACC)
- ▶ Florida Airports Council

engineering consultant. This contract included closed circuit television camera (CCTV) deployment, which involved preparing a design criteria package for the deployment of CCTV cameras in the public gathering spaces at FLL. These spaces included the three parking garages (Palm, Hibiscus, and Cypress), and the ticketing and bag claim levels of each of the four terminals. Kimley-Horn has completed a project book that includes the inventory of the existing hardware and software systems at FLL, preliminary camera placement, new hardware and software recommendations, and cost estimates. The Broward County Aviation Department has expanded the project to include all TSA passenger and baggage screening locations. The project now includes more than 500 cameras. This project was completed in 2010; project cost: \$5 million. Additional tasks include the relocation of Gates 100/101, the primary airside access gates at FLL. Kimley-Horn is also the civil engineer for the new \$10-million maintenance facility at FLL.

**North County General Aviation Airport, Palm Beach County, FL** — Project manager and lead design engineer. Kimley-Horn was selected for the design of an entirely new general aviation airport. The project included environmental permitting, master planning, development of all roads, drainage, water and sewer facilities, environmental mitigation, fuel farm, NAVAIDS, runways, taxiways, and aircraft parking areas. Additionally, when opened, the facility included t-hangars, plane ports, and a terminal building.

**Watson Island Aviation Transportation Facility, Miami, FL** — Project manager and primary client contact. Kimley-Horn has been involved with the City over the past several years in planning for the redevelopment of the Seaplane Plane Base and Heliport on Watson Island. Most recently, Kimley-Horn was selected to update the Airport Layout Plan set (ALP) and obtain a license to reopen the Heliport. As part of this task, Kimley-Horn has development a Heliport Master Plan and revisited the seaplane facility function and use. Kimley-Horn has been active with both the FDOT and FAA in redeveloping this property, including preparing a Memorandum of Understanding (MOU) with other aviation facilities within three nautical miles of the Heliport. This MOU establishes flight procedures and coordination requirements between the facilities. An FAA Form 7480-1, Notice of Landing Area Proposal has been completed and submitted to the FAA for review and approval along with an updated ALP set. Also, a Florida Department of Transportation (FDOT) Public Airport Site Approval Application has been prepared for the site.

**Fort Lauderdale-Hollywood International Airport, Embraer Campus Improvements, Fort Lauderdale, FL** — Project manager. Kimley-Horn was selected by Embraer Aircraft Holdings, Inc., the world's third largest aircraft manufacturer, to provide site planning, civil engineering, permitting, and construction administration services for the redevelopment of their North American base facilities at Fort Lauderdale-Hollywood International Airport. The project included the development of a new site plan for parking, green space (landscaping), security fencing, two new buildings, and a new aircraft apron ramp. The two new buildings included a 34,700-square-foot spare parts warehouse and a 54,100-square-foot executive service center to maintain the new Embraer Executive Jet. Kimley-Horn was responsible for site planning, all civil design (paving, drainage, water, and sewer), perimeter security, and a new aircraft ramp. A unique feature to the project was the requirement of a foam suppression system for the executive service center. Broward County would not allow the foam to be discharged into either the sanitary sewer system or the stormwater management system. Therefore, Kimley-Horn worked with local permitting authorities to resolve a seemingly unpermissible condition. The solution was to construct a concrete holding tank to house foam after its use in a fire.



## Shane P. Ingolia

Senior Consultant

### Education

Bachelor of Science – Aviation Management and Planning, Southern Illinois University, Carbondale

Master of Public Administration and Geography and Environmental Resources – Southern Illinois University, Carbondale

### Professional Affiliations

American Association of Airport Executives

### Years of Experience

R&A: 5  
Other Firms: 4

### Office Location

Orlando, Florida

### Professional Background

Since joining Ricondo & Associates, Inc. (R&A) in 2011, Mr. Ingolia has assisted with multiple airport planning projects, such as assisting with the development of consolidated rental car facility concept plans for Kahului and Tampa International Airports. This involved developing operational layouts for the facilities, assessing capacity needs for short-, intermediate-, and long-term growth, and developing ground transportation alternatives, including commercial vehicle staging areas, to accommodate the projected demand. To inform the alternatives evaluation process, Mr. Ingolia simulated bus route operations, evaluating travel times for passenger transport between the potential consolidated rental car (ConRAC) facility sites and the airport terminal areas.

Mr. Ingolia is currently working on several projects, including conceptual terminal development plans and airfield layouts for Orlando and Dallas Fort Worth International Airports. He is also in the process of updating the airport layout plan (ALP) drawing sets for Miami International Airport and Crystal Airport, a reliever airport to Minneapolis-Saint Paul International Airport.

Mr. Ingolia has been actively involved in the preparation of the Orlando International Airport Master Plan Update, where he was responsible for the airfield demand capacity analysis and the development of both airfield and terminal development alternatives. As part of this task, Mr. Ingolia assisted in coordinating the simulation of the check-in and security screening areas, the review of the Disney Magical Express passenger processing and bussing operations, and the coordination of the landside roadway and parking lot surveys to assess the capacity of the existing facilities. As a supplemental study to the Master Plan, Mr. Ingolia also identified possible alternatives for the elimination and/or mitigation of the existing and/or proposed Runway Protection Zone (RPZ) encroachments. This study documented existing and proposed land uses within the RPZs and included a comprehensive review of the airfield safety areas and runway critical surfaces associated with each runway.

Prior to joining R&A, Mr. Ingolia worked for the Southern Illinois Airport Authority, during which he participated in the Federal Aviation Administration's First Safety Management Systems (SMS) Pilot Study. This study was completed in 2007 and follow-on Implementation Study was initiated in 2009. The focus of the initial task was on establishing a safety culture at the airport and formally documenting a SMS plan. During the implementation stage, the planning team, in close coordination with the airport, established a safety risk assessment process to remove hazards or reduce the level of its risk by adding precautions or control measures, as necessary. During this time, Mr. Ingolia also co-authored TRB's Airport Cooperative Research Program (ACRP) Synthesis 29: Ramp Safety Practices. This study addressed the current state of ground handling practices, focusing on safety measures and training.



# Paul Piro, P.E.

Aviation Engineer

## RELEVANT EXPERIENCE

### **Daytona Beach International Airport General Consulting Services, Daytona Beach, FL**

Project manager for on-call services on an as-needed basis to the County of Volusia and Daytona Beach International Airport staff. These services are provided across all disciplines including civil engineering, aviation planning, architecture, cost estimating, environmental, and project management over the duration of the contract (2011-2015). Tasks include preparing an ALP amendment; hangar feasibility analysis; airspace assessment for new developments; federal and state funding assistance and grant assurances; cargo facility analysis; independent fee reviews; miscellaneous civil engineering improvements; tree mitigation, and pavement inspection, strength analysis, and recommendations.

### **Tampa International Airport, Airfield Pavement Rehabilitation, FY 15, 16, and 17, Tampa, FL**

— Project Manager. Paul is currently serving as the project manager on a multiple-year pavement rehabilitation program that includes the development of several construction packages at Tampa International Airport. Services under this contract include the design to remove, rehabilitate, and reconstruct taxiway, taxi lane, and apron asphalt and concrete pavements as well as improve pavement markings located throughout the airfield. This program addresses runway incursion mitigation (RIM) within the airport's east airfield requiring the design for the removal of taxiways, construction of new taxiways, mill/overlay of taxiways, and reconstruction of taxiways. All projects require the management of multiple disciplines, coordination with FAA, and stakeholders. Each bid package requires the preparation of contract drawings, specification, and engineer's estimate of probable costs. Other services will include electrical, drainage, construction inspection, cost estimating, scheduling, surveying geotechnical, and materials testing. Kimley-Horn has been assigned two task orders with HCAA—east airfield pavement rehabilitation and removal and remarking of taxiway and taxi lane markings within the airfield movement area.

### **Orlando International Airport, South Airport Terminal Complex Phase I, Orlando, FL**

Project engineer. Kimley-Horn has been serving the Greater Orlando Aviation Authority (GOAA) since 1992 on a variety of contracts. Projects have ranged from automated people mover planning and design, airfield pavement improvements, remote baggage screening facility, runway joint rehabilitation, master drainage analysis of the entire airport; stormwater; sanitary sewer and lift station improvements; FEMA floodplain analysis and master stormwater conceptual permitting; and AOA security fence upgrades. This spring we will commence work at GOAA on the South Airport Terminal Complex Phase I project. Kimley-Horn will serve as their airfield design engineer as well as a subconsultant on the landside portion of the same effort. The first stage of Phase I of the South Terminal Complex will consist of 16 gates. We will provide engineering design and coordination of utility, fueling, roadway, and drainage projects, in addition to a mass grading plan for the apron and taxiways, paving, electrical design, and much more.

### **Daytona Beach International Airport, RIM Project for Taxiways Y, S, W, W2, and E2, Daytona Beach, FL**

— Project engineer. The County of Volusia desired to prevent incursions on Runway 7R-25L at the Daytona Beach International Airport caused by aircraft taxiing south on Taxiway W. Concepts for accomplishing this included signage modification at the intersection of Taxiway Whiskey and Taxiway Sierra and eliminating this hot spot, constructing a cutover Taxiway Y connecting Taxiway S and W, and relocating Taxiways W2 and E2. Kimley-Horn provided program verification to develop and confirm the design concepts, followed by stakeholder review meetings and final conceptual approval by the Airport, Federal

## Special Qualifications

- ▶ Has over 34 years of experience in engineering for aviation, municipal, industrial, and commercial projects
- ▶ Technical experience in the site engineering components of aviation development projects, including terminal renovation and new construction, airfield pavement rehabilitation for concrete aprons and bituminous ramps, crack seal and seal coating for taxiways and runways, AOA security fencing, rehabilitation of airfield pavements and landside roadway/utility improvements

## Professional Credentials

- ▶ Master of Science, Water Resources and Environmental Engineering, Villanova University
- ▶ Bachelor of Science, Civil Engineering, Merrimack College
- ▶ Professional Engineer in Florida, #53407, September 4, 1998

## Professional Organizations

- ▶ American Society of Civil Engineers (ASCE)
- ▶ Society of American Military Engineers (SAME)
- ▶ Florida Airport Council (FAC)

Aviation Administration (FAA) and the Florida Department of Transportation (FDOT). With securing the approvals, the project moved forward through engineering design, bidding and construction phase services. Upon completion of the verification phase, Kimley-Horn prepared a technical memorandum describing the recommended features of the project. The memorandum included recommended taxiway pavement construction, demolition, airfield lighting, utility relocation and/or strengthening, new lighting circuits and types, changes to airfield signage and markings, and safety enhancements.

**Orlando International Airport, H-236 Construction Administration, Orlando, FL** — Project manager. Kimley-Horn prepared site pavement evaluation and bid document for the rehabilitation of airfield PCC pavements. Limit of work associated with this project is identified in two areas. The first is known as Taxiway A, south of Taxiway A3. This is approximately 3,200 linear feet of Group V taxiway having PCC and asphalt surfaces. The concrete pavements were showing significant signs of deterioration including high severity joint seal damage, map cracking, joint spalling, small and large patching, and corner spalling. Rehabilitation will be a combination of slab replacements, patching, and crack sealing. All joints were documented to be cleaned, beveled, and replaced with poured sealants. Pavement sections were replaced in-kind. Bituminous surfaced pavements were cleaned and sealed with an FAA-approved sealing/rejuvenating method. The second area is contiguous to the Continental Hangars. Each hangar has an associated north and south PCC apron and asphalt shoulders that has received minor rehabilitation since its original construction. Total work area is approximately 22,000 square yards.

**East Airfield Rehabilitation and Airfield Markings at Tampa International Airport, Tampa FL** — This project included the design and preparation of contract documents for the rehabilitation of asphalt pavements within the East Airfield, in addition to the removal and reinstallation of pavement markings airfield wide. The project included 68,000 square yards of taxiway removal, 106,000 square yards of asphalt mill/overlay, detailed/comprehensive construction phasing, new taxiway connectors, and over 600,000 square feet of airfield markings. This project required close coordination with multiple airport departments, tenants, and FAA. Paul was responsible for all management and technical aspects of this project. With an in-house production crew consisting of two project engineers and two CAD technicians, the project was delivered to the Aviation Authority under budget and on time.

**Aerostar, Runway 8/26 Rehabilitation at San Juan Luis Munoz Marin International Airport, San Juan, PR** — Project engineer. Kimley-Horn provided design of the pavement rehabilitation of Runway 8/26 and associated taxiway connectors. The project consisted of the rehabilitation of the center 9,300 feet of Runway 8/26, the taxiway connectors, and electrical work. The project included the mill and overlay of asphalt pavement on the runway and concrete rehabilitation work on the taxiway connectors as well as associated lighting and electrical work, pavement markings, grading, phasing as well as cost estimates, technical specifications and bidding assistance.

**Aerostar, Professional Architectural/Engineering Services, Islandwide, PR** — Project engineer. Kimley-Horn is leading the implementation of a Safety Management System (SMS) at Luis Muñoz Marín International Airport (SJU). The goal of the SMS implementation is to help foster a safety culture at SJU in which safety issues are proactively addressed and mitigated, and follow-up actions are actively monitored, as well as help anticipate the future FAA requirements on airport SMS once rulemaking becomes final. In addition, the implementation will build upon existing SJU safety programs, helping to ensure that the implementation truly integrates with the culture at SJU, and does not conflict with it. Employees of all SJU departments have been engaged in face-to-face interviews to accurately understand where the Airport currently stands regarding safety issues. Components of this project include a gap analysis, SMS manual development, information reporting structure, overall program implementation, and recommendations on SMS training objectives and content. The gap analysis is currently being completed, which will immediately proceed into development of the SMS manual. The manual will contain all policies, responsibilities, and procedures for safety management, such as safety goals, objectives, reporting methods, and triggers for risk assessments. In addition, as part of this project, two safety risk assessments (SRAs) will be conducted, which will engage airport stakeholders in collectively identifying and mitigating safety risks on specific topics.





## Vanessa F. Reyes

Senior Consultant

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### Education

Bachelor of Arts – Arts  
Management, Randolph-Macon  
College

Master of Architecture,  
Clemson University

### Years of Experience

R&A: 4  
Other Firms: 0

### Office Location

Alexandria, Virginia

### Professional Background

Since joining Ricondo & Associates, Inc. (R&A) in 2012, Ms. Reyes has assisted with various aspects of airport planning, including terminal concept proposals, terminal requirements, and graphic representations and standards for terminal spaces.

Ms. Reyes has been greatly involved with terminal planning projects at Los Angeles International Airport, where she provided technical and graphic support on the planning and programming of the Midfield Satellite Concourse and the Project Definition Booklet. Her involvement with the planning of the Midfield Satellite Concourse allowed her to become part of the Post Scenario Planning phase, in which she provided support for the transition of the project to the design team at the airport.

In 2014, Ms. Reyes became an embedded consultant at the Los Angeles International Airport and became part of the Capital Programming, Planning and Engineering group. The group focuses on developing, defining, and maintaining the airport facilities. Ms. Reyes works with other consultants from different teams in a Long-Term Planning phase of the terminals' expansion and future developments. She provides assistance on a day-to-day basis in the development of terminal programs, graphics (utilizing CAD, Excel, Illustrator, Photoshop, and PowerPoint) for terminal illustrations, and the organization of material for presentations and/or project deliverables.

After graduating from her master's program, and prior to joining R&A, Ms. Reyes worked for Clemson University and NXT Health, Inc. on a Post-Occupancy Evaluation, and In-Patient Room case study for the Military Health System. Additionally, she assisted with the facility documentation and the diagramming of specific attributes from clinical departments at Fort Belvoir Community Hospital in Virginia. She also assisted with generating tables, charts, and other graphic representations of data, as well as with organizing files and materials for various research projects.

In 2009, Ms. Reyes held an internship at The American Institute of Architects in Washington, D.C. Under the supervision of the Continuing Education Program Director, she collected data for various projects related to class accreditation and license renewals.



## David Ramacorti, CM

Director

### Education

Associate of Science – Flight Technology, Florida Institute of Technology

Bachelor of Science – Aviation Management, Florida Institute of Technology

Master of Business Administration (with concentration in Project Management) – Keller Graduate School of Management

### Professional Affiliations and Certifications

Certified Member – American Association of Airport Executives

Commercial Pilot – Instrument Rating

### Years of Experience

R&A: 18

Other Firms: 6

### Office Location

Miami, Florida

### Professional Background

Mr. Ramacorti joined Ricondo & Associates, Inc. (R&A), in 1996 following 3 years of airport planning and airfield construction administration consulting. He rejoined R&A in 2008 after a 3-year hiatus, during which he served as Vice President of Aviation with a transportation consulting firm. His diverse aviation background was gained through various planning, environmental, and construction projects at several large commercial service and general aviation airports, and 7 years of continuous flight training. His extensive project management experience, combined with his technical capabilities as an aviation planner and commercial pilot, enable him to successfully manage large-scale planning projects and to provide on-call consulting services.

Mr. Ramacorti's project experience includes airport master planning; terminal planning and programming; environmental impact statement (EIS) preparation; airfield and airspace analyses; benefit-cost analyses; Airport Layout Plan (ALP)/eALP development; airfield marking, lighting, and signage; construction administration, design management, and implementation planning. Currently, he serves as R&A's Technical Services Leader for Airside and Airspace Planning and was formerly the Chair the Airspace Working Group for the American Association of Airport Executives' Operations, Safety, Planning and Emergency Management Committee.

Since joining R&A, he has conducted airport master planning studies for both general aviation and commercial service airports. His master planning experience includes developing inventory documentation, aviation demand scenarios, demand/capacity assessments, and facility requirements; evaluating development alternatives; and preparing ALP packages. As part of the Master Plan Updates for FLL and HWO master plan updates, he is leading the Airport GIS compliant imagery acquisition and e-ALP submittals for both airports.

Mr. Ramacorti has also provided general consulting planning services for a variety of airport sponsors. He has developed aircraft parking plans, assessed aircraft compatibility, analyzed helipad siting, assessed airport traffic control tower (ATCT) lines-of-sight, assessed runway safety areas, analyzed obstructions to air navigation in accordance with Title 14 Code of Federal Regulations Part 77 (14 CFR 77) and the U.S. Standard for Terminal Instrument Procedures (TERPS), and evaluated aircraft rescue and fire-fighting station emergency response routes. He has analyzed siting and obstructions related to navigational aids associated with a runway extension.

His terminal planning experience includes the development of design day flight schedules, ramp charts, and terminal facility requirements for terminal program definition. Mr. Ramacorti also developed conceptual terminal configurations and provided airside planning services for terminal planning studies at Jacksonville, Miami, Newark Liberty, and Washington Dulles International Airports. He was part of the design teams for new terminal development at William P. Hobby and Reagan Washington National Airports, for which he developed aircraft parking plans, construction sequencing plans, ramp operational assessments, and pavement marking plans. Mr. Ramacorti has also overseen a broad range of design and construction activities at commercial service airports.



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*Foreign-Trade Zone and Industrial Park Consulting and Marketing  
Supply Chain and Security-Threat Assessment*

## **Curtis D. Spencer** **President**

Curtis Spencer is the owner and President of IMS Worldwide, Inc., (IMSW) and has been a consultant in the firm continuously since 1977. His involvement with IMSW began as a Research Analyst in Foreign-Trade Zone (FTZ or Zone) Application preparation. From 1982 to 1985, Mr. Spencer was President of the Houston FTZ Corporation, which Operated and managed the Houston FTZ No. 84. He administered all aspects of the daily operations of the Zone, including start-up, marketing, and technical supervision. Additionally, he supervised the Operational personnel, the technical sales and support staff, training them in Zone marketing and operations.

In 1989, Mr. Spencer became President and owner of IMS Worldwide, Inc. This present position encompasses both his supply chain security background and in-depth knowledge of the U.S. Customs and Border Protection (CBP) procedures. He is responsible for new business development and ongoing consulting in marketing and Zone site development for individual client companies, grantees and operators within the U.S. FTZ program. Mr. Spencer has been involved with elevating the firm to national prominence in the FTZ Industry, which spans a 35-year career and more than 300 successful FTZ projects.

IMSW provides extensive FTZ solutions for Public Agencies (Los Angeles, Fort Lauderdale, Alliance, Texas) and for Zone Operators in multiple locations (Nippon Express USA, Inc., CEVA Global Logistics, FedEx Trade Networks and Yusen/NYK Logistics. IMSW specializes in Zone marketing and operations, and Mr. Spencer's proprietary FTZ Cost-Benefits Analysis model is used in more than 45 Zones, and the analysis has been performed in more than 5,000 separate cases. The newest clients within the industry are represented by the nation's largest REIT's and private industrial developers. IMSW's industrial development clients include Hillwood Development, ProLogis/AMB, CenterPoint Properties, Liberty Property Trust, IDI, The Alter Group, ING Clarion, The Carson Companies and Watson Land of California. Internationally, Mr. Spencer has advised FTZ developers in Canada, Mexico and Brazil.

Mr. Spencer's 35 years of experience as a CBP, FTZ and Supply Chain Security consultant has earned him numerous speaking engagements on panels and an invitation to join the Treasury Department's COAC Sub-Committee (Technical Advisory Committee on Border Security), as a subcommittee Chair in 2002. Mr. Spencer was asked to join the full COAC committee in 2005, where he served 2 terms (the 9<sup>th</sup> and 10<sup>th</sup> term), to advise DHS and the Department of Treasury for four years. The firm has provided supply chain security evaluations for the TSA's Operation Safe Commerce out of the Seattle/Tacoma load center.

As President of IMSW, his 35 year consulting tenure in the Foreign-Trade Zone, Industrial Park Marketing, and in Logistics planning has earned him numerous awards and recognition nationwide. Mr. Spencer is a member of the Base Re-Use Community, represented by NAID, and has served on the Board of the NAFTAZ which is the national organization covering the FTZ industry. He has served on the national speaker's bank and as a track chair for the CSCMP, is a member of the airport industry's AAAE, the importer association, AAIE, and speaks over 55 times annually for JOC's TPM and IP Conferences, ULI, NAIOP, SIOR, NAFTAZ, AAIE, CSCMP and many others. He has been authoring articles for the *Journal of Commerce*, *Expansion Management*, *Plants, Sites and Parks* and many others for several years.

## 4. Key Personnel Experience and References

Some key distinguishing factors and specific qualifications for the key personnel from the R&A Team as shown in our Proposed Project Organization chart include:

- More than architects and engineers, our key members are general airport consultants who are capable of not only planning, programming, designing, and implementing a capital improvement project, but also assisting/supporting with any facet of airport administration, operational, business performance, or managerial support that may also be desired from Airport staff.
- Engineers (Paul Piro, P.E. and Michael Carey, P.E.) offer a combined average of 35 years of design experience, *most of it* on airport/aviation projects.
- Leader for Construction Services (Bryce A. Wagner) has more than 25 years of experience in the all aspects of construction supervision—inspections, oversight, construction and contract management, and quality assurance—for small scale and large scale transportation and airport capital improvement and development projects. These include projects for commercial service airports, such as Fort Lauderdale-Hollywood International and Palm Beach International Airports, as well as each of the general aviation airports located within Palm Beach County. Mr. Wagner has provided construction management/owner's representative services for the Boca Raton Airport since 2009, helping achieve the successful construction of most projects in the Airport's Capital Improvement Program, including a new 9,200 square foot Administration Building. He holds a successful and reputable track record for completing projects within (or under) budget and within (or ahead of) schedule.
- Grants (Strategic Planning; Applications; Ongoing Administration)—Pete Ricondo and Shane Ingolia have an extensive understanding of grant eligibility and have unmatched experience assisting clients with the alignment of airport projects and needs with federal and state grant sources to best leverage the ability to maximize the amount of grant funding awarded to the Airport. These individuals also have significant experience with the ongoing reporting and administrative activities that accompany the maintenance of the VNC's CIP and awarded grants—from JACIP updates to the preparation of quarterly activity/progress reports to grant closeout activities.

Summarized are several contract-specific or project-specific examples demonstrating R&A's experience and qualification with similar general consulting contracts and airport projects that are recent and relevant for the Engineering and Consulting Services for Venice Municipal Airport. More detailed descriptions of the services provided under each of these contracts follow in the subsequent pages. As these

representative projects illustrate, R&A has a broad span of experience that directly relates to the requested services for the Airport. References for these airport clients who may be contacted for each of these projects have been provided. These clients can offer testimony to the quality and timeliness of R&A's work. The quality of work performed for these clients can be measured by the fact that most of these clients have remained clients either through follow-on work or through on-call/general consulting contracts.

Project Title: General Consultant Services for Boca Raton Airport  
 Client: Boca Raton Airport Authority and State of Florida, Department of Management Services  
 Start/End Date: 2001/Ongoing (multiple contracts)  
 Key Personnel: Pete Ricondo, P.E., Bryce A. Wagner, David Ramacorti, Shane Ingolia  
 Client Reference: Ms. Clara Bennett, Executive Director • 561-391-2202

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Project Title: General Consulting Services for Palm Beach International, North Palm Beach County General Aviation, Palm Beach County Park, and Palm Beach County Glades Airports  
 Client: Palm Beach County Department of Airports  
 Start/End Date: September 2009/October 2016  
 Key Personnel: Pete Ricondo, P.E., Bryce A. Wagner, David Ramacorti  
 Client Reference: Mr. Jerry L. Allen, A.A.E., Deputy Director, Planning and Development • 561-471-7423

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Project Title: General Consulting Services for Orlando International and Orlando Executive Airports  
 Client: Greater Orlando Aviation Authority/Schenkel Shultz Architecture  
 Start/End Date: 2006/Ongoing (multiple contracts)  
 Key Personnel: Pete Ricondo, P.E., Michael Carey, P.E.  
 Client Reference: Mr. Stan Thornton, Chief Operating Officer • 407-825-7826

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Project Title: Airport Consultant Services for Tampa International Airport  
 Client: Hillsborough County Aviation Authority  
 Start/End Date: June 1997/June 2016  
 Key Personnel: Pete Ricondo, P.E.  
 Client Reference: Ms. Beth Zurenko, Director of Real Estate • 813-870-8789

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Project Title: General Consulting Services for Henry E. Rohlsen Airport  
 Client: Virgin Islands Port Authority  
 Start/End Date: April 2010/March 2015  
 Key Personnel: Pete Ricondo, P.E., Bryce A. Wagner  
 Client Reference: Mr. David Mapp, Assistant Executive Director • 340-778-1012

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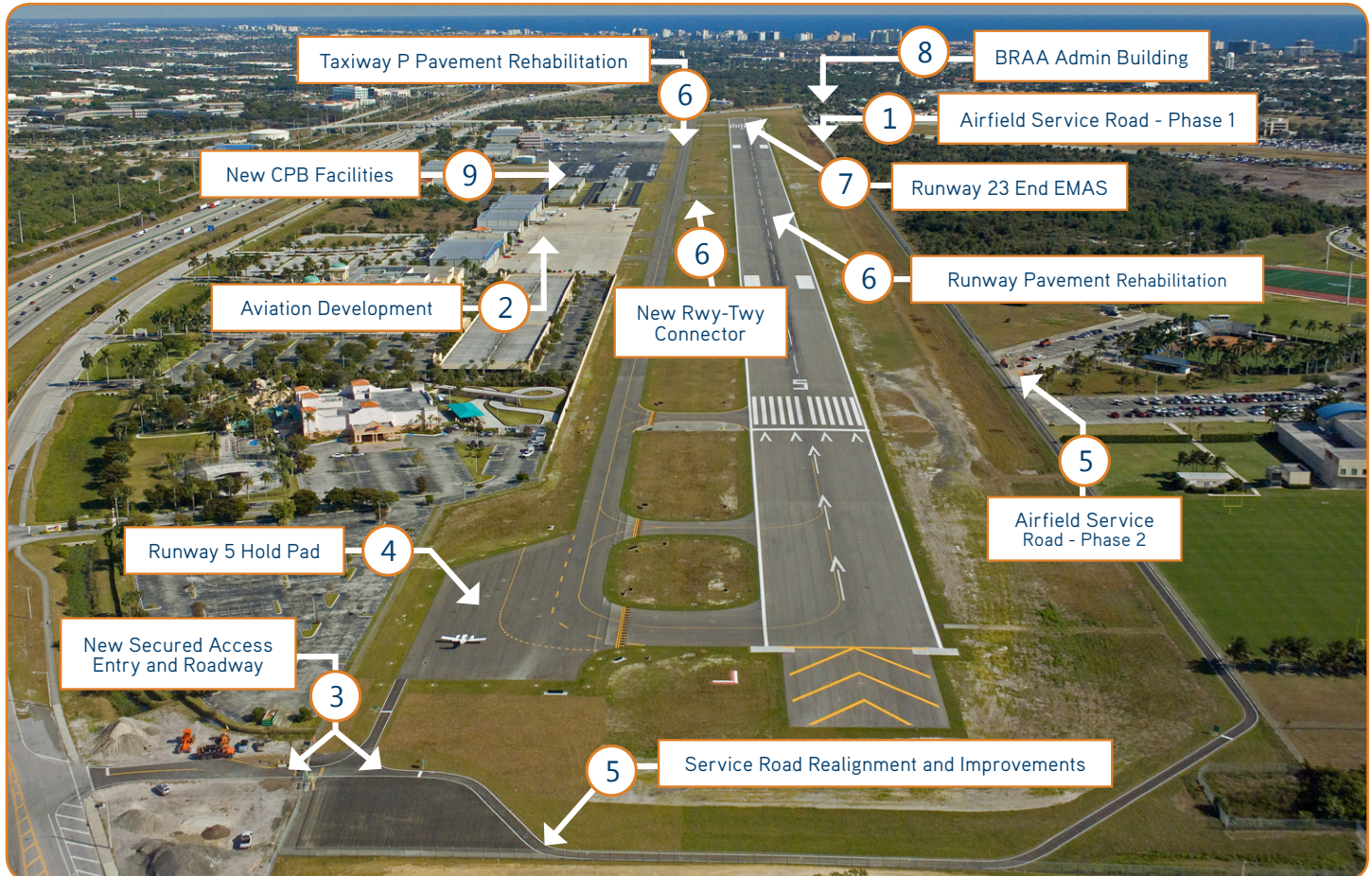
## Relevant Experience

### Boca Raton Airport Authority

BOCA RATON AIRPORT

General Airport Consultant Services

Ms. Clara Bennett, Airport Manager; Tel: 561-391-2202



Since 2000, Ricondo & Associates, Inc. (R&A) and a Team of subconsultants have been serving as the on-call general consultant for the Boca Raton Airport Authority, operator of the Boca Raton Airport (BCT). As the prime consultant, R&A's role began with an update to the airport master plan in 2000 and 2001. Concurrent with the master plan update, and since its completion, R&A has also managed all design services associated with the Capital Improvement Program (CIP) and other airfield or facility improvement projects.

Projects managed by R&A during the design and construction phases include on-airport service roads, airfield lighting improvements, a comprehensive upgrade to the airport's perimeter access and security systems, and replacement of the runway approach lighting systems. Additionally, in 2009, R&A managed a half dozen capital projects packaged together into an airport enhancement and airfield rehabilitation program termed by the Authority as the Airfield Improvement Program. The Program, totaling \$5.5 million in construction, included a full mill

and overlay of the airport's single runway, Runway 5-23, and parallel taxiway (Taxiway P). The Program also included the widening of the Runway 5 hold pad and blast pad, construction of a new midfield runway-taxiway connector, a new airfield service road, a new access controlled airfield security gate, and new runway end identifier lights.

Following the completion of the Airfield Improvement Program, R&A completed an Operational Needs Assessment and Runway Safety Area (RSA) Study in 2012 in accordance with FAA guidelines. The study's objective was to assess alternatives to enhance the RSAs on both ends of the runway. Due to airport property constraints beyond both runway ends, including Spanish River Blvd and Utility Services Complex located on the south side of the Airport, it was determined that the installation of Engineered Materials Arresting Systems (EMAS) is the only practicable alternative to enhance the Runway Safety Areas at the Airport.

## Boca Raton Airport Authority (Continued)

From a facility development standpoint, the past five (5) years have been the most notable when it comes to the design and construction of new airport facilities at BCT. In 2015, the BRAA proudly opened its new Airport Administration Building within a 1.79 acre parcel located along the northeast section of the Airport. In 2016, another milestone was reached for BCT with the initiation of construction on a new Customs and Border Protection (CBP) facility. Both of these facilities are LEED-silver designed.

A few of these projects completed under the General Consulting contract for the Boca Raton Airport are briefly described below and graphically presented in the aerial photo shown on the previous page and within other images included in the following pages:

### 1 Airfield Service Road – Phase 1 (Completed in 2003):

The project comprised the paving and subsurface improvements for the 1-mile long road segment located along the eastern and northern perimeter of the airfield. Phase 1 spanned northward from the Air Traffic Control Tower at Boca Raton Airport, tying into Spanish River Drive at a location northwest of Runway 23.

### 2 Aviation Development (Completed in 2004):

From 2001 through 2004, R&A served as the Airport Authority's representative for the development of new fixed based operator facilities at the Boca Raton Airport. Although the facilities were built by a third party, contracted directly by the Fixed Base Operator, R&A served as the client's representative, fulfilling the regulatory compliance requirement needed to allow for the commencement of construction, as well as design reviews throughout the design development phase. The FBO facilities occupy a 15-acre site and include a 17,000-square-foot FBO terminal, three conventional hangars, an itinerant apron and tie down positions, and a fuel farm that dispenses aviation gas as well as jet fuel.



### 3 Airport Security Enhancements (Completed in 2007 and 2015):

The purpose of these projects was to enhance security at the Airport. The enhancements implemented as part of this project included: replacement of existing vehicle access gates and gate operators; provisions for new vehicle access gates and operators; implementation of card readers with closed-circuit television (CCTV) camera assessment and surveillance at automated vehicle gates; implementation of security intercommunication between the primary entrance vehicle gates and associated control stations; provision of a Card Access and Alarm Monitoring System (CAS) with video badge imaging and automatic pager capability; inclusion of all power requirements, and installation of all required conduit and cabling.

### 4 Runway 5 Hold Pad (Completed in 2009):

The project included the reconfiguration and widening of the Runway 5 Hold Pad to provide greater aircraft staging capacity for Group II and III aircraft and also allow by-pass capability to and from Runway 5.

### 5 Airfield Service Road – Phase 2 (Completed in 2009):

The project comprised the paving and subsurface improvements for the 1.5-mile long road segment located along the eastern and southern perimeter of the airfield. The project also included the relocation of the road segment as it traversed around the end of Runway 5.

### 6 Runway and Taxiway Pavement Rehabilitation (Completed in 2009):

The project included the removal of the existing (older) runway (6,275 feet long by 150 feet wide) and taxiway (6,275 feet long by 40 feet wide) pavements through a milling process, and then replacing the milled surface with new asphalt pavements. The process was completed by grooving of the runway surface for enhanced drainage and re-marking the pavement in accordance with current FAA guidelines. The construction of the runway and taxiway overlay project was implemented through a phased-approach that balanced operational and paving considerations to provide funding flexibility, and included night time construction for the rehabilitation of the runway pavements.

## Boca Raton Airport Authority (Continued)

### 7 Engineered Materials Arresting Systems for Runway 5-23 (Runway 23 - 2015; Runway 5 - Ongoing)

From 2014 through 2016, the R&A team led the design and supervision of construction for the Runway 23 end EMAS and is currently implementing a similar project for the Runway 5 end EMAS. The Runway 23 End EMAS comprises a bed length that is more than 240 feet in length and more than 160 feet wide, totaling more than 2,300 EMAS blocks. The Runway 5 End EMAS currently under design comprises a bed length that is more than 300 feet in length and more than 170 feet wide, totaling more than 3,150 EMAS blocks.



### 8 BRAA Administration Building (Completed in 2015/2016)

From 2011 through 2015, R&A led and managed the planning, programming, design and construction of a new Administration Building for the Boca Raton Airport Authority (BRAA). Several of R&A's subconsultants led the permitting, design and LEED certification processing for the new building. On October 30, 2015 the BRAA moved into its new 9,270 sq. ft. Administration Building. The full completion of the building was achieved earlier this year (2016), with the finalization of the outstanding punch-list items. The project culminates the initiative to develop a new airport administration building that commenced in 2011/2012, when the BRAA entered into an agreement with the Florida Atlantic Research & Development Authority to assume the leasehold interest in the 1.79 acre parcel, contained within Parcel 6 of the FAU Research Park located closest to the Boca Raton Airport property. Since 2012, the BRAA has incrementally undertaken the



development of the site, initially through stormwater and utility infrastructure improvements, and later followed with the design and construction of the building, by leveraging state grants and local funds in a manner that made the project financially feasible and affordable for the BRAA. The \$3M building is situated on 1.79 acres east of Runway 5-23, and features offices, meeting spaces and a three-bay, 2,500 sq. ft. equipment storage area.

### 9 Customs Border Protection Facility (Ongoing)

Similar to the BCT Administration Building project, since 2014 R&A has been supporting the BRAA with the planning, programming, design, and construction management of a new Customs Border Protection (CBP) Facility for BCT. The project includes the development of a 4,700 SF CBP Facility in accordance with Department of Homeland Security (DHS) technical specifications and requirements, civil site development including new sewer, water, storm drainage, site electrical and lighting, new entrance roadway and parking area pavements, and landscaping. This project also includes the construction of a new taxiway connector, reconstruction of existing apron and taxiway pavement, and installation of airfield lighting.



### Other Projects Undertaken and Successfully Completed by the R&A General Consulting Team:

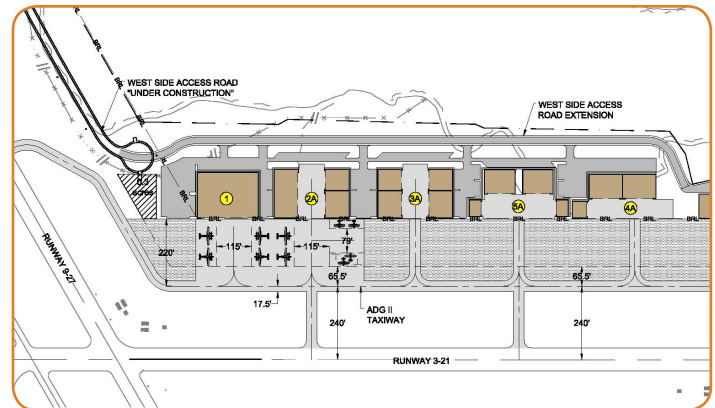
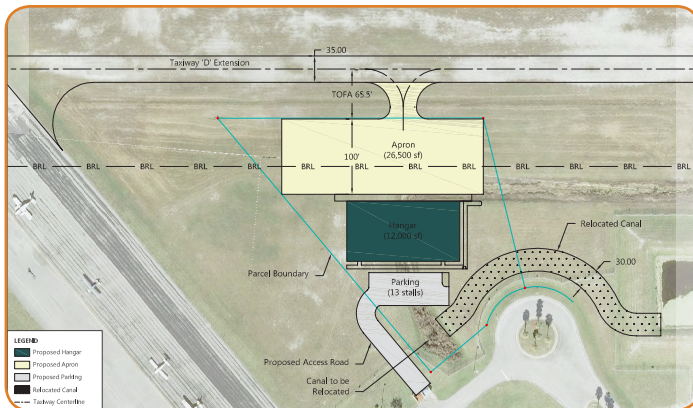
- Runway Lighting Upgrades (2004)
- Taxiway Lighting Upgrades (2004)
- Stormwater Master Plan Update (2006)
- Airfield Signage Upgrades (2008)
- Airport Security Fencing Replacement (2008)
- ALP Update (2011)
- Strategic Business Plan (2011)
- Operational Needs Assessment and Runway Safety Area Study (2012)
- Jet Blast Deflector (2014)
- Wildlife Hazard Assessment (2014/2015)
- ATCT Renovations (2015)
- Obstruction Assessment Study and Atlas (2016)



## Relevant Experience

### Palm Beach County Department of Airports PALM BEACH INTERNATIONAL, PALM BEACH COUNTY PARK, PALM BEACH COUNTY GLADES, AND NORTH PALM BEACH COUNTY GENERAL AVIATION AIRPORTS General Consulting Services

Mr. Jerry Allen, AAE, Deputy Director – Planning; Tel: 561-471-7423



Since 1993, Ricondo & Associates, Inc. (R&A) has served the Palm Beach County Department of Airports with planning, design, design management, and project management for the definition and implementation of the Capital Improvement Program (CIP) for its four-airport system under multiple general consulting contracts.

While serving as General Consultant to the County, R&A was awarded over 100 task assignments related to various aviation planning, design, and construction projects at Palm Beach International, Palm Beach County Park, Palm Beach County Glades, and North Palm Beach County General Aviation Airports. R&A was responsible for planning and conceptual design assignments, financial analysis, environmental studies, design management, construction administration and overall project management for projects assigned to the R&A Team.

Planning services provided by R&A included the Master Plan Update for North Palm Beach County General Aviation Airport, apron use layouts, 14 CFR Part 77 and U.S. Standard for Terminal Instrument Procedures (TERPS) analyses, and preparation of planning and project books for various capital improvement projects, establishing conceptual and preliminary design criteria.

As General Consultants, the R&A Team administered design and construction administration services for various CIP projects totaling \$ 19 million in construction costs. R&A also headed the design team's quality assurance program and managed the design effort in order to meet the County's critical deadlines and the desired implementation schedules.

These projects included:

Palm Beach International Airport:

- New Cargo Building and Aircraft Apron
- New ILS for Runway 27-R
- South Outer Perimeter Road
- Stormwater Improvements (Phase I)
- Park and Ride Lot Improvements
- Terminal Building Carpeting Improvements

North Palm Beach County General Aviation Airport:

- New Conventional Hangar
- New ILS for Runway
- New T-Hangar Facilities
- New Apron and Taxilanes

In addition to the services outlined above, R&A furnished the County with on-site staff to function as an extension of the County's Planning & Development Division. In this capacity, R&A assisted the County with the coordination of various activities associated with the daily and routine airport operations. R&A's on-site staff also conducted annual facilities and pavement inspections on a yearly basis for Palm Beach County's four airports. More importantly, it provided program management services to the County for the various capital improvement and facility enhancement projects during the 4-year period as General Consultant.

Palm Beach County Department of Airports (Continued)

In 2005, as a subconsultant to CH2M Hill, R&A again served as general consultant to the County. From 2005 through 2008, R&A's role was to provide master planning, financial planning, and program implementation services for the County's 4-airport system.

In March 2009, R&A, this time serving as the Prime Consultant, was re-selected to provide general consultant services to the DOA for a 4-year period. Services as subconsultants to R&A in this General Consulting Contract were Schenkel Shultz Architecture, Carolyn Binder, American Infrastructure Development, Hillers Electrical Engineering, Tierra South Florida, and Brown & Phillips. The services provided by the R&A Team include strategic planning, CIP definition and implementation, architectural and multi-disciplinary engineering design, construction management, and program management. Specific services included construction management and inspection for two taxiway extension and widening projects and construction of a new high-speed runway exit connector at Palm Beach International Airport; preparation of a stormwater master plan update and design of a runway and aircraft parking apron overlay for Palm Beach County Park Airport; preparation of a wildlife hazard management plan for Palm Beach International Airport; annual facilities inspections for the County's four airports, and preparation of wildlife hazard assessments for Palm Beach County Park Airport and North Palm Beach County General Aviation Airport, as well as program management.



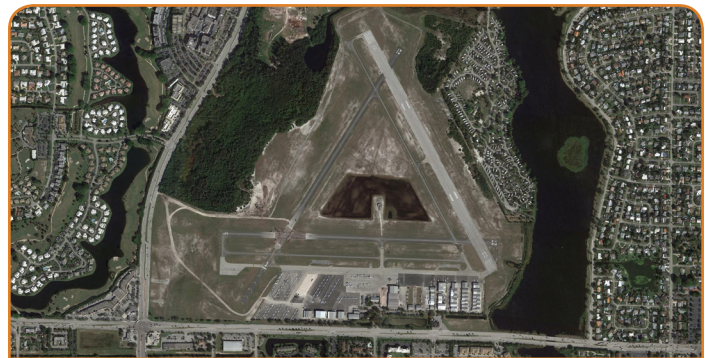
Palm Beach International Airport



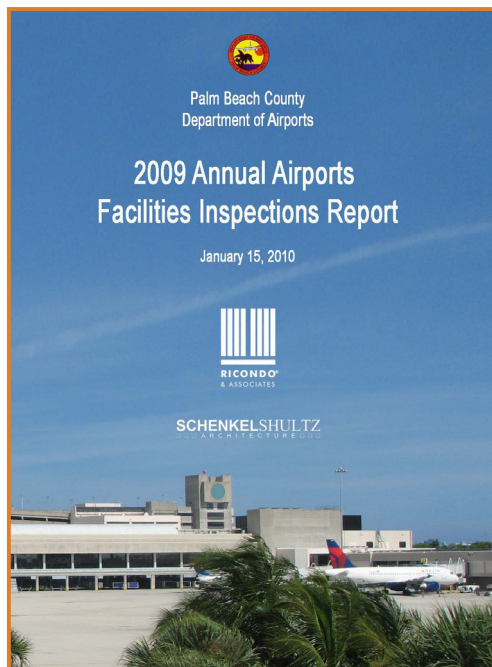
North Palm Beach County General Aviation Airport



Palm Beach County Glades Airport



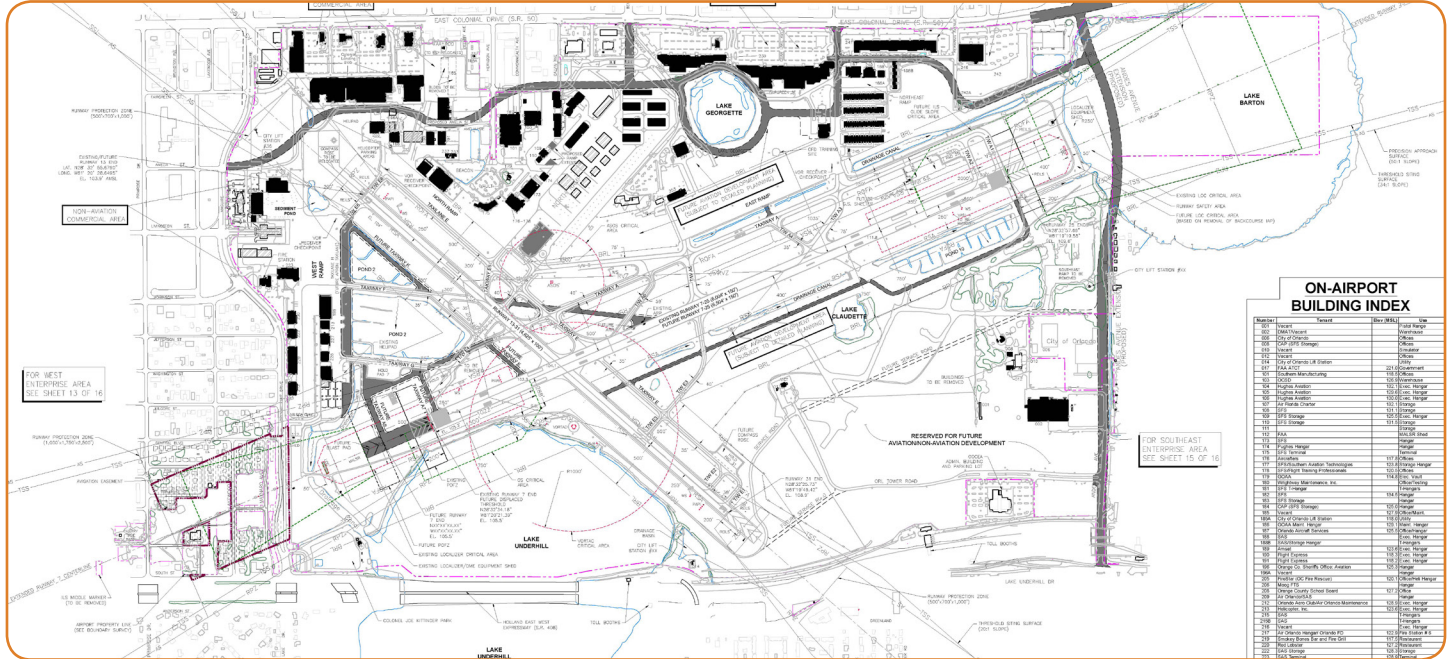
Palm Beach County Park Airport



SOURCE (ALL IMAGES): Google Earth Pro, 2016 (aerial photography – for visual reference only, may not be to scale).

**Greater Orlando Aviation Authority**  
**ORLANDO EXECUTIVE AIRPORT**  
 General Consulting Services  
 Mr. Stan Thornton, Chief Operating Officer; Tel: 407-825-7826

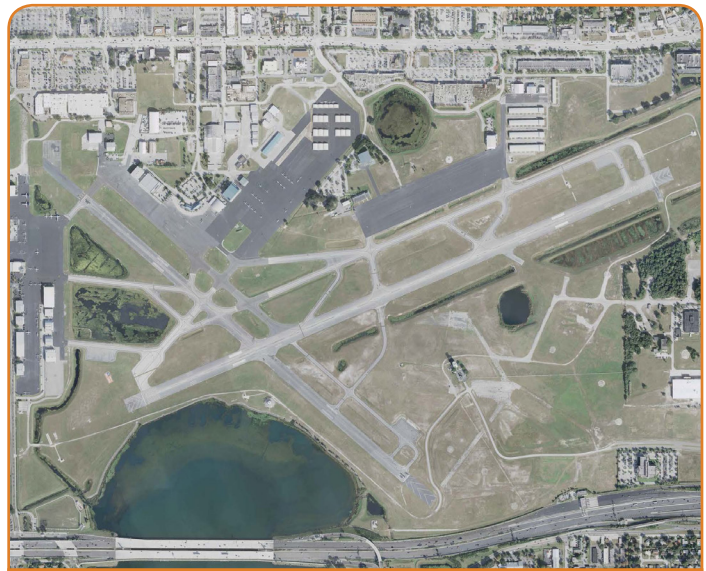
**Relevant Experience**



Since 2006, Ricondo & Associates, Inc. (R&A) has served as one of two Airport Consultants for the Greater Orlando Aviation Authority (GOAA). Under this contract, R&A provides general advisory, business and financial planning services to GOAA for the furtherance and implementation of the Capital Improvement Program (CIP) for Orlando International and Orlando Executive Airports. These services also include providing funding strategies for the various projects in the CIP.

While serving as GOAA's Airport Consultant, R&A has also been a key member of the General Consulting Team, led by Schenkel Shultz Architecture. In both instances, R&A has been reselected to provide these services through two different procurements, and continues to perform in these capacities today.

Similar to the services provided under the Airport Consultant contract, aimed at advancing the airport's CIP into implementation, under the General Consulting Contract Schenkel Shultz and R&A collaborate on a daily basis to provide GOAA with facility and infrastructure planning, programming, design, permitting, and construction/implementation support services. Relative to Orlando Executive Airport, the most recent task being implemented/undertaken by R&A is the development of an e-ALP, in accordance with FAA guidelines, similar to the e-ALP programmed for BCT in FY2021 under its current CIP.



**Orlando Executive Airport**

SOURCE: Quantum Spatial, November 2015.

## Relevant Experience

Hillsborough County Aviation Authority  
PETER O. KNIGHT, PLANT CITY, AND TAMPA EXECUTIVE AIRPORTS  
Airport Consultant

Ms. Beth Zurenko, Director of Real Estate; Tel: 813-870-8789



Peter O. Knight Airport



Tampa Executive Airport



Plant City Airport

**SOURCE (ALL IMAGES):** Google Earth Pro, 2016 (aerial photography – for visual reference only, may not be to scale).

Since 1997 R&A has served as the Airport Consultant for the Hillsborough County Aviation Authority. R&A's contract has subsequently extended through 2021 when R&A was reselected and continues to provide on-call general consulting, as well as financial and business planning services for Tampa International Airport, and the three general aviation airports operated by the Authority: Peter O. Knight, Plant City, and Tampa Executive Airports. As the Authority's Airport Consultant, R&A has reviewed annual operating

and capital budgets, developed annual rates and charges, prepared feasibility reports to support the issuance of revenue bonds, and provided other related services as required under the Trust Agreement. Additional services provided by R&A include development of a business plan and business plan updates, PFC, FAA, and FDOT grant funding support, parking and ground transportation analyses, and facility reutilization plans. Under a separate contract, R&A has also provided master planning services for the Authority.

## Relevant Experience

### Virgin Islands Port Authority

HENRY E. ROHLSSEN AIRPORT  
General Consulting Services

Mr. David Mapp, Assistant Executive Director; Tel: 340-778-1012



In April 2010, the Virgin Islands Port Authority approved the selection of Ricondo & Associates, Inc. (R&A) to provide general consulting and engineering services for the Henry E. Rohlsen Airport (St. Croix, U.S. Virgin Islands). In addition to R&A serving as the Prime Consultant, other team members participating in this general consulting contract to R&A included American Infrastructure Development (AID), as the lead Engineer; Hillers Electrical Engineering (HEE), and Schenkel Shultz Architecture (SSA). Under this multi-year contract, R&A and its team members provided planning, architectural, engineering, and management consulting services for implementation of the Airport's Capital Improvement Program and other operational enhancements for the Airport.

The initial project undertaken and completed under this contract included the design, bid, and construction management of a pavement rehabilitation and overlay of the primary runway (Runway 10-28). This design project was undertaken in an expedited schedule in order to compete for and secure federal funding for the project prior to the end of the 2009/2010 fiscal year cycle. The project was successfully completed in December 2011 at 90% of the original project budget.

In October 2010, R&A was tasked with conducting an energy conservation audit for the terminal building. In 2012, R&A and AID were tasked with design services for the pavement rehabilitation of the terminal apron, as well as an airfield security improvements project. At that



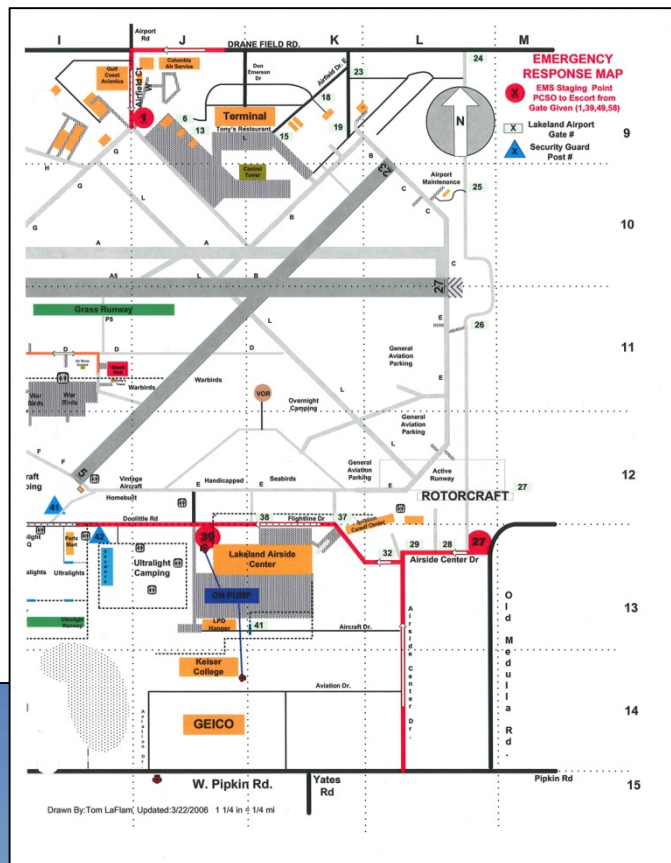
same time, R&A was tasked with a Terminal Operational Enhancements Study and an update to the 10-year Capital Improvement Program.

One of the final projects completed under this contract was the design of a new aircraft rescue and firefighting facility (ARFF) – R&A led the initial programming study, which was later used to secure federal (AIP) funding for the project. SSA led the design of the new ARFF, with AID and HEE providing civil and electrical engineering design services, respectively.

In 2015, the team was reselected by the Virgin Islands Port Authority to serve in this same capacity for another five-year term. For this selection, AID served as the Prime with R&A, SSA and HEE serving as subconsultants to AID. This decision was based on the scope of services included in the airport CIP for the 2015-2020, which was strongly geared towards airfield engineering projects.

Project Title: Professional Engineering Consulting Services for Lakeland Linder Regional Airport  
 Client: City of Lakeland, Florida  
 Start/End Date: January 2006/Ongoing  
 Key Personnel: Michael Carey, P.E.  
 Client Reference: Mr. John DuBose • 863-648-3298

Project Description: KHA is providing general engineering consulting services for this Central Florida reliever airport. Lakeland Linder Regional Airport was chosen as the Central Florida day port for the new very light jets, which began operation in 2007. KHA completed the security plan for the airport in 2006, which was required to obtain license renewal with FDOT. The plan included taking inventory of airport activities (flight training, Sun-N-Fun, etc.), interviewing the local police and fire departments, and developing security procedures for this general aviation airport. The license was obtained with minimal comment on the Security Plan.



Project Title: Daytona Beach International Airport General Consulting Services  
Client: Volusia County  
Start/End Date: 2011/Ongoing  
Key Personnel: Paul Piro, P.E.  
Client Reference: Ms. Karen Fester, Director of Airport Services • 386-248-8030, extension 18304

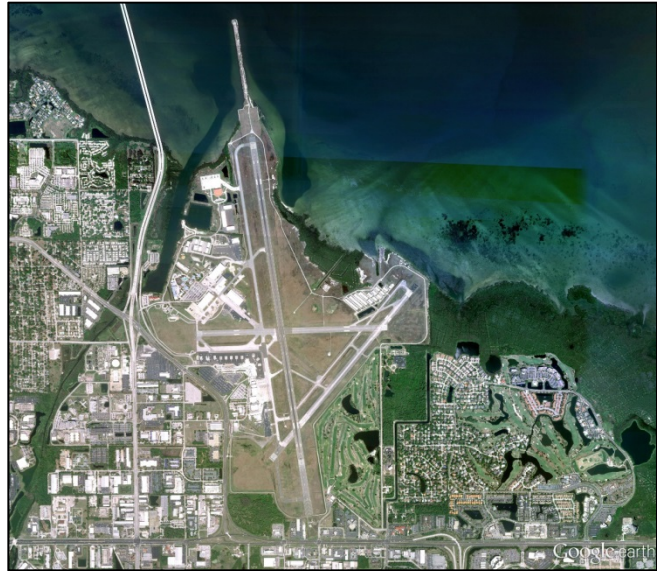
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Project Description: KHA provided on-call services on an as-needed basis to the County of Volusia and Daytona Beach International Airport staff. These services were provided across all disciplines including civil engineering, aviation planning, architecture, cost estimating, environmental, and project management over the duration of the contract. Tasks included preparing an ALP amendment; hangar feasibility analysis; airspace assessment for new developments; federal and state funding assistance and grant assurances; cargo facility analysis; independent fee reviews; miscellaneous civil engineering improvements; tree mitigation, and pavement inspection, strength analysis, and recommendations. Other projects under this contract included:

- **Airspace Protection and Land Use Compatibility Zoning Code Refinement.** KHA is updating a section of the City of Daytona Beach Zoning Code to bring it up to date with both state and FAA regulations and guidance. The effort involves the review and refinement of the draft language concerning airspace protection and land use compatibility at the airport and how it affects the Daytona Speedway, participate in meetings, prepare appropriate mapping displaying certain zones requiring the submission of materials for a formal FAA review, and provide a record of meetings and discussions.
- **Cutover Taxiways Y, W2 and E2.** Taxiway W2 was designed to 420' long extending from the centerline of R/W 16-34 to centerline of Taxiway W. The new pavement length is 314'. Taxiway E2 was designed at 400' long extending from the centerline of R/W 16-34 to centerline of Taxiway E. The actual new pavement length is 305'. Taxiways W2 and E2 are 90'wide (due to tapers) and designed for standard ADG III aircraft. The County of Volusia desired to prevent incursions on Runway 7R-25L at the Daytona Beach International Airport caused by aircraft taxiing south on Taxiway W. Concepts for accomplishing this included signage modification at the intersection of Taxiway Whiskey and Taxiway Sierra and eliminating this hot spot, constructing a cutover Taxiway Y connecting Taxiway S and W, and relocating Taxiways W2 and E2.
- **Sanitary Sewer Force Main Extension (P-71).** KHA provided design, permitting, and limited construction administration services for a 2,500-foot sanitary force main system connecting to the City of Daytona Beach force main with future aviation tenants on the airport's southwest side.
- **Tree Mitigation Project.** KHA assisted DBIA in implementing the recommendation in their Wildlife Hazard Management Plan to remove the trees and wetland areas on parcels immediately adjacent Runway 16/34. This included wetland delineation, permitting and mitigation coordination; gopher tortoise survey, permitting and relocation; evaluation of the existing closed landfill and preparation of a plan to avoid disturbance to the landfill; preparation of clearing and grading plans, stormwater modeling and design, access and safety plans; preparation of the Construction Safety and Phasing Plan per FAA AC 150/5370-2F; permitting; assistance with the bidding the project and preparation of the documented Categorical Exclusion for submittal to FAA.

Project Title: General Engineering Consulting Services for St. Petersburg-Clearwater International Airport  
 Client: County of Pinellas  
 Start/End Date: 2008/2011  
 Key Personnel: Michael Carey  
 Client Reference: Mr. John Holt, P.E., Airport Engineer • 727-453-7800

Project Description: KHA has served as general engineering consultant for St. Petersburg-Clearwater International Airport since 2008. Services provided have included project management and coordination, design services, field investigation, pavement inspection, Florida Aviation Administration coordination, construction plans and specifications, bidding assistance, grant preparation, and cost estimating. Projects under this contract include:



- Rehabilitation of Taxiways A and B.** KHA provided design phase services for the rehabilitation of the north end of Air Carrier Taxiway A to remove slippage cracking due to air carrier traffic. They also provided design phase services for the complete reconstruction of Taxiway B between Runway 9-27 and the U.S. Coast Guard ramp, which was in "failed" condition because of the many years of departures of USCG C-130 Hercules Aircraft. Work included project-level pavement inspection, construction plans and specifications, and bidding assistance.
- Rehabilitation of Service Road Drainage Structure.** KHA provided design phase services for the reconstruction of an aging drainage structure in the wheel path of the airfield perimeter service road. The structure received heavy fuel truck and airport traffic. Work included field investigation, coordination with the Airport drainage master planner, construction plans and specifications, and bidding assistance.
- Tree Clearing of Runway 4.** KHA provided analysis, FAA coordination, design phase services, and surveying services for the evaluation and removal of obstructions penetrating the 20:1 and 34:1 approach surfaces to Runway 4-22. Obstructions were initially identified in the Airport's annual FAA inspection. Surveying took place in heavily-vegetated areas adjacent to the runway.
- Grant Application Assistance.** Provided FAA grant preparation assistance for FY 011 project, including project description and exhibits, cost estimates, and completion of grant documents for the Airport's submittal to FAA.



Project Title: General Engineering Consultant Services for Fort Lauderdale Executive Airport  
 Client: City of Fort Lauderdale, Florida  
 Start/End Date: 2001/2014  
 Key Personnel: Jill Capelli, P.E.  
 Client Reference: Ms. Clara Bennett, Airport Manager • 957-828-4969

Project Description: KHA served as a general consultant to the City of Fort Lauderdale for Fort Lauderdale Executive Airport for more than 12 years. In that role, they completed numerous services, including the airfield-wide rehabilitation of airside signage, lighting, and electrical services; the rehabilitation of Runway 8-26 and relocation of Taxiway Hotel; the rehabilitation of Runway 13-31; a new Airport Rescue and Fire Fighting (ARFF) station; a fiber-optic communications system connecting the airport gate system to a central computer; security improvements; relocation of Taxiway Alpha; evaluation of the existing customs facility and site selection for a new facility, design of an Aviation



Equipment and Services Facility; rehabilitation of Taxiway Bravo; an Airport Master Plan and Strategic Business Plan; a pavement management study; and numerous other projects. KHA truly functioned as an extension of airport staff, filling the gaps and helping the City as it operates one of the busiest general aviation airports in the country.

\* \* \* \*

The projects included in this section relate to current or previous work completed by each firm that is relevant and comparable to the types of services that are expected to be required from the City's selected Consultant.

In addition to showing the past project experience of the various Team member firms, we felt it would be equally, or possibly more, valuable to also show our Team's experience with projects comparable in scope to those that may be assigned to the Consultant during the term of this contract. To illustrate this, we used the list of projects for the City included in the RFQ and identified similar project experience by the R&A Team member firms, including R&A. The projects, and relevant experience, are shown in **Table 4-1**.

**Table 4-1: R&A Team’s Relevant Experience Table**

VENICE MUNICIPAL AIRPORT PROJECT	AIRPORT NAME AND PROJECT TITLE	R&A	IMSW	KHA
Security Improvements	Boca Raton Airport Security Enhancements (4 Phases); Ft. Lauderdale Executive Airport Security Improvements	■		■
DBE Plan Update	DBE Plan Update for Boca Raton Airport	■		■
Airside Pavement Management Plan	Boca Raton Airport – Pavement Assessment; FXE Airfield Pavement Management	■		■
Northeast Drainage Improvements	Stormwater Improvements (2 Phase Project) for Palm Beach International Airport	■		
LED PAPI, Lighted Windcone and Taxiway B Electrical Improvements	Boca Raton Airport - LED PAPI, Windcone Replacement and Airfield Electrical Upgrades	■		
Rejuvenation of Runway 5-23 and Runway 13-31	Boca Raton Airport Runway 5-23 Rehabilitation; Pompano Air Park - Rehabilitation and Extension of Runway 15-33	■		■
Rejuvenation of Taxiway and Taxilane Pavements	Pompano Air Park - Relocation of Taxiway Kilo; Boca Raton Airport Taxiway P Rehabilitation; Tampa International Airport - FBO Apron and Taxilanes	■		■
New Parallel Taxiways D, E and G	Pompano Air Park - Construction of Taxiway D/G; Southwest Florida International Airport - Taxiway F; Tampa International Airport - Taxiways W and E			■
Helipad Planning Study	City of Miami - Watson Island Heliport Planning; City of Chicago Helipad Planning Study	■		■
Airport Entrance Road	Boca Raton Airport – ATCT Service Road (Phases 1 and 2)	■		
Safety, Wildlife, and Security Fencing	Boca Raton Airport – Security and Wildlife Fencing (Full Airport Perimeter);	■		
Office Building Improvements	Boca Raton Airport – New Administration Building	■		
Foreign Trade Zone Studies, Management, and Associated Tasks	Consultant to Grantee of Zone for Ongoing Zone Support, Marketing and Administrative Assistance for the Port of Los Angeles; Consultant for New Zone, Zone Modifications, Restructuring and Administrative Assistance at Fort Lauderdale-Hollywood Airport; Consultant for New Zone and Ongoing Administrative and Marketing Assistance for the City of Lubbock; Consultant for New Zone and Administrative Assistance at the City of Dayton; Consultant for New Zone and Administrative Assistance for Kern County/Meadows Field Airport		■	
Relocate Airport Maintenance Facility	Airport Maintenance Compound – Relocation and Consolidation Plan for Palm Beach International Airport; New Maintenance Facility for Ft. Lauderdale-Hollywood International Airport	■		■
Master Plan and ALP Updates, and AGIS Survey	Master Plan and ALP Updates for Boca Raton Airport (2011), North Perry Airport (2016-2017) and Miami Executive Airport (2015). North Perry included AGIS Survey	■		
Box Hangar	1 Hangar at North Palm Beach County General Aviation; 20-year Hangar Development Plan for Page Field	■		
T-Hangars	58 New T-Hangars at North Palm Beach County General Aviation Airport	■		

## 5. Additional Information

### 5.1 Understanding of Key Issues

Venice Municipal Airport is a community airport situated on approximately 835 acres of land and served by two intersecting 5,000 foot runways. The Airport is bounded by noise-sensitive areas on three sides, and the Gulf of Mexico to the west/southwest. The Airport has approximately 180 T-hangars and shade ports, and approximately 50 tie-down positions, and also possesses several available land parcels for future aeronautical development, as a future Airport Commerce Park.

At a macro-level, (and like many general aviation airports throughout the state) Venice Municipal Airport is continuously seeking to improve its financial sustainability or improve (physically or operationally) in some or all of the areas outlined below.



The current Capital Improvement Program (CIP) includes several asset preservation or enhancement projects related to drainage and utilities infrastructure, airfield pavements (runways, taxiways, and taxilanes), and ground access within or around the Airport. The CIP also encompasses several facilities projects that add capacity (i.e., new hangars) and a new Airport Maintenance Facility. However, the most

immediate priority relates to the new Administration Building (or improvements to the existing Administration Facilities), for which the City has already received state funding.

The role of the selected Consultant(s) would be to not simply support the Airport with the efficient implementation and delivery of the Airport's CIP projects, but to also work with Airport staff in mapping out a strategy and providing the necessary support for establishing a roadmap for moving forward that optimizes the use of federal and state grants for funding the existing CIP and other needed improvements. The Consultant would also assist the City by helping identify opportunities for new airport revenues that are compatible with the City's goals and the communities surrounding the Airport.

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## 5.2 Firm's Management and Organizational Capabilities

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### 5.2.1 NOTEWORTHY POINTS OF R&A'S QUALIFICATIONS

The following key points distinguish R&A from its competitors:

- R&A is the largest independently owned aviation consulting firm in the United States. In the context of client servicing, R&A is recognized for being best-in-class.
- R&A is a national leader for on-call airport planning and general consulting services, serving all 30 large-hub airports in the United States (as defined by the FAA's CY15 Air Carrier Activity Information System data); R&A has extensive experience with commercial, corporate, and general aviation airports throughout the state of Florida.
- Nearly 90 percent of our clients are repeat clients—evidence of the quality of our services, our professional reputation, and the solid relationships we've built.
- Being located in South and Central Florida, our key team resources will help maximize responsiveness and to ensure the timely completion of assignments.
- R&A has demonstrated its ability to offer fresh, creative, and strategic ideas to airports throughout the state. R&A's current contract commitments, staff resources, and subconsultant team members would help ensure that the R&A Team is capable of delivering—in a timely manner—the services that the City may request under this assignment.

### 5.2.2 SUMMARY OF R&A'S INTERNAL PROCEDURES AND POLICIES FOR QUALITY CONTROL

R&A's quality management process has evolved through a blend of industry best practices and substantial experience across multiple large on-call, general consulting projects.

Overall quality management focuses on two aspects:

- **Quality control** – a set of internal processes at the organizational, program, and project team levels to manage delivery of services to the highest technical standards.

- **Quality assurance** – a set of external processes that provide independent assurance of technical quality.

The primary mission of the quality management process is to ensure that technical quality is consistently delivered and that any issues are identified and addressed as they arise, rather than at a late stage of the project. Early identification and action minimize cost and schedule implications.

The approach outlined in this section integrates our Team organization and location, our strategic management focus, and our quality management process to address the diverse set of projects and broad range of skills and services required from the City's Consultant. This approach would position the R&A Team to work with the City in designing the approach to specific assignments and in proactively managing adjustments to the approach during task execution, in order to address evolving needs and requirements as they occur.

The following subsections address quality management in relation to the project and the individual processes.

#### *Project Focus*

The R&A quality management process at the project level focuses on the full project lifecycle, starting early and intersecting with production frequently throughout the cycle. The management process is centered on three key work phases:

- Task Definition
- Task Execution
- Deliverables Production

R&A's proposed strategic management approach at the project level would ensure that project management and key personnel from the R&A Team are integrated with the City early in the Task Definition phase in order to develop a clear understanding of the VNC's needs from each task/project assignment. This approach would lead to accurate scope development, targeted at addressing the business, operational, and facility/infrastructure needs, while guiding the project team with a clear definition of the required task outcomes. A work plan would be prepared that outlined individual subtasks for each technical element needed to complete the project, which would facilitate initial scheduling of independent quality review cycles at each appropriate stage. The development of this work plan is further discussed in the subsequent paragraphs.

Upon initiation of the **Task Execution** phase, the strategic management approach would ensure that project management and key personnel from the R&A Team would work with the City to dynamically adjust requirements or to respond to needed changes as the project matures and/or business needs evolve. Changes required for task definition, project inputs, methods, or any other aspect of the project can be identified early and provided to the project team, and the quality review cycles can be adjusted accordingly. Independent quality review cycles would be completed during the Task Execution phase at a level commensurate with the size and technical complexity of the project. The work plan prepared during

Task Definition would identify the key technical subtasks, and independent quality reviews would be programmed for each subtask.

### *Process Focus*

The management of technical quality for all tasks under a general architectural/engineering services contract would be vested in each individual task/project approach, team organization, assigned responsibilities, and in specific quality assurance/quality control (QA/QC) review cycles. Each of these aspects is discussed in the following list:

- **Project Manager Responsibilities** – the Project Manager/Construction Administrator (Bryce Wagner) would report to the Officer-in-Charge (Pete Ricondo) and would be responsible for the delivery of world class technical products and design services to the City. The Project Manager/Construction Administrator would coordinate resource allocation, project-specific communication with the City, the FAA, FDOT, and other stakeholders, and provide direct, hands-on oversight of technical work through each project element.
- **Officer-in-Charge Responsibility** – Overall responsibility for quality management would be vested in the Officer-in-Charge. Officer-in-Charge reviews would be required at each project phase or design milestone prior to delivery to the City or prior to initiation of the next phase of work. In addition, the Officer-in-Charge would be responsible for strategic management of all ongoing projects and would serve as a senior technical advisor to the City.
- **Independent Technical Reviews (optional and as necessary)** – This QA/QC process would be performed by project team members and, at time, depending on the size and/or complexity of the project, may also include individuals who have limited involvement with the project in order to obtain an independent objective review.
- **City/Stakeholder Review** – In addition to formal approval of project scope, and formal review of draft, final draft, and final project deliverables, as well as in-progress design milestones, the R&A Team's Project Manager/Construction Administrator would continually coordinate results and findings with the City's designated point-of-contact.
- **Post-Project Performance Assessment** – The Project Manager/Construction Administrator, and/or Officer-in-Charge would conduct project debriefings at the conclusion of each project with the Project Team and City management to review performance and quality, to identify lessons learned, and to adjust the quality management process, standards, project management, resourcing, or any other element critical to ensuring technical quality as necessary.

### 5.2.3 R&A'S MANAGEMENT APPROACH AND INTERNAL QUALITY AND COST CONTROL MEASURES AND PROCEDURES

R&A's project management approach is based on our belief that effective scheduling, budgeting, and cost control require adequate planning—represented by a Project Work Plan. This plan includes the fundamental tools needed to maximize project performance and to achieve project success: a well-defined scope of work, budget, schedule, quality standards, cost controls (monitoring process and project controls), and communications plan.

A successful project is typically the result of a well-defined scope-development process. Development of a thorough and clearly defined scope of work is a vital step in formulating a reasonable and accurate budget. A thorough scope of work requires understanding the client's objectives for a given project and understanding the client's unique performance expectations. With this information, the most efficient and cost-effective technical approach can then be defined, including the identification of clearly defined data sources, task responsibilities, risk considerations, and, if applicable, contingency plans for undertaking the project.

### *The Project Work Plan*

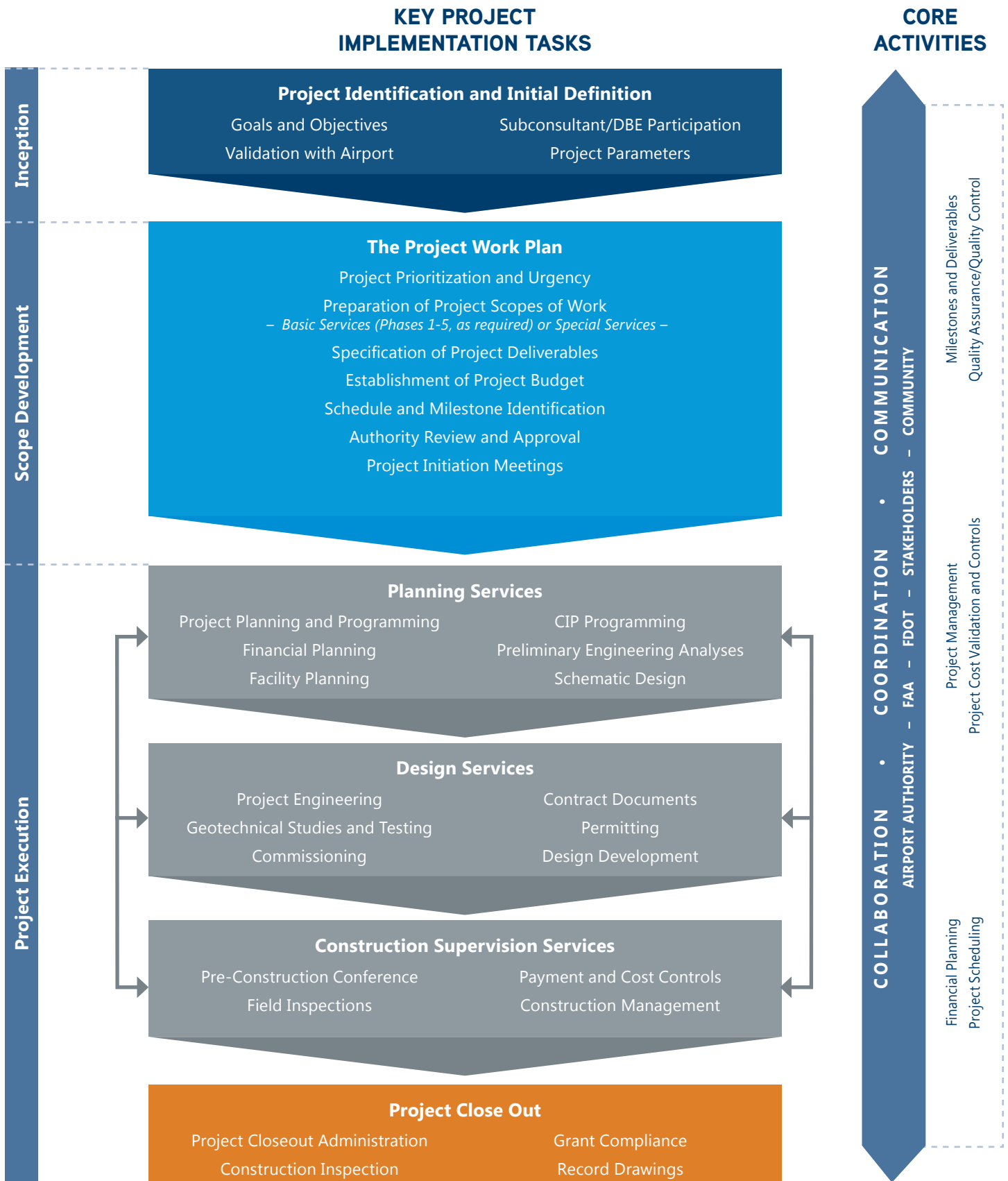
As the scope of work is being prepared and finalized with the City, the R&A Team's Project Manager/Construction Administrator would prepare a Project Work Plan (Work Plan) that specifies internal procedures and control tools that would be required to complete the project, to identify interim project milestones, and to secure resources within the Team to complete the task. This process begins with the preparation of a Work Breakdown Structure (WBS), which represents a summary of the major activities that must be completed for each task (i.e., a project or study). The WBS is a deliverables-oriented grouping of project elements used to organize and define the total work scope for the project. The various activities are categorized into levels, with each descending level representing an increasingly detailed definition of the project work scope. These activities are presented in the general order in which they are expected to occur.

The next step would be to further break down each of the major activities shown in the WBS into more defined tasks and subtasks using hierarchical levels. The intent is for each subsequent level to be more descriptive of the task and to be more definitive regarding the start point, duration, and end result of the particular task.

The process of breaking down each level into subsequent levels would continue until the Work Plan has been defined to the extent that no reason or benefit exists for further detailing of the resulting subtasks. A schedule and budget would then be developed for each subtask and would be compiled to collectively define project milestones and the overall project budget. The relevant subject matter experts from our Team would participate in developing scopes, budgets, and task durations for those work activities associated with their respective areas of expertise. In addition to defining the individual subtasks associated with the project, R&A believes that significant benefits result from also identifying exclusions that were not adopted into the scope of work.

The role and responsibilities of the City and the role and responsibilities of the R&A Team would also be clearly delineated at this point in the process to help avoid uncertainty and to minimize ambiguity about the scope content, anticipated resource commitments from each party, and project participants. Scope review meetings would then be held with the City to ensure that the objectives and performance expectations are properly understood, to confirm the adequacy of the scope (or revise the scope as necessary), and to validate that the identified scope exclusions are acceptable.

# Project Implementation Process





### *Budget and Cost Control*

Once the Work Plan is completed, information from the WBS would be integrated into R&A's budget management control and accounting system (BST Enterprise). The system is accessible by project managers at all times and is constantly updated with information relative to planned and expended labor hours and costs, as well as non-labor expenditures. The system produces reports on individual task and subtask activity.

For more complex tasks, master schedules would be prepared using Primavera Systems, Inc. or Microsoft Project software, in addition to the information integrated into our BST Enterprise budget management control and accounting system. The overall project duration would be segmented into time intervals bounded by project milestones. The Project Manager/Construction Administrator would be responsible for ensuring the information is integrated into R&A's budget and schedule control tools to assess progress, to validate near-term resource needs, and to control project costs. The use of project milestones helps trigger periodic schedule and budget monitoring activities, thus allowing the early detection of deviations from the predefined budget and schedule, as well as enabling the identification of steps to be taken, if necessary, to reposition the project's status and progress in accordance with the committed schedule and budget. Although detailed information is produced and incorporated into a variety of systems, the process for defining the scope of work, creating the ensuing Work Plan, and initiating the task would be completed in a timeframe as needed by the City and would be sensitive to the parameters of the task.

### *Budget Management and Cost Monitoring*

Once a task has been initiated, the R&A Team's Program Manager would maintain frequent communication with key individuals designated for this project, monitoring individual tasks according to their budget and schedule, and discussing the overall task status during weekly or biweekly Team project meetings. In addition, the Program Manager would review all labor and non-labor expenditures from cost reports generated by R&A's budget management control system and would then compare these against budgeted labor and expenditure allowances. The Team's key personnel would assist in assessing the budget consumption rate against progress in scope completion to quickly identify any instances in which budget consumption is ahead of scope completion. Given the anticipated fast-track nature of many tasks that are likely to be assigned to the Consultant, along with the number of disciplines, specialty subconsultants, and multi-firm resources anticipated to be involved, close monitoring of work progress would be vital to the success of the assigned tasks, the achievement of milestones, and the delivery of high-quality products.

Depending on the needs of the City, the R&A Team would provide biweekly or monthly status reports that provide a snapshot of project performance. These reports could be in the form of verbal updates, email summaries, or more formally written status reports. The reports could include: (1) performance metrics to measure the percentage of actual work completed compared to budget and timeline targets, (2) subconsultant/DBE participation, (3) lists of approved tasks and status, and (4) any other information useful to the City.

#### 5.2.4 R&A'S ORGANIZATIONAL CAPABILITIES

As noted through this SOQ, R&A is a full-service aviation consulting company specializing in airport planning, design and program management, and capital programming in support of airport owners and operators, airlines, and federal and state agencies. Since its inception in 1989, R&A has been dedicated to solving the challenging problems facing airports.

R&A's management philosophy places our first priority on client needs and the delivery of services in a way that builds long-term, successful client relationships. From the first days of a project to final product delivery, we strive to ensure that our staff is immediately accessible and available to our clients. The company's approach to service delivery emphasizes working with clients to ensure that products and recommendations are responsive to their goals and objectives. This partnership approach is a critical aspect in achieving client satisfaction and one of the reasons for our success. Nearly 90 percent of R&A's assignments are from repeat clients, evidence of the quality of services we provide, our professional reputation, and the relationships we have built.

Given that the vast majority of the Consultant's assignments comprise design and construction projects from the Airport's CIP, which are funded in part by state and/or federal grants, the following sections outline the general approach that would be undertaken by R&A for the organization and management of such projects, in conformance with FAA- and FDOT-prescribed guidelines.

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### 5.3 Internal Measures to Ensure Timely Completion

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Success on projects, such as the ones that would be completed under this contract, can be defined in various ways. One of the most important ways is if all project resources are properly managed to not only provide a quality product, but also to do so in a timely manner; a high quality product is diminished in value if critical deadlines are missed.

R&A strives to provide the highest level of responsiveness to our clients, which includes meeting all aspects of a project's timeline. Our success can largely be attributed to our ability to effectively manage resources, respond quickly, and ensure the quality and timeliness of the services rendered by our staff. In turn, the ability to complete assignments in a timely manner, without compromising quality, is dependent on having a management style that instills cohesiveness and synergy among members of the Team, and among staff participating on any given assignment, along with a set of internal processes geared toward project performance within a pre-established budget and schedule.

The first and most important step in successfully meeting a project schedule is to gain a clear understanding of the scope of work itself, prior to initiating the project, and to mutually establish the proper timeline for completion. R&A's approach to preparing a project work scope is delineated in quality and cost control discussions included in this SOQ. It is worth noting that preparation of the work scope includes gaining a thorough understanding of the timeline for completion of the scope in consultation with City staff.

As the project progresses, Mr. Wagner, in close coordination with the key individuals working on the project, would monitor individual tasks according to the predefined budget and schedule, and he would discuss the task status during weekly or biweekly project status meetings. In addition, Mr. Wagner would review all labor and non-labor expenditures from cost reports generated by R&A's budget management control system and compare those expenditures against budgeted labor and expenditure allowances.

Certain tasks may be sufficiently complex that they warrant being tracked using Primavera Systems, Inc. or Microsoft Project software. In such cases, the overall project duration would be segmented into time intervals that are bounded by project milestones.

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## 5.4 Firm's Record for Project Completion and Fast-Track Projects

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R&A understands the critical nature of many on-call assignments, and we are committed to providing the resources necessary to accomplish the tasks assigned. As a firm, and given that the majority of our contracts are on-call/on-demand consulting engagements, we are accustomed to and proficient in the timely delivery of high-quality results.

R&A has earned a best-in-class reputation in the airport consulting industry for our ability to deliver in any duration of assignment—ranging from quick turnaround assignments that need to be completed within a day or a few hours to fast-tracked projects, such as the following assignments (three of these were managed by our proposed Officer-in-Charge, Pete Ricondo):

**Example 1:** Palm Beach County, Palm Beach International Airport Stormwater Drainage Improvements and North County General Aviation Airport T-Hangars and Taxilanes Design Services, Bid and Award—two separate, multi-million dollar projects completed within 4 months to secure discretionary funding from the FAA.

**Example 2:** City of Chicago, O'Hare Modernization Program, Master Plan and Airport Layout Plan delineating the Program's scope—completed within 12 months.

**Example 3:** Boca Raton Airport Authority, Boca Raton Airport Runway and Taxiway Pavement Rehabilitation Design Services, Bid and Award—completed within 3 months to secure discretionary funding through the American Recovery and Reinvestment Act of 2009 (ARRA).

**Example 4:** AECOM Transportation, serving as Program Manager for the Broward County Aviation Department, Fort Lauderdale-Hollywood International Airport, Terminal 4 Modernization, Gate Replacement Study—completed within 3 months in order to address critical field conflicts and key operational issues needed to allow for the design (already underway) and construction of the new south runway (also underway at the time) to proceed without interruption.

APPENDIX A

SEALED REQUEST FOR QUALIFICATIONS # 3057-17

CITY OF VENICE, FLORIDA

Required Forms:

**Qualifications Statement**

**Consultant Team**

**Public Entity Crime Information**

*Offerors shall certify in writing that they have not been placed on the convicted vendor list following a conviction for a public entity crime.*

**Statement of Drug-Free Workplace**

*Offerors shall certify in writing to the City that they have established a drug free workplace, if applicable.*

**Indemnification/Hold Harmless**

*Offerors shall indemnify and hold harmless the City and its officers and employees from liabilities, damages, losses, and costs caused by the Offeror's negligence, recklessness, or intentional wrongful conduct.*

**Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion**

*Offerors shall certify in writing that they are not presently suspended, excluded or debarred by any Federal department or agency from participating in federally-assisted projects.*

**Conflict/Non-Conflict of Interest and Litigation Statement**

*Offerors shall verify the absence of, or identify up front, any potential conflicts of interest. Offerors shall also verify in writing that they have not been sued by or taken legal action against the City within the last five (5) years. If either event has occurred, the Firm shall provide documentation describing events.*

**Certification Regarding Lobbying**

*Consultants and contractors that apply or bid for an award of \$100,000 or more must certify that it will not and has not used Federal appropriated funds to pay any person or organization for influencing or attempting to influence an officer or employee of any agency, a member of Congress, officer or employee of Congress, or an employee of a member of Congress in connection with obtaining any Federal contract, grant or another award covered by 31 U.S.C. 1352. Each tier must also disclose any lobbying with non-Federal funds that takes place in connection with obtaining any Federal award.*

**Non-Collusion Affidavit**

*Offerors shall affirm via written affidavit that they have not engaged in prohibited collusive behavior and/or activities.*

**Trade Restriction Certification**

*Unless waived by the Secretary of Transportation, sponsors may not use AIP funds on a product or service from a foreign country included in the current list of countries that discriminate against U.S. firms as published by the Office of the United States Trade Representative (U.S.T.R). Offerors shall certify that they satisfy the requirements of the trade restriction provision of this RFQ.*

**E-Verification Certification**

*Offerors shall certify in writing that they acknowledge and agree to comply with the e-Verify requirements of this RFQ.*

**Texting When Driving**

*The FAA encourages recipients of Federal grant funds to adopt and enforce safety policies that decrease crashes by distracted drivers, including policies to ban text messaging while driving when performing work related to a grant or sub-grant. Offerors shall acknowledge their understanding of this policy in writing.*

**Prohibition of Segregated Facilities**

*The contractor must comply with the requirements of the E.E.O. clause by ensuring that facilities they provide for employees are free of segregation on the basis of race, color, religion, sex, sexual orientation, gender identity, or national origin. This clause must be included in all contracts that include the equal opportunity clause, regardless of the amount of the contract.*

**Certificate of Buy American Preference for Total Facility**

**Certificate of Buy American Compliance for Manufactured Products**

**Trafficking in Persons Certification**

**\*\*Sample Contract and Work Assignment are included at the end of bid document. Note- these two items are not required to be completed and returned with offer.\*\***

**QUALIFICATIONS STATEMENT**

The undersigned certifies under oath the truth and correctness of all statements and all answers to questions made hereinafter:

**SUBMITTED TO:** CITY OF VENICE  
 Procurement- Finance Department  
 401 W. Venice Avenue Room # 204  
 Venice, Florida 34285

**CHECK ONE:**  
 Corporation  
 Partnership  
 Individual  
 Joint Venture  
 Other

**SUBMITTED BY:**  
 NAME: Ricondo & Associates, Inc.  
 ADDRESS: 1000 N.W. 57th Court, Suite 920, Miami, Florida 33126  
 PRINCIPLE OFFICE: 20 N. Clark Street, Suite 1500, Chicago, Illinois 60602

1. State the true, exact, correct and complete legal name of the partnership, corporation, trade or fictitious name under which you do business and the address of the place of business.

The correct name of the Proposer is:	Ricondo & Associates, Inc.
The address of the principal place of business is:	20 N. Clark Street, Suite 1500, Chicago, Illinois 60602

2. If the Proposer is a corporation, answer the following:

a.	Date of Incorporation:	August 31, 1989
b.	State of Incorporation:	Illinois
c.	President's Name:	Ramon Ricondo
d.	Vice President's Name:	
e.	Secretary's Name:	Ramon Ricondo
f.	Treasurer's Name:	Ramon Ricondo
g.	Name and address of Resident Agent:	not applicable

3. If Proposer is an individual or partnership, answer the following:

- a. Date of Organization: \_\_\_\_\_
- b. Name, address and ownership units of all partners:


c. State whether general or limited partnership: \_\_\_\_\_

4. If Proposer is other than an individual, corporation, partnership, describe the organization and give the name and address of principals:

Not applicable

5. If Proposer is operating under fictitious name, submit evidence of compliance with the Florida Fictitious Name Statute.

6. How many years has your organization been in business under its present business name?

28

a. Under what other former names has your organization operated?

Not applicable

**ACKNOWLEDGEMENT**

State of Illinois

County of Cook

SS.



On this the 31st day of March, 2017, before me, the undersigned Notary Public of the State of Illinois, personally appeared Pete Ricondo and (Names of individual(s) who appeared before Notary) whose name(s) in/are Subscribed to within instrument. and he/she/they acknowledge that he/she/they executed it.



Renee R. Oliver  
NOTARY PUBLIC, STATE OF ILLINOIS

RENEE R. OLIVER  
(Name of Notary Public: Print, stamp, or type as commissioned)

Personally known to me, or  Produced Identification: \_\_\_\_\_  DID take an oath, or  DID NOT take an oath

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**CONSULTANT TEAM**

<b>Prime Role</b>	<b>Name and City &amp; State of Residence of Individual Assigned to the Project</b>	<b>No. of Years of Experience</b>	<b>Education, Degree(s)</b>	<b>Florida Active Registration Nos.</b>
Principal in Charge	Pete Ricondo, PE Miami, Florida	25	B.S. -Civil Engineering, Florida State University MBA-Florida International University	PE-51490
Project Manager(s)	Bryce A. Wagner Miami, Florida	25	B.S. -Civil Engineering, Florida State University	
Project Architect(s)				
Project Construction Administrator(s)				
Other Key Member (role) _____				
Other Key Member (role) _____				

<b>Sub-consultant Role</b>	<b>Company Name, Federal ID Number and Address of the Office Handling this Project</b>	<b>No. of Years of Experience</b>	<b>Projected % of Work on the Entire Project</b>	<b>Individual(s) Assigned to Project</b>
Foreign Trade Zone Services	IMS Worldwide, Inc. FEIN 76-0028536 309 Henrietta Street Webster, Texas 77598	34	5%	Curtis D. Spencer
Engineering Analysis and Design Services	Kimley-Horn and Associates, Inc. FEIN 56-0885615 655 North Franklin Street Suite 150 Tampa, Florida 33602	50	25%	Michael Carey Jill Capelli Paul Piro

\* Please attach no more than one additional page, if necessary.

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**PUBLIC ENTITY CRIME INFORMATION**

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, proposal, or reply on a contract to provide any goods or services to a public entity; may not submit a bid, proposal, or reply on a contract with a public entity for the construction or repair of a public building or public work; may not submit bids, proposals, or replies on leases of real property to a public entity; may not be awarded or perform work as a contractor, supplier, subcontractor, or consultant under a contract with any public entity; and may not transact business with any public entity in excess of the threshold amount provided in s. 287.017, F.S. for CATEGORY TWO for a period of 36 months following the date of being placed on the convicted vendor list.

I, Pedro Ricondo, being an authorized representative of the firm of Ricondo & Associates, Inc., located at City: Miami

State: Florida Zip: 33126, have read and understand the contents of the Public Entity Crime Information and of this formal RFQ package and hereby submit our proposal accordingly.

Authorized Signature

Pedro Ricondo, Senior Vice President

Printed Name, Title

April 7, 2017

Date

36-3663903

Federal ID No.

305-260-2727 x251

Phone

305-260-2728

Fax

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**STATEMENT of DRUG-FREE WORKPLACE**

Preference shall be given to businesses with drug-free workplace programs. Whenever two or more RFQ, RFP or bid submittals, which are otherwise equal with respect to price (if applicable), quality, and service, are received by the City of Venice for the procurement of commodities or contractual services, a submittal received from a business that certifies that it has implemented a drug-free workplace program shall be given preference. In order to have a drug-free workplace program, a business shall:

- (1) Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace and specifying the actions that will be taken against employees for violations of such prohibition.
- (2) Inform employees about the dangers of drug abuse in the workplace, the business's policy of maintaining a drug-free workplace, any available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for drug abuse violations.
- (3) Give each employee engaged in providing the commodities or contractual services under RFQ, RFP or bid a copy of the statement specified in subsection (1).
- (4) In the statement specified in subsection (1), notify the employees that, as a condition of working on the commodities or contractual services that are under RFQ, RFP or bid, the employees will abide by the terms of the statement and will notify the employer of any conviction of, or plea of guilty or nolo contendere to, any violation of Chapter 893 or of any controlled substance law of the United States or any state, for a violation occurring in the workplace, no later than five (5) days after such conviction.
- (5) Impose a sanction on, or require the satisfactory participation in, a drug abuse assistance or rehabilitation program, if such is available in the employee's community, by an employee who is so convicted.
- (6) Make a good faith effort to continue to maintain a drug-free workplace through implementation of this section.

As the person authorized to sign the statement, I certify that this Firm complies fully with the above requirements.

Ricondo & Associates, Inc.

\_\_\_\_\_  
Firm Name

Pedro Ricondo, Senior Vice President

\_\_\_\_\_  
Name and Title of Authorized Individual

  
\_\_\_\_\_  
Authorized Signature

April 7, 2017

\_\_\_\_\_  
Date

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**INDEMNIFICATION/HOLD HARMLESS**

The Successful Offeror(s) shall indemnify and hold harmless the City and its officers and employees from liabilities, damages, losses, and costs, including, but not limited to, reasonable attorneys' fees, to the extent caused by the negligence, recklessness, or intentionally wrongful conduct of the elected firm and other persons employed or utilized by the elected firm in the performance of the contract.

I, Pedro Ricondo, being an authorized representative of the firm of Ricondo & Associates, Inc. located at City Miami, State Florida, Zip Code 33126 Phone: 305-260-2727 x251 Fax: 305-260-2728. Having read and understood the contents above, hereby submit accordingly as of this Date, April 7, 2017.

Pedro Ricondo  
Please Print Name

  
Signature

This signed document shall remain in effect for a period of one (1) year from the date of signature or for the contract period, whichever is longer.

---

***THIS PAGE MUST BE COMPLETED AND SUBMITTED WITH OFFER***

**CERTIFICATION REGARDING DEBARMENT, SUSPENSION,  
INELIGIBILITY AND VOLUNTARY EXCLUSION**

**CERTIFICATION OF OFFERER/BIDDER REGARDING DEBARMENT**

1. By responding to this Solicitation, the Offeror certifies that neither it nor its owners, principals, directors, officers, project directors, managers, or any other person associated with the Offeror are presently debarred, suspended, proposed for debarment, declared ineligible or voluntarily excluded by any Federal department or agency from participation in this transaction.
2. The undersigned also certifies that the Offeror and its principals:
  - (a) Have not, within a three-year period preceding this certification, been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State or local) transaction or contract under a public transaction; violation of Federal or State anti-trust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property.
  - (b) Are not presently indicted for or otherwise criminally or civilly charged by a governmental entity (Federal, State or local) with commission of any of the offenses enumerated in paragraph 2. (a) of this Certification; and have not within a three-year period preceding this certification had one or more public transactions (Federal, State or Local) terminated for cause or default.
3. Where the undersigned is unable to certify to any of the statements in this certification, an explanation shall be attached to this certification.

**CERTIFICATION OF LOWER TIER CONTRACTS REGARDING DEBARMENT**

The Successful Offeror, by administering each lower tier subcontract that exceeds \$25,000 as a "covered transaction", must verify each lower tier participant of a "covered transaction" under the project is not presently debarred or otherwise disqualified from participation in federally-assisted projects. The Successful Offeror will accomplish this by:

- (a) Checking the System for Award Management at website: <http://www.sam.gov>;
- (b) Collecting a certification statement similar to the Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion, above; and
- (c) Inserting a clause or condition in the covered transaction with the lower tier contract.

If the FAA later determines that a lower tier participant failed to disclose to a higher tier participant that it was excluded or disqualified at the time it entered the covered transaction, the FAA may pursue any available remedies, including suspension and debarment of the non-compliant participant.

Dated this 7th day of April, 2017.

By:   
Authorized Signature

Pedro Ricondo, Senior Vice President  
Printed Name, Title

Firm Name: Ricondo & Associates, Inc.

Address: 1000 N.W. 57th Court, Suite 920, Miami, Florida 33126

***THIS PAGE MUST BE COMPLETED AND SUBMITTED WITH OFFER***

**CONFLICT/NON-CONFLICT OF INTEREST AND LITIGATION STATEMENT**

**CHECK ONE**

To the best of our knowledge, the undersigned Offeror has no potential conflicts of interest due to any other clients, contracts, or property interest for this project.

**OR**

The undersigned Offeror, by attachment to this form, submits information which may be a potential conflict of interest due to other clients, contracts, or property interest for this project.

**LITIGATION STATEMENT**

IN FLORIDA ONLY, JUDGMENTS AGAINST THE FIRM, AND SUITS AGAINST CITY OF VENICE. INCLUDE ACTIONS AGAINST THE FIRM BY OR AGAINST ANY LOCAL, STATE, OR FEDERAL REGULATORY AGENCY.

**CHECK ONE**

The undersigned Offeror has had no litigation adjudicated against the Offeror on any projects in the last five (5) years and has filed no litigation against City of Venice in the last five (5) years.

**OR**

The undersigned Offeror, BY ATTACHMENT TO THIS FORM, submits a summary and disposition of individual cases of litigation in Florida adjudicated against the Offeror during the past five (5) years; all legal actions against City of Venice during the past five (5) years; and actions by or against any Federal, State and local agency during the past five (5) years.

Company Name: Ricondo & Associates, Inc.

Authorized Signature: 

Name (print or type): Pedro Ricondo

Title: Senior Vice President

Failure to check the appropriate blocks above may result in disqualification of your proposal. Failure to provide documentation of a possible conflict of interest, or a summary of past litigation, may result in disqualification of your Proposal. Should additional information regarding the above items come to the attention of City of Venice after award, the awarded contract shall be subject to immediate termination.

---

***THIS PAGE MUST BE COMPLETED AND SUBMITTED WITH OFFER***



**CERTIFICATION REGARDING LOBBYING**

The bidder or offeror certifies by signing and submitting this bid or proposal, to the best of his or her knowledge and belief, that:

- (1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the Bidder or Offeror, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.
- (2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.
- (3) The undersigned shall require that the language of this certification be included in the award documents for all sub-awards at all tiers (including subcontracts, sub-grants, and contracts under grants, loans, and cooperative agreements) and that all sub-recipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

As the person authorized to sign the statement, I certify that this Firm complies fully with the above requirements.

Ricondo & Associates, Inc.

\_\_\_\_\_  
Firm Name

Pedro Ricondo, Senior Vice President

\_\_\_\_\_  
Name and Title of Authorized Individual

  
\_\_\_\_\_  
Authorized Signature

April 7, 2017

\_\_\_\_\_  
Date

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***THIS PAGE MUST BE COMPLETED AND SUBMITTED WITH OFFER***

NON-COLLUSION AFFIDAVIT

State of ILLINOIS

SS.

County of COOK

PETE RICONDO

being first duly sworn, deposes and says that:

1. He/she is the SENIOR VICE PRESIDENT, (Owner, Partner, Officer, Representative or Agent) of RICONDO + ASSOCIATES, the Proposer that has submitted the attached Proposal;
2. He/she is fully informed respecting the preparation and contents of the attached Proposal and of all pertinent circumstances respecting such Proposal;
3. Such Proposal is genuine and is not a collusive or sham Proposal; and
4. Neither the said Proposer nor any of its officers, partners, owners, agents, representatives, employees or parties in interest, including this affiant, have in any way colluded, conspired, connived or agreed, directly or indirectly, with any other Proposer, firm, or person to submit a collusive or sham Proposal in connection with the Work for which the attached Proposal has been submitted; or have in any manner, directly or indirectly sought by agreement or collusion, or have in any manner, directly or indirectly, sought by agreement or collusion, or communication or conference with any Proposer, firm, or person to fix the price or prices in the attached Proposal or of any other Proposer, or to fix any overhead, profit, or cost elements of the Proposal price or the Proposal price of any other Proposer, or to secure through any collusion, conspiracy, connivance, or unlawful agreement any advantage against the City of Venice, or any person interested in the proposal Work.

Signed, sealed and delivered in the presence of:

[Signature]  
(Witness)

FRAJOTAT  
(Witness)

By: [Signature]

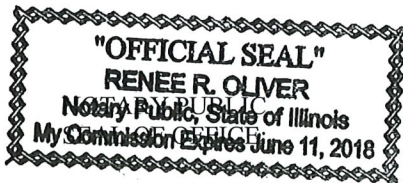
PEDRO RICONDO, SENIOR VICE PRESIDENT  
(Printed Name, Title)

**ACKNOWLEDGEMENT**

State of ILLINOIS

County of COOK

On this the 6TH day of APRIL, 2017, before me, the undersigned Notary Public of the State of ILLINOIS, personally appeared PETE RICONDO and (Names of individual(s) who appeared before Notary) whose name(s) in/are Subscribed to within instrument, and he/she/they acknowledge that he/she/they executed it.



Renee R. Oliver  
NOTARY PUBLIC, STATE OF ~~FLORIDA~~ ILLINOIS

RENEE R. OLIVER  
(Name of Notary Public: Print, stamp, or type as commissioned)

Personally known to me, or  Produced Identification: \_\_\_\_\_  DID take an oath, or  DID NOT take an oath

**THIS PAGE MUST BE COMPLETED AND SUBMITTED WITH OFFER**



**TRADE RESTRICTION CERTIFICATION**

By submission of an offer, the Offeror certifies that with respect to this solicitation and any resultant contract, the Offeror -

- a. is not owned or controlled by one or more citizens of a foreign country included in the list of countries that discriminate against U.S. firms as published by the Office of the United States Trade Representative (U.S.T.R.);
- b. has not knowingly entered into any contract or subcontract for this project with a person that is a citizen or national of a foreign country included on the list of countries that discriminate against U.S. firms as published by the U.S.T.R.; and
- c. has not entered into any subcontract for any product to be used on the Federal on the project that is produced in a foreign country included on the list of countries that discriminate against U.S. firms published by the U.S.T.R.

This certification concerns a matter within the jurisdiction of an agency of the United States of America and the making of a false, fictitious, or fraudulent certification may render the maker subject to prosecution under Title 18, United States Code, Section 1001.

The Offeror/Contractor must provide immediate written notice to the Owner if the Offeror/Contractor learns that its certification or that of a subcontractor was erroneous when submitted or has become erroneous by reason of changed circumstances. The Contractor must require subcontractors provide immediate written notice to the Contractor if at any time it learns that its certification was erroneous by reason of changed circumstances.

Unless the restrictions of this clause are waived by the Secretary of Transportation in accordance with 49 CFR 30.17, no contract shall be awarded to an Offeror or subcontractor:

- (1) who is owned or controlled by one or more citizens or nationals of a foreign country included on the list of countries that discriminate against U.S. firms published by the U.S.T.R. or
- (2) whose subcontractors are owned or controlled by one or more citizens or nationals of a foreign country on such U.S.T.R. list or
- (3) who incorporates in the public works project any product of a foreign country on such U.S.T.R. list;

Nothing contained in the foregoing shall be construed to require establishment of a system of records in order to render, in good faith, the certification required by this provision. The knowledge and information of a contractor is not required to exceed that which is normally possessed by a prudent person in the ordinary course of business dealings.

The Offeror agrees that, if awarded a contract resulting from this solicitation, it will incorporate this provision for certification without modification in in all lower tier subcontracts. The contractor may rely on the certification of a prospective subcontractor that it is not a firm from a foreign country included on the list of countries that discriminate against U.S. firms as published by U.S.T.R, unless the Offeror has knowledge that the certification is erroneous.

This certification is a material representation of fact upon which reliance was placed when making an award. If it is later determined that the Contractor or subcontractor knowingly rendered an erroneous certification, the Federal Aviation Administration may direct through the Owner cancellation of the contract or subcontract for default at no cost to the Owner or the FAA

Ricondo & Associates, Inc.

Firm Name

Pedro Ricondo

Name of Authorized Individual

Authorized Signature

April 7, 2017

Date

***THIS PAGE MUST BE COMPLETED AND SUBMITTED WITH OFFER***





**E-VERIFICATION CERTIFICATION**

The Proposer acknowledges and agrees to the following:

The Proposer certifies, by submission of this proposal or acceptance of this contract, that the Proposer:

1. Shall utilize the U.S. Department of Homeland Security’s E-Verify system to verify the employment eligibility of all new employees hired by the Proposer during the term of the contract; and
2. Shall expressly require any subcontractors performing work or providing services pursuant to the state contract to likewise use the U.S. Department of Homeland Security’s E-Verify system to verify the employment eligibility of all new employees hired by the subcontractor during the contract term.

Further information can be found at the following website: <http://www.uscis.gov/e-verify>.

Ricondo & Associates, Inc.

\_\_\_\_\_  
Firm Name

Pedro Ricondo

\_\_\_\_\_  
Name of Authorized Individual



\_\_\_\_\_  
Authorized Signature

April 7, 2017

\_\_\_\_\_  
Date

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***THIS PAGE MUST BE COMPLETED AND SUBMITTED WITH OFFER***



**TEXTING WHEN DRIVING**

In accordance with Executive Order 13513, "Federal Leadership on Reducing Text Messaging While Driving" (10/1/2009) and DOT Order 3902.10 "Text Messaging While Driving" (12/30/2009), the FAA encourages recipients of Federal grant funds to adopt and enforce safety policies that decrease crashes by distracted drivers, including policies to ban text messaging while driving when performing work related to a grant or sub-grant.

In support of this initiative, the Owner encourages the Consultant to promote policies and initiatives for its employees and other work personnel that decrease crashes by distracted drivers, including policies that ban text messaging while driving motor vehicles while performing work activities associated with the project. The Consultant must include the substance of this clause in all sub-tier contracts exceeding \$3,500 and involve driving a motor vehicle in performance of work activities associated with the project.

Ricondo & Associates, Inc.

\_\_\_\_\_  
Firm Name

Pedro Ricondo

\_\_\_\_\_  
Name of Authorized Individual

\_\_\_\_\_  
Authorized Signature

April 7, 2017

\_\_\_\_\_  
Date

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***THIS PAGE MUST BE COMPLETED AND SUBMITTED WITH OFFER***



**PROHIBITION of SEGREGATED FACILITIES**

The Consultant must comply with the requirements of the E.E.O. clause by ensuring that facilities they provide for employees are free of segregation on the basis of race, color, religion, sex, sexual orientation, gender identity, or national origin. This clause must be included in all contracts that include the equal opportunity clause, regardless of the amount of the contract.

The Prohibition of Segregated Facilities clause must be incorporated into in any contract containing the Equal Employment Opportunity clause of 41 CFR § 60.1. This obligation flows down to subcontract and sub-tier purchase orders containing the Equal Employment Opportunity clause.

- (a) The Consultant agrees that it does not and will not maintain or provide for its employees any segregated facilities at any of its establishments, and that it does not and will not permit its employees to perform their services at any location under its control where segregated facilities are maintained. The Consultant agrees that a breach of this clause is a violation of the Equal Opportunity clause in this contract.
  
- (b) “Segregated facilities,” as used in this clause, means any waiting rooms, work areas, rest rooms and wash rooms, restaurants and other eating areas, time clocks, locker rooms and other storage or dressing areas, parking lots, drinking fountains, recreation or entertainment areas, transportation, and housing facilities provided for employees, that are segregated by explicit directive or are in fact segregated on the basis of race, color, religion, sex, or national origin because of written or oral policies or employee custom. The term does not include separate or single-user rest rooms or necessary dressing or sleeping areas provided to assure privacy between the sexes.
  
- (c) The Consultant shall include this clause in every subcontract and purchase order that is subject to the Equal Opportunity clause of this contract.

Ricondo & Associates, Inc.

\_\_\_\_\_  
Firm Name

Pedro Ricondo

\_\_\_\_\_  
Name of Authorized Individual



\_\_\_\_\_  
Authorized Signature

April 7, 2017

\_\_\_\_\_  
Date

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***THIS PAGE MUST BE COMPLETED AND SUBMITTED WITH OFFER***



### CERTIFICATE OF BUY AMERICAN COMPLIANCE FOR TOTAL FACILITY

As a matter of Proposal responsiveness, the Offeror must complete, sign, date, and submit this certification statement with their Proposal. The Offeror must indicate how they intend to comply with 49 USC § 50101 by selecting one of the following certification statements. These statements are mutually exclusive. Offeror must select one or the other (i.e. not both) by inserting a checkmark (✓) or the letter “X”.

- Offeror hereby certifies that it will comply with 49 USC. 50101 by:
- a) Only installing steel and manufactured products produced in the United States; or
  - b) Installing manufactured products for which the FAA has issued a waiver as indicated by inclusion on the current FAA Nationwide Buy American Waivers Issued listing; or
  - c) Installing products listed as an Excepted Article, Material or Supply in Federal Acquisition Regulation Subpart 25.108.

By selecting this certification statement, the Offeror agrees:

1. To provide to the Owner evidence that documents the source and origin of the steel and manufactured product.
  2. To faithfully comply with providing US domestic products.
  3. To refrain from seeking a waiver request after establishment of the contract, unless extenuating circumstances emerge that the FAA determines justified.
- The Offeror hereby certifies it cannot comply with the 100% Buy American Preferences of 49 USC § 50101(a) but may qualify for either a Type 3 or Type 4 waiver under 49 USC § 50101(b). By selecting this certification statement, the Offeror agrees:
1. To the submit to the Owner within 15 calendar days of issuance of a Work Assignment, a formal waiver request and required documentation that support the type of waiver being requested.
  2. That failure to submit the required documentation within the specified timeframe is cause for a non-responsive determination that may result in rejection of the proposal.
  3. To faithfully comply with providing US domestic products at or above the approved US domestic content percentage as approved by the FAA.
  4. To furnish US domestic product for any waiver request that the FAA rejects.
  5. To refrain from seeking a waiver request after establishment of the contract, unless extenuating circumstances emerge that the FAA determines justified.

#### **Required Documentation**

**Type 3 Waiver** - The cost of components and subcomponents produced in the United States is more that 60% of the cost of all components and subcomponents of the “facility”. The required documentation for a type 3 waiver is:

- a) Listing of all manufactured products that are not comprised of 100% US domestic content (Excludes products listed on the FAA Nationwide Buy American Waivers Issued listing and products excluded by Federal Acquisition Regulation Subpart 25.108; products of unknown origin must be considered as non-domestic products in their entirety)
- b) Cost of non-domestic components and subcomponents, excluding labor costs associated with final assembly and installation at project location.

- c) Percentage of non-domestic component and subcomponent cost as compared to total “facility” component and subcomponent costs, excluding labor costs associated with final assembly and installation at project location.

**Type 4 Waiver** – Total cost of project using US domestic source product exceeds the total project cost using non-domestic product by 25%. The required documentation for a type 4 of waiver is:

- a) Detailed cost information for total project using US domestic product
- b) Detailed cost information for total project using non-domestic product

**False Statements:** Per 49 USC § 47126, this certification concerns a matter within the jurisdiction of the Federal Aviation Administration and the making of a false, fictitious or fraudulent certification may render the maker subject to prosecution under Title 18, United States Code.

April 7, 2017

\_\_\_\_\_

Date

Ricondo & Associates, Inc.

\_\_\_\_\_

Company Name



\_\_\_\_\_

Signature

Senior Vice President

\_\_\_\_\_

Title

---

*THIS PAGE MUST BE COMPLETED AND SUBMITTED WITH OFFER*



**CERTIFICATE of BUY AMERICAN COMPLIANCE for MANUFACTURED PRODUCTS**

As a matter of Proposal responsiveness, the Offeror must complete, sign, date, and submit this certification statement with their Proposal. The Offeror must indicate how they intend to comply with 49 USC § 50101 by selecting one on the following certification statements. These statements are mutually exclusive. Offeror must select one or the other (not both) by inserting a checkmark (✓) or the letter “X”.

- Offeror hereby certifies that it will comply with 49 USC § 50101 by:
- a) Only installing steel and manufactured products produced in the United States, or;
  - b) Installing manufactured products for which the FAA has issued a waiver as indicated by inclusion on the current FAA Nationwide Buy American Waivers Issued listing, or;
  - c) Installing products listed as an Excepted Article, Material or Supply in Federal Acquisition Regulation Subpart 25.108.

By selecting this certification statement, the Offeror agrees:

- 1. To provide to the Owner evidence that documents the source and origin of the steel and manufactured product.
- 2. To faithfully comply with providing US domestic product
- 3. To furnish US domestic product for any waiver request that the FAA rejects
- 4. To refrain from seeking a waiver request after establishment of the contract, unless extenuating circumstances emerge that the FAA determines justified.

- The Offeror hereby certifies it cannot comply with the 100% Buy American Preferences of 49 USC § 50101(a) but may qualify for either a Type 3 or Type 4 waiver under 49 USC § 50101(b).

By selecting this certification statement, the Offeror agrees:

- 1. To submit to the Owner within 15 calendar days of the issuance of a Work Assignment, a formal waiver request and required documentation that support the type of waiver being requested.
- 2. That failure to submit the required documentation within the specified timeframe is cause for a non-responsive determination may result in rejection of the proposal.
- 3. To faithfully comply with providing US domestic products at or above the approved US domestic content percentage as approved by the FAA.
- 4. To refrain from seeking a waiver request after establishment of the contract, unless extenuating circumstances emerge that the FAA determines justified.

**Required Documentation**

**Type 3 Waiver** - The cost of the item components and subcomponents produced in the United States is more than 60% of the cost of all components and subcomponents of the “item”. The required documentation for a type 3 waiver is:

- a) Listing of all product components and subcomponents that are not comprised of 100% US domestic content (Excludes products listed on the FAA Nationwide Buy American Waivers Issued listing and products excluded by Federal Acquisition Regulation Subpart 25.108; products of unknown origin must be considered as non-domestic products in their entirety).
- b) Cost of non-domestic components and subcomponents, excluding labor costs associated with final assembly at place of manufacture.
- c) Percentage of non-domestic component and subcomponent cost as compared to total “item” component and subcomponent costs, excluding labor costs associated with final assembly at place of manufacture.

**Type 4 Waiver** – Total cost of project using US domestic source product exceeds the total project cost using non-domestic product by 25%. The required documentation for a type 4 of waiver is:

- a) Detailed cost information for total project using US domestic product
- b) Detailed cost information for total project using non-domestic product

**False Statements:** Per 49 USC § 47126, this certification concerns a matter within the jurisdiction of the Federal Aviation Administration and the making of a false, fictitious or fraudulent certification may render the maker subject to prosecution under Title 18, United States Code.

April 7, 2017

\_\_\_\_\_  
Date

Ricondo & Associates, Inc.

\_\_\_\_\_  
Company Name



\_\_\_\_\_  
Signature

Senior Vice President

\_\_\_\_\_  
Title

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*THIS PAGE MUST BE COMPLETED AND SUBMITTED WITH OFFER*



**CERTIFICATION – TRAFFICKING in PERSONS**

**Project:** Engineering and Consulting Services, RFQ #3057-17

The undersigned hereby certifies, to the best of his or her knowledge and belief, that:

C. Prohibitions: The prohibitions against trafficking in persons (Prohibitions) that apply to any entity, other than a State, local government, Indian tribe, or foreign public entity, including private Sponsors, public Sponsor employees, sub-recipients of private or public Sponsors (private entity) are:


- 4. Engaging in severe forms of trafficking in persons during the period of time that the agreement is in effect;
- 5. Procuring a commercial sex act during the period of time that the agreement is in effect; or
- 6. Using forced labor in the performance of the agreement, including subcontracts or sub-agreements under the agreement.

D. In addition to all other remedies for noncompliance that are available to the FAA, Section 106(g) of the Trafficking Victims Protection Act of 2000 (TVPA), as amended (22 U.S.C. 7104(g)), allows the FAA to unilaterally terminate an agreement, without penalty, if a private entity:

- 3. Is determined to have violated the Prohibitions; or
- 4. Has an employee who the FAA determines has violated the Prohibitions though conduct that is either:
  - c. Associated with the performance of the agreement; or
  - d. Imputed to the Sponsor or sub-recipient using 2 CFR part 180, “OMB Guidelines to Agencies on Government wide Debarment and Suspension (Non-procurement),” as implemented by the FAA in 49 CFR Part 29.

Ricondo & Associates, Inc.  
Firm Name

Pedro Ricondo  
Name of Authorized Individual

  
Authorized Signature

April 7, 2017  
Date

***THIS PAGE MUST BE COMPLETED AND SUBMITTED WITH OFFER***





# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)  
8/8/2016

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

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

<b>PRODUCER</b> Commercial Lines- 312-920-9177 Wells Fargo Insurance Services USA, Inc. 10 S. Wacker, 17th floor Chicago, IL 60606	<b>CONTACT NAME:</b> Dan Brown <b>PHONE (A/C, No, Ext):</b> 312-658-4144 <b>E-MAIL ADDRESS:</b> daniel.brown3@wellsfargo.com	<b>FAX (A/C, No):</b> 312-658-4110																				
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<b>INSURED</b> Ricondo & Associates, Inc. 20 North Clark St. #1500 Chicago IL 60602																						

**COVERAGES**

CERTIFICATE NUMBER: 10749107

REVISION NUMBER: See below

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

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY			680-1H025632	08/01/2016	08/01/2017	EACH OCCURRENCE	\$ 1,000,000
B	<input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR			680-1H089603	08/01/2016	08/01/2017	DAMAGE TO RENTED PREMISES (Ea occurrence)	\$ 1,000,000
A				680-4H307690	08/01/2016	08/01/2017	MED EXP (Any one person)	\$ 10,000
C				680-4H307641	08/01/2016	08/01/2017	PERSONAL & ADV INJURY	\$ 1,000,000
D	GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PROJECT <input type="checkbox"/> LOC OTHER:			660-4H024167	08/01/2016	08/01/2017	GENERAL AGGREGATE	\$ 2,000,000
							PRODUCTS - COMP/OP AGG	\$ 1,000,000
E	<b>AUTOMOBILE LIABILITY</b> <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY			BA-0F162914	08/01/2016	08/01/2017	COMBINED SINGLE LIMIT (Ea accident)	\$ 1,000,000
							BODILY INJURY (Per person)	\$
							BODILY INJURY (Per accident)	\$
							PROPERTY DAMAGE (Per accident)	\$
E	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED <input checked="" type="checkbox"/> RETENTION \$ 10,000			ZUP-51M1152A-16-NF	08/01/2016	08/01/2017	EACH OCCURRENCE	\$ 17,000,000
							AGGREGATE	\$ 17,000,000
C	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below			UB-4309T04-4	08/01/2016	08/01/2017	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTHER	
							E.L. EACH ACCIDENT	\$ 1,000,000
							E.L. DISEASE - EA EMPLOYEE	\$ 1,000,000
							E.L. DISEASE - POLICY LIMIT	\$ 1,000,000
F	Professional Liability (Claims Made)			W163DD160301	08/01/2016	08/01/2017	\$5,000,000 per claim \$5,000,000 aggregate	

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

**CERTIFICATE HOLDER****CANCELLATION**
 Ricondo & Associates, Inc.  
 20 North Clark St. Suite 1500  
 Chicago, IL 60602

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

AUTHORIZED REPRESENTATIVE

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