AGREEMENT FOR CONTINUING GENERAL AVIATION ENGINEERING SERVICES

THIS AGREEMENT FOR CONTINUING GENERAL AVIATION ENGINEERING SERVICES ("Agreement") is entered into by and between the **CITY OF OCALA**, a Florida municipal corporation ("City"), and **MCFARLAND JOHNSON, INC.**, a for-profit corporation duly organized in the state of New York and authorized to do business in the state of Florida (EIN# 16-0770183) ("McFarland") or ("Consultant").

R E C I T A L S :

WHEREAS, on February 17, 2022, City issued a Request for Proposals ("RFP") from qualified engineering firms for the provision of continuing general aviation engineering services, RFP No.: ELE/220118 (the "Solicitation"); and

WHEREAS, eight (8) firms responded to the Solicitation and, after consideration of the evaluation factors set forth in the Solicitation, McFarland Johnson, Inc. and Infrastructure Consulting & Engineering, PLLC, were found to be the highest ranked proposals and selected as finalists in the solicitation process; and

WHEREAS, McFarland Johnson, Inc., was selected as the awardee to provide continuing general aviation engineering services (the "Services"); and

NOW THEREFORE, in consideration of the foregoing recitals, the following mutual covenants and conditions, and other good and valuable consideration, City and Consultant agree as follows:

T E R M S O F A G R E E M E N T :

1. **RECITALS**. City and Consultant hereby represent, warrant, and agree that the Recitals set forth above are true and correct and are incorporated herein by reference.
2. **CONTRACT DOCUMENTS**. The Contract Documents which comprise the entire understanding between City and Consultant shall only include: (a) this Agreement; (b) those documents listed in this section as Exhibits to this Agreement; (c) the City's Solicitation for the Project and the proposal submitted by Consultant in response to same (the "Solicitation Documents"); and (d) those documents identified in the Project Specifications section of this Agreement, if any. Each of these documents are incorporated herein by reference for all purposes.

   If there is a conflict between the terms of this Agreement and the Contract Documents, then the terms of this Agreement shall control, amend, and supersede any conflicting terms contained in the remaining Contract Documents.

A. **Exhibits to Agreement**. The Exhibits to this Agreement are as follows:

Exhibit A: Scope of Work (A-1 through A-5)
Exhibit B: Submitted Proposal (B-1 through B-92)
Exhibit C: Loaded Hourly Rates (C-1 through C-2)

If there is a conflict between the individual Exhibits regarding the scope of work to be performed, then any identified inconsistency shall be resolved by giving precedence in the following order: (1) Exhibit A; then (2) Exhibit B; then (3) Exhibit C.

3. **SCOPE OF SERVICES/TASKS.** Consultant shall provide full-service aviation planning and design services, construction management services and inspection of airport development projects more specifically described in **Exhibit A – Scope of Work** and the Contract Documents on an as needed basis and shall include, but be not limited to, those services authorized by individual Task Work Orders for individual related projects (the "Projects"). City and Consultant acknowledge that the Scope of Work may not delineate every detail and minor work task required to be performed by Consultant to complete the individual Projects. If during the course of performance of the services included in this Agreement Consultant determines that work should be performed to complete the Project which is in the Consultant's opinion outside of the level of effort originally anticipated, Consultant shall notify the City Project Manager and obtain written approval by the City Project Manager in a timely manner before proceeding with the work. If Consultant proceeds with said work without notifying the City Project Manager and obtaining written approval, said work shall be deemed to have been performed within the original level of effort. Notice to the City Project Manager does not constitute authorization or approval by City to perform the work. Performance of work by Consultant outside of the originally anticipated level of effort without prior written approval of City is done at Consultant's sole risk.

   A. **Task Work Orders.** Task Work Orders shall be jointly prepared by City and Consultant and shall define the detailed scope of services to be provided for the particular Project. Each Task Work Order shall be separately numbered and approved in accordance with this Agreement and the City's Procurement Policy. The Scope of Work and Task Work Orders issued under this Agreement may only be adjusted by written amendment executed by both parties.

4. **COMPENSATION.** City shall pay Consultant for professional engineering services for amounts approved on negotiated Task Work Orders in accordance with the Fee Schedule set forth in **Exhibit C – Loaded Hourly Rates**. Subcontractor fees will be

negotiated at the time a Task Work Order is initiated for a project using current published rates. The City reserves the right not to use any subcontractor on a project. Payments will be made based on a percentage of project completion by task. Completed tasks must be approved and agreed upon by the designated City of Ocala Project Manager before payment will be made. The final reports and deliverables must be approved and agreed upon by the designated City of Ocala Project Manager before final payment will be made.

A. **Prompt Payment.** Monthly actual payment reporting requirements for prime contractors and consultants are based on prompt payment rules and laws. The same holds true for return of retainage after the subcontractor has completed its work, not when the overall project is finished. Florida law requires timely payment for both construction and non-construction services. Generally, invoices for construction contracts must be paid within **TWENTY-FIVE (25) DAYS** of receipt. Invoices for consultant contracts are payable per the terms of this Agreement, but shall not exceed federal regulations as set forth in ***49 CFR 26.29*** requiring payment of all subcontractors for satisfactory performance within **THIRTY (30) DAYS** of payment to the Prime.

B. **Invoice Submission**. Consultant shall invoice City for all work completed. Invoices must be reviewed and agreed upon by the City of Ocala Project Manager. Review and approval shall not be unreasonably withheld, conditioned, or delayed. All invoices, reports, and other documentation submitted by Consultant shall include the City Contract Number, date, and an assigned Invoice Number. Invoices, reports, and other documentation shall be submitted to the City Project Manager at: **Ocala International Airport**; Attn: **Matt Grow, 1770 SW 60th Avenue, Suite 600, Ocala, Florida 34474**; E-Mail: **mgrow@ocalafl.org.**

5. **TERM.** The term of this Agreement shall commence on **JULY 20, 2022** and shall end on **JULY 19, 2025**. This Agreement may be renewed for no more than three (3), one-year (1-year) renewal terms upon the mutual written consent of both parties, unless terminated by either party pursuant to the terms of this Agreement.
6. **FORCE MAJEURE**. Neither party shall be liable for delay, damage, or failure in the performance of any obligation under this Agreement if such delay, damage, or failure is due to causes beyond its reasonable control, including without limitation: fire, flood, strikes and labor disputes, acts of war, acts of nature, terrorism, civil unrest, acts or delays in acting of the government of the United States or the several states, judicial orders, decrees or restrictions, or any other like reason which is beyond the control of

the respective party ("Force Majeure"). The party affected by any event of force majeure shall use reasonable efforts to remedy, remove, or mitigate such event and the effects thereof with all reasonable dispatch.

A. The party affected by force majeure shall provide the other party with full particulars thereof including, but not limited to, the nature, details, and expected duration thereof, as soon as it becomes aware.

B. When force majeure circumstances arise, the parties shall negotiate in good faith any modifications of the terms of this Agreement that may be necessary or appropriate in order to arrive at an equitable solution. Consultant performance shall be extended for a number of days equal to the duration of the force majeure. Consultant shall be entitled to an extension of time only and, in no event, shall Consultant be entitled to any increased costs, additional compensation, or damages of any type resulting from such force majeure delays

7. **TERMINATION**. This Agreement may be terminated by either party for cause upon City or Consultant providing written notice to the defaulting party not less than **THIRTY (30) DAYS** prior to the date of termination in the manner specified for the giving of Notices herein. Any such termination shall not affect the rights or obligations accruing to either party under any previously issued and approved Task Work Order.

   A. **City's Remedies Upon Consultant Default**. In the event of Consultant default under this Agreement City shall have the right, at City's option, to pursue any and all remedies available at law or equity, including, without limitation, the right to: (1) terminate this Agreement without further notice; (2) hire another consultant to complete the required work in accordance with the needs of City; (3) recover from Consultant all damages, costs, and attorneys' fees arising from Consultant's default prior to termination; and (4) recover from Consultant any actual excess costs by: (i) deduction from any unpaid balances owed to Consultant; or (ii) any other remedy as provided by law.

8. **STANDARD OF CARE.** Consultant represents and warrants that it has the personnel and experience necessary to perform the Services in a professional and workmanlike manner. Consultant shall render Services consistent with the same degree of care, skill, and diligence exercised by professionals of like experience, knowledge, and resources under similar circumstances at the locale of the Project. Consultant shall re-perform services which fail to satisfy the foregoing standard of care or otherwise fail to meet the requirements of this Agreement at no additional cost to City. Consultant's standard

of care shall not be altered by the application, interpretation, or construction of any other provision of the Agreement.

9. **PERFORMANCE EVALUATION**. At the end of the contract, City may evaluate Consultant's performance. Any such evaluation will become public record.
10. **CONTRACT FULFILLMENT.** Consultants who enter into any agreement with the City of Ocala and fail to complete the contract term, for any reason, may be subject to future bidding suspension for one (1) year, and up to a possible three (3) year bid debarment for serious contract failures.
11. **COMMERCIAL AUTO LIABILITY INSURANCE.** Consultant shall procure and maintain, for the life of this Agreement, commercial auto liability insurance covering all automobiles owned, non-owned, hired, and scheduled by Consultant with a combined limit of not less than One Million Dollars ($1,000,000) for bodily injury and property damage for each accident. Consultant's commercial automobile liability insurance policy must name, as additional insureds, the City of Ocala, a political subdivision of the State of Florida, and its officials, employees, and volunteers.
12. **COMMERCIAL GENERAL LIABILITY INSURANCE.** Consultant shall procure and maintain, for the life of this Agreement, commercial general liability insurance with combined single limits of not less than One Million Dollars ($1,000,000) per occurrence. The only aggregate limit acceptable is "project aggregate" and the Certificate must show an appropriate endorsement (ISO CG2501 or equal).

    A. If the Commercial General Liability form is used:
        (1) Coverage A- shall include premises, operations, products and completed operations, independent contractors, contractual liability covering this contract and broad form property damage coverage.
        (2) Coverage B - shall include personal injury.
        (3) Coverage C - medical payments, is not required
    B. If the Comprehensive General Liability form is used, it shall include at least:
        (1) Bodily Injury and Property Damage liability for premises, operations, products and completed operations, independent contractors, and property damage resulting from explosion, collapse or underground (XCU) exposures.

13. **WORKERS' COMPENSATION AND EMPLOYER'S LIABILITY COVERAGE.** Consultant shall procure and maintain, for the life of this Agreement, Workers' Compensation insurance for in amounts required by Florida law and employer's liability insurance with limits of at least $1,000,000 each accident and $1,000,000 policy limit for disease, and shall be responsible for ensuring that any subcontractor has statutory coverage. City

need not be named as an Additional Insured, but a subrogation waiver endorsement is required.

14. **PROFESSIONAL LIABILITY INSURANCE/ERRORS AND OMISSIONS COVERAGE.** Consultant shall procure and maintain professional liability insurance with an occurrence limit of not less than $1,000,000, exclusive of defense costs. Consultant shall be required to provide continuing professional liability insurance to cover each project for a period of **FIVE (5) YEARS** after project completion. It is recognized that this type of insurance is only available on a claims-made basis and Additional Insured endorsements are not available.

15. **MISCELLANEOUS INSURANCE PROVISIONS**.

A. Insurance Requirements. These insurance requirements shall not relieve or limit the liability of Consultant. City does not in any way represent that these types or amounts of insurance are sufficient or adequate to protect Consultant's interests or liabilities but are merely minimums. No insurance is provided by the City under this contract to cover Consultant. **No work shall be commenced under this contract until the required Certificate(s) of Insurance have been provided**. Work shall not continue after expiration (or cancellation) of the Certificates of Insurance and shall not resume until new Certificate(s) of Insurance have been provided. Insurance written on a "Claims Made" form is not acceptable without consultation with City of Ocala Risk Management.

B. Deductibles. Consultant is responsible for paying any and all deductibles or self-insured retention. Any deductibles or self-insured retentions above $100,000 must be declared to and approved by the City. Approval will not be unreasonably withheld.

C. Certificates of Insurance. Consultant shall provide Certificates of Insurance, accompanied by copies of all endorsements required by this section, that are issued by an agency authorized to do business in the State of Florida and with an A.M. Best rating* of at least an A, showing the "City of Ocala, 110 SE Watula Avenue, Ocala, FL 34471" as an additional insured and certificate holder for General Liability and Commercial Automobile Liability insurance. Original and renewal certificates must be forwarded to the **City of Ocala Contracting Department, Third Floor, 110 SE Watula Avenue, Ocala, FL 34471, E-Mail:** **vendors@ocalafl.org** prior to the policy expiration.

D. Failure to Maintain Coverage. In the event Consultant fails to disclose each applicable deductible/self-insured retention or obtain or maintain in full force and

effect any insurance coverage required to be obtained by Consultant under this Agreement, Consultant shall be considered to be in default of this Agreement.

E. Severability of Interests. Consultant shall arrange for its liability insurance to include, or be endorsed to include, a severability of interests/cross-liability provision so that the "City of Ocala" (where named as an additional insured) will be treated as if a separate policy were in existence, but without increasing the policy limits.

16. **PUBLIC RECORDS.** The Consultant shall comply with all applicable provisions of the Florida Public Records Act, Chapter 119, Florida Statutes. Specifically, the Consultant shall:

A. Keep and maintain public records required by the public agency to perform the service.

B. Upon request from the public agency's custodian of public records, provide the public agency with a copy of the requested records or allow the records to be inspected or copied within a reasonable time at a cost that does not exceed the cost provided in Chapter 119, Florida Statutes, or as otherwise provided by law.

C. Ensure that public records that are exempt or confidential and exempt from public records disclosure requirements are not disclosed except as authorized by law for the duration of the contract term and following completion of the contract if the Consultant does not transfer the records to the public agency.

D. Upon completion of the contract, transfer, at no cost, to the public agency all public records in possession of the Consultant or keep and maintain public records required by the public agency to perform the service. If the Consultant transfers all public records to the public agency upon completion of the contract, the Consultant shall destroy any duplicate public records that are exempt or confidential and exempt from public records disclosure requirements. If the Consultant keeps and maintains public records upon completion of the contract, the Consultant shall meet all applicable requirements for retaining public records. All records stored electronically must be provided to the public agency, upon request from the public agency's custodian of public records, in a format that is compatible with the information technology systems of the public agency.

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

RECORDS AT: CITY OF OCALA, OFFICE OF THE CITY CLERK; 352-629-8266; E-mail: clerk@ocalafl.org; City Hall, 110 SE Watula Avenue, Ocala, FL 34471.

16. **AUDIT.** Consultant agrees to maintain such financial and other records as may be prescribed by the City or by applicable federal and state laws, rules, and regulations. Consultant shall comply and cooperate immediately with any inspections, reviews, investigations, or audits relating to this Agreement as deemed necessary by the Florida Office of the Inspector General, the City's Internal or External auditors or by any other Florida official with proper authority.
17. **PUBLICITY.** Consultant shall not use City's name, logo, seal or other likeness in any press release, marketing materials, or other public announcement without City's prior written approval.
18. **PUBLIC ENTITY CRIMES.** As provided in Section 287.133(2)(a), Florida Statutes, a person or affiliate who has been placed on the convicted vendor list following a conviction for public entity crime may not submit a bid on a contract to provide any goods or services to a public entity, may not submit a bid on a contract with a public entity for the construction or repair of a public building or public work, may not submit bids on leases or 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 Section 287.017, for CATEGORY TWO, for a period of 36 months from the date of being placed on the convicted vendor list.
19. **DISADVANTAGED BUSINESS ENTERPRISE (DBE):** The City of Ocala adopts FDOT's goal of 10.65% as a race-neutral DBE goal. This means the City's goal is to spend at least 10.65% of expenditures with certified DBE's as prime firms, or as subcontractors/subconsultants. Race-neutrality means the City hopes the overall goal can be achieved through the normal competitive procurement process without using DBE required goals. FDOT funded projects have an overall DBE goal of 10.65%. For projects specifically for the Ocala International Airport, the DBE goal is 12%. Although not a requirement, the City believes this DBE percentage can realistically be achieved on projects through use of DBE prime and DBE subcontractors performing services anticipated on projects. Prime contractors or consultants may be requested to submit a DBE Utilization form indicating their firm's proposed use of DBE subcontractors. Prime construction contractors for FDOT-funded projects are required to visit

http://www.fdot.gov/equalopportunity/eoc.shtm to register and submit their DBE commitments online.

20. **DRUG FREE WORKPLACE REQUIREMENT.** Consultant submitted a drug free workplace certification with their proposal, and agrees to provide a drug free workplace.

A. The Consultant, if other than an individual, shall-within 30 days after award (unless a longer period is agreed to in writing for contracts of 30 days or more performance duration), or as soon as possible for contracts of less than 30 days performance duration:

(1) Publish a statement notifying its employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the Consultant's workplace and specifying the actions that will be taken against employees for violations of such prohibition;

(2) Establish an ongoing drug-free awareness program to inform such employees about:

(i) The dangers of drug abuse in the workplace;

(ii) The Consultant's policy of maintaining a drug-free workplace;

(iii) Any available drug counseling, rehabilitation, and employee assistance programs; and

(iv) The penalties that may be imposed upon employees for drug abuse violations occurring in the workplace;

(3) Provide all employees engaged in performance of the contract with a copy of the statement required by paragraph (b)(1) of this clause;

(4) Notify such employees in writing in the statement required by paragraph (b)(1) of this clause that, as a condition of continued employment on this contract, the employee will:

(i) Abide by the terms of the statement; and

(ii) Notify the employer in writing of the employee's conviction under a criminal drug statute for a violation occurring in the workplace no later than 5 days after such conviction;

(5) Notify the Contracting Officer in writing within 10 days after receiving notice under subdivision (b)(4)(ii) of this clause, from an employee or otherwise receiving actual notice of such conviction. The notice shall include the position title of the employee;

(6) Within 30 days after receiving notice under subdivision (b)(4)(ii) of this clause of a conviction, take one of the following actions with respect to any employee who is convicted of a drug abuse violation occurring in the workplace:

(i) Taking appropriate personnel action against such employee, up to and including termination; or

(ii) Require such employee to satisfactorily participate in a drug abuse assistance or rehabilitation program approved for such purposes by a Federal, State, or local health, law enforcement, or other appropriate agency; and

(7) Make a good faith effort to maintain a drug-free workplace through implementation of paragraphs (b)(1) through (b)(6) of this clause.

B. Consultant, if an individual, agrees by award of the contract or acceptance of a purchase order, not to engage in the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance while performing this contract.

C. In addition to other remedies available to the Government, the Consultant's failure to comply with the requirements of paragraph (b) or (c) of this clause may, pursuant to FAR 23.506, render the Consultant subject to suspension of contract payments, termination of the contract or default, and suspension or debarment.

21. **E-VERIFY.** Pursuant to section 448.095, Consultant shall register with and use the U.S. Department of Homeland Security's ("DHS") E-Verify System, accessible at https://e-verify.uscis.gov/emp, to verify the work authorization status of all newly hired employees. Consultant shall obtain affidavits from any and all subcontractors in accordance with paragraph 2(b) of section 448.095, Florida Statutes, and maintain copies of such affidavits for the duration of this Agreement. By entering into this Agreement, Consultant certifies and ensures that it utilizes and will continue to utilize the DHS E-Verify System for the duration of this Agreement and any subsequent renewals of same. Consultant understands that failure to comply with the requirements of this section shall result in the termination of this Agreement and Consultant may lose the ability to be awarded a public contract for a minimum of one (1) year after the date on which the Agreement was terminated. Consultant shall provide a copy of its DHS Memorandum of Understanding upon City's request. Please visit www.e-verify.gov for more information regarding the E-Verify System

22. **INDEPENDENT CONTRACTOR STATUS**. City expressly acknowledges Consultant is an independent contractor, and nothing in this Agreement is intended nor shall be construed to create an agency relationship, an employer/employee relationship, a joint

venture relationship, or any other relationship allowing the City to exercise control or discretion over the manner or method by which Consultant performs hereunder.

23. **WAIVER.** The failure or delay of any party at any time to require performance by another party of any provision of this Agreement, even if known, shall not affect the right of such party to require performance of that provision or to exercise any right, power or remedy hereunder. Any waiver by any party of any breach of any provision of this Agreement should not be construed as a waiver of any continuing or succeeding breach of such provision, a waiver of the provision itself, or a waiver of any right, power or remedy under this Agreement. No notice to or demand on any party in any circumstance shall, of itself, entitle such party to any other or further notice or demand in similar or other circumstances**.**
24. **SEVERABILITY OF ILLEGAL PROVISIONS.** Wherever possible, each provision of this Agreement shall be interpreted in such a manner as to be effective and valid under the applicable law. Should any portion of this Agreement be declared invalid for any reason, such declaration shall have no effect upon the remaining portions of this Agreement.
25. **INDEMNITY.** Consultant shall indemnify City and its elected officials, employees and volunteers against, and hold City and its elected officials, employees and volunteers harmless from, all damages, claims, losses, costs, and expenses, including reasonable attorneys' fees, which City or its elected officials, employees or volunteers may sustain, or which may be asserted against City or its elected officials, employees or volunteers, arising out of the activities contemplated by this Agreement including, without limitation, harm or personal injury to third persons during the term of this Agreement to the extent attributable to the actions of Consultant, its agents, and employees.
26. **NO WAIVER OF SOVEREIGN IMMUNITY.** Nothing herein is intended to waive sovereign immunity by the City to which sovereign immunity may be applicable, or of any rights or limits of liability existing under Florida Statute § 768.28. This term shall survive the termination of all performance or obligations under this Agreement and shall be fully binding until any proceeding brought under this Agreement is barred by any applicable statute of limitations.
27. **NOTICES.** All notices, certifications or communications required by this Agreement shall be given in writing and shall be deemed delivered when personally served, or when received if by facsimile transmission with a confirming copy mailed by registered or certified mail, postage prepaid, return receipt requested. Notices can be concurrently delivered by e-mail. All notices shall be addressed to the respective parties as follows:

If to Consultant:	McFarland Johnson, Inc. Attn: James M. Festa, Chief Executive Officer 49 Court Street, Suite 240 Binghamton, NY 13901 Phone: 607-723-9421 Email: jfesta@mjinc.com
If to City of Ocala:	Daphne M. Robinson Esq., Contracting Officer 110 SE Watula Avenue, 3rd Floor Ocala, Florida 34471 Phone: 352-629-8343 Fax: 352-690-2025 Email: notices@ocalafl.org
Copy to:	Robert W. Batsel, Jr. Gooding & Batsel, PLLC 1531 S.E. 36th Ave. Ocala, Florida 34471 Phone: 352-579-6536 Email: rbatsel@lawyersocala.com

28. **ATTORNEYS FEES.** If any civil action, arbitration or other legal proceeding is brought for the enforcement of this Agreement, or because of an alleged dispute, breach, default or misrepresentation in connection with any provision of this Agreement, the successful or prevailing party shall be entitled to recover reasonable attorneys' fees, sales and use taxes, court costs and all expenses even if not taxable as court costs (including, without limitation, all such fees, taxes, costs and expenses incident to arbitration, appellate, bankruptcy and post-judgment proceedings), incurred in that civil action, arbitration or legal proceeding, in addition to any other relief to which such party or parties may be entitled. Attorneys' fees shall include, without limitation, paralegal fees, investigative fees, administrative costs, sales and use taxes and all other charges billed by the attorney to the prevailing party.
29. **JURY WAIVER.** IN ANY CIVIL ACTION, COUNTERCLAIM, OR PROCEEDING, WHETHER AT LAW OR IN EQUITY, WHICH ARISES OUT OF, CONCERNS, OR RELATES TO THIS AGREEMENT, ANY AND ALL TRANSACTIONS CONTEMPLATED HEREUNDER, THE PERFORMANCE HEREOF, OR THE

RELATIONSHIP CREATED HEREBY, WHETHER SOUNDING IN CONTRACT, TORT, STRICT LIABILITY, OR OTHERWISE, TRIAL SHALL BE TO A COURT OF COMPETENT JURISDICTION AND NOT TO A JURY. EACH PARTY HEREBY IRREVOCABLY WAIVES ANY RIGHT IT MAY HAVE TO A TRIAL BY JURY. NEITHER PARTY HAS MADE OR RELIED UPON ANY ORAL REPRESENTATIONS TO OR BY ANY OTHER PARTY REGARDING THE ENFORCEABILITY OF THIS PROVISION. EACH PARTY HAS READ AND UNDERSTANDS THE EFFECT OF THIS JURY WAIVER PROVISION.

30. **GOVERNING LAW**. This Agreement is and shall be deemed to be a contract entered and made pursuant to the laws of the State of Florida and shall in all respects be governed, construed, applied and enforced in accordance with the laws of the State of Florida.
31. **JURISDICTION AND VENUE.** The parties acknowledge that a majority of the negotiations, anticipated performance and execution of this Agreement occurred or shall occur in Marion County, Florida. Any civil action or legal proceeding arising out of or relating to this Agreement shall be brought only in the courts of record of the State of Florida in Marion County or the United States District Court, Middle District of Florida, Ocala Division. Each party consents to the exclusive jurisdiction of such court in any such civil action or legal proceeding and waives any objection to the laying of venue of any such civil action or legal proceeding in such court and/or the right to bring an action or proceeding in any other court. Service of any court paper may be effected on such party by mail, as provided in this Agreement, or in such other manner as may be provided under applicable laws, rules of procedures or local rules.
32. **REFERENCE TO PARTIES.** Each reference herein to the parties shall be deemed to include their successors, assigns, heirs, administrators, and legal representatives, all whom shall be bound by the provisions hereof.
33. **GOVERNING LAW**. This Agreement is and shall be deemed to be a contract entered into and made pursuant to the laws of the State of Florida and shall in all respects be governed, construed, applied and enforced in accordance with the laws of the State of Florida.
34. **SECTION HEADINGS.** The section headings herein are included for convenience only and shall not be deemed to be a part of this Agreement.
35. **RIGHTS OF THIRD PARTIES.** Nothing in this Agreement, whether express or implied, is intended to confer any rights or remedies under or by reason of this Agreement on

any persons other than the parties hereto and their respective legal representatives, successors and permitted assigns. Nothing in this Agreement is intended to relieve or discharge the obligation or liability of any third persons to any party to this Agreement, nor shall any provision give any third persons any right of subrogation or action over or against any party to this Agreement.

36. **AMENDMENT**. No amendment to this Agreement shall be effective except those agreed to in writing and signed by both of the parties to this Agreement.
37. **COUNTERPARTS.** This Agreement may be executed in counterparts, each of which shall be an original and all of which shall constitute the same instrument.
38. **ELECTRONIC SIGNATURE(S)**. Consultant, if and by offering an electronic signature in any form whatsoever, will accept and agree to be bound by said electronic signature to all terms and conditions of this agreement. Further, a duplicate or copy of the agreement that contains a duplicated or non-original signature will be treated the same as an original, signed copy of this original agreement for all purposes.
39. **ENTIRE AGREEMENT.** This Agreement, including exhibits, (if any) constitutes the entire Agreement between the parties hereto with respect to the subject matter hereof. There are no other representations, warranties, promises, agreements or understandings, oral, written or implied, among the Parties, except to the extent reference is made thereto in this Agreement. No course of prior dealings between the parties and no usage of trade shall be relevant or admissible to supplement, explain, or vary any of the terms of this agreement. Acceptance of, or acquiescence in, a course of performance rendered under this or any prior agreement shall not be relevant or admissible to determine the meaning of this Agreement even though the accepting or acquiescing party has knowledge of the nature of the performance and opportunity to make objection. No representations, understandings, or agreements have been made or relied upon in the making of this Agreement other than those specifically set forth herein.
40. **LEGAL AUTHORITY**. Each person signing this Agreement on behalf of either party individually warrants that he or she has full legal power to execute this Agreement on behalf of the party for whom he or she is signing, and to bind and obligate such party with respect to all provisions contained in this Agreement.

[REMAINDER OF PAGE INTENTIONALLY LEFT BLANK. SIGNATURE PAGE TO FOLLOW]

IN WITNESS WHEREOF, the parties have executed this Agreement on 09 / 14 / 2022.

ATTEST

Angel B. Jacobs

Angel B. Jacobs
City Clerk

CITY OF OCALA

Ire Bethea Sr.

Ire Bethea, Sr.
City Council President

Approved as to form and legality

Robert W. Batsel, Jr.

Robert W. Batsel, Jr.
City Attorney

MCFARLAND JOHNSON, INC.

James M. Festa, PE

McFarland Johnson, Inc.
(Printed Name)

Chief Executive Officer
(Title)

BACKGROUND

The engineering firm will provide continuing professional services for the Ocala International Airport.

It is anticipated that the projects will be funded by Federal grants from the Federal Aviation Administration (FAA) under its Airport Improvement Program, State grants from the Florida Department of Transportation (FDOT) and/or by City (non-grant) funds. This will require the Consultant to provide input and guidance to the Airport about said programs and to ensure the Airport's compliance with all applicable standards, advisory circulars and regulations of the FAA, State of Florida, City of Ocala and Marion County.

All work awarded under this contract will be for projects in which the estimated construction cost of each individual project does not exceed $4 million, and professional services for each individual project does not exceed $500,000 or the maximum sum allowable by law under Florida's Consultants' Competitive Negotiation Act, Section 287.055, Florida Statutes, as amended, whichever is greater, and agreed upon by the parties. All work will be performed in accordance with industry standards and comply with applicable laws, and regulations.

City reserves the right to modify this scope during negotiations for budgetary reasons.

Prices shall remain firm for the term of the awarded contract.

Surcharges will not be accepted in conjunction with this award, and such charges should be incorporated into the pricing structure.

DETAILED SCOPE OF WORK

In accordance with FAA Advisory Circular (AC) 150/5100-14E, Architectural, Engineering and Planning Consultant Services for Airport Grant Projects, the scope of work for this solicitation is being divided into three categories. The first category involves planning services. The second category involves professional services for the design/bidding of airport development projects and the third category involves professional services for the construction administration/inspection of airport development projects. Work orders will be assigned on an as- needed basis.

Category A – Aviation Planning Services

This category includes studies under the headings of airport system and master planning, airport noise compatibility planning and environmental assessments and related studies. These studies include, but are not limited to, the following activities:

1. Design study to establish the framework and detailed work program.
2. Airport data collection and facility inventories.
3. Aeronautical activity forecasts and demand/capacity analyses.
4. Facility requirements determination.
5. Airfield modeling for capacity and delay.
6. Airport layout and terminal area plan development.
7. Airport noise studies under 14 CFR Parts 150 and 161.
8. Compatible land-use planning in the vicinity of airports.
9. On-airport site selection studies.
10. Airport project development schedules and cost estimates.
11. Airport financial planning and benefit cost analysis.
12. Participation in public information and community involvement programs and/or public hearings relating to airport development and planning projects.
13. Environmental Assessments (EA), Environmental Impact Statements (EIS), and other studies in accordance with FAA Orders 5050.4 and 1050.1.
14. Preparation of or updating of the airport layout plan.
15. Airspace analysis.
16. GIS data collection, entry, and analysis and other electronic graphical/mapping efforts.
17. Project feasibility studies

Category B – Architectural/Engineering Design Services for Airport Development Projects

This category includes the basic A/E services normally required for airport development projects. It involves services generally of an architectural, civil, geotechnical, structural, mechanical, and electrical engineering nature, which include, but are not limited to:

Preliminary Phase

This phase involves those activities required for defining the scope of a project and establishing preliminary requirements. Some examples of activities within this phase of a project include, but are not limited to:

1. Coordinating with the City on project scope requirements, finances, schedules, operational safety and phasing considerations, site access and other pertinent matters.
2. As applicable, coordinating project with local FAA personnel and other interested stakeholders to identify potential impacts to their operations.
3. Planning, procuring, and/or preparing necessary surveys, geotechnical engineering investigations, field investigations, and architectural and engineering studies required for design considerations.
4. Developing design schematics, sketches, environmental and aesthetic considerations, project recommendations, and preliminary layouts and cost estimates.
5. Preparing project design criteria and other bridging documents commonly used for alternative project delivery methods such as design-build contracting.

Design Phase

This phase includes all activities required to undertake and accomplish a full and complete project design. Examples include, but are not limited to, those below:

1. Conducting and attending meetings and design conferences to obtain information and to coordinate or resolve design matters.
2. Collecting engineering data and undertaking field investigations; performing geotechnical engineering studies; and performing architectural, engineering, and special environmental studies.
3. Preparing necessary engineering reports and recommendations.
4. Preparing detailed plans, specifications, cost estimates, and design/construction schedules.
5. Preparing Construction Safety and Phasing Plan (CSPP).
6. Printing and providing necessary copies of engineering drawings and contract specifications.

Bidding and Negotiation Phase

The firm shall be required to provide complete services as outlined in the contract or assist the Airport Authority, a t a minimum, with the following tasks.

1. Provide final calculations, construction documents and specifications in consultation with the Owner.

2. Prepare and file all applications, data, and documents required to obtain approval of all authorities having jurisdiction over the project.
3. Prepare the necessary bidding technical specifications and bid schedule(s).
4. Prepare a written cost estimate, engineering, and functionality recommendations.
5. Additional services as may be necessary and appropriate.

Other Design Services

The development of some projects may involve activities or studies outside the scope of the basic design services routinely performed by the consultant. These special services may vary greatly in scope, complexity, and timing and may involve several different disciplines and fields of expertise. Examples of special services that might be employed for airport projects include, but are not limited to, the following:

1. Soil investigations, including core sampling, laboratory tests, related analyses, and reports.
2. Detailed mill, shop, and/or laboratory inspections of materials and equipment.
3. Land surveys and topographic maps.
4. Field and/or construction surveys.
5. Photogrammetry surveys.
6. Special environmental studies and analyses.
7. Public information and community involvement surveys, studies, and activities.
8. Assisting the City in the preparation of necessary applications for local, State, and Federal grants.
9. Preparation of property maps.
10. Preparation of quality control plan.
11. Other design services as needed.

Category C – Architectural/Engineering Construction Engineering Inspection Services for Airport Development Projects

This category includes the basic construction engineering inspection services normally required for airport development projects. It may include all basic services

rendered after the award of a construction contract, including, but not limited to, the following activities:

1. Providing consultation and advice to the City during all phases of construction.
2. Representing the City at preconstruction conferences.
3. Inspecting work in progress periodically and providing appropriate reports to the City.
4. Reviewing and approving shop and erection drawings submitted by contractors for compliance with design concept/drawings.
5. Reviewing, analyzing, and accepting laboratory and mill test reports of materials and equipment.
6. Assisting in the negotiation of change orders and supplemental agreements.
7. Observing or reviewing performance tests required by specifications.
8. Determining amounts owed to contractors and assisting City in the preparation of payment requests for amounts reimbursable from grant projects.
9. Making final inspections and submitting punch-lists and a report of the completed project to the City.
10. Reviewing operations and maintenance manuals.
11. Making final inspections and submitting punch-lists and a report of the completed project to the City.
12. Providing record drawings.
13. Preparing summary of material testing report
14. Preparing summary of project change orders
15. Preparing grant amendment request and associated justification, if applicable.
16. Preparing final project reports including financial summary.
17. Obtaining release of liens from all contractors.

RESPONSE TO LOI#AIR/220118

PROFESSIONAL ENGINEERING AND PLANNING SERVICES AT OCALA INTERNATIONAL AIRPORT

MARCH 15, 2022

McFarland Johnson
1522 PENMAN ROAD, SUITE #14
JACKSONVILLE BEACH, FL 32250

CONTENTS

McFarland Johnson
Innovative Solutions / Sustainable Results

1522 Penman Road, Suite #14 • Jacksonville Beach, FL 32250
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March 15, 2022

Ms. Tiffany Kimball, Contracting Officer
City of Ocala
750 SW 60TH Avenue,
Ocala, FL 34474

RE: Request for Professional Services (RPS) for Professional Engineering and Planning Services at Ocala International Airport (LOI#AIR/220118)

Dear Ms. Kimball and Selection Committee Members:

McFarland-Johnson, Inc. (MJ) is pleased to present the City of Ocala (City) and Ocala International Airport (OCF) our response to the above-referenced Request for Professional Services. **McFarland Johnson is a 100% employee-owned firm** comprised of nearly **200 airport planners, engineers,** environmental specialists, software developers, technician/CADD specialists, and administrative professionals, that are proud to make a positive difference for our airport clients through our innovative aviation consulting services and deliverables. With over 75 years of experience, MJ has performed airport planning, design and construction services for over 100 general aviation airport clients across the United States. This work has involved planning, engineering and construction phase projects such as master plans, land development, financial analysis, air service/air cargo studies, runway/taxiway/apron design and construction inspection. We are excited about our success and look forward to sharing our best practices and lessons learned in airport engineering and planning with the City and OCF to help achieve your goals for responsible, community-friendly airport operations and growth.

MJ's aviation practice has grown dramatically over our long history and currently represents more than 50% of our total business. In the past five years alone, MJ has worked under dozens of term agreements with municipal owners of general aviation airports providing comprehensive airport planning, environmental, design, construction administration, inspection, and program implementation services. As OCF's General Consultant, MJ will address all key concerns and issues facing OCF's growth and development. This includes general program assistance, planning and development research, contract and request for proposal document preparation, and other value-added services as needed and requested by OCF.

MJ PROVIDES THE CITY OF OCALA THE FOLLOWING UNMATCHED KEY BENEFITS:

1

PROJECT MANAGER WITH 20+YEARS OF EXPERIENCE WORKING WITH THE OCALA INTERNATIONAL AIRPORT

Robert Overby, P.E. has over 25-years of aviation project management experience and over 20-years working at OCF. His long-term relationships with OCF staff, FDOT District 5 and the Orlando ADO will result in immediate project efficiencies and program execution with no learning curve to advance the City's development and funding goals for OCF.

2 A UNIQUE DYNAMIC APPROACH TO AIRPORT PLANNING AND DESIGN THAT INCREASES DEVELOPMENT FLEXIBILITY AND MAXIMIZES PROJECT BUDGETS	MJ's technology-based approach to airport planning and design provides a fresh look and value-added tools that no other firm currently provides, ensuring maximum project efficiency and value through, adjustable scenario modeling, flexible solutions and adaptable outcomes that will allow the City and OCF to proactively evaluate and manage changes in your environment.
3 DEPTH OF RESOURCES & PROVEN EXPERIENCE WITH EXPERTISE FOR ALL SITUATIONS	MJ has both national and local general aviation (GA) experience delivering all project types at similar GA and municipal airports, using next-level thinking that is based on an in-depth knowledge of FAA and FDOT regulations, allowing MJ to advise the City on any issue that may arise.
4 GRANT MANAGEMENT & FUNDING SPECIALISTS TO MAXIMIZE YOUR FUNDING DOLLARS	MJ's dedicated in-house grant funding specialists and grant management experts maximize different combinations of AIP funding, tax-exempt bonds, and other federal and state grants. We seek out potential sources of funding beyond the standard FAA and FDOT programs to maximize funding that will benefit OCF's on-going activities.

We have assembled a Team of local and specialty firms that know the City and Airport and are ready to immediately provide the services outlined in **LOI#AIR/220118**. Our Team includes:

- **Michael Baker International (Baker) –** A nationally recognized aviation engineering, planning and architectural firm who led the new OCF General Aviation Terminal project.
- **Geo-Tech, Inc. –** An Ocala based geotechnical testing firm that has become a pioneer in the art of modern engineering.
- **Environmental Resource Solutions –** A SBA Certified 8(a) women-owned local business specializing in environmental resource and wildlife management services.
- **Hubpoint Strategic Advisors –** A leader in commercial air service planning and development with broad national experience at non-hub airports.
- **Webber Air Cargo -** Webber Air Cargo principally provides cargo-related airport planning services for numerous airports including twelve of the top fifteen U.S. airports (including all five of the largest international cargo gateways.
- **HMMH -** A certified Women-Owned Business Enterprise (WBE), Disadvantaged Business Enterprise (DBE) firm providing expert noise and air quality analyses for airports across the globe.

Our Project Manager Robert Overby and all our employee-owners join me in offering MJ's full commitment to the City and OCF and thank you for the opportunity to present our qualifications to the City and the Selection Committee. We believe the MJ Team's commitment, experience, and staff expertise will perform in an entirely different manner than our competition, making the MJ Team truly the right fit to proactively deliver airport engineering and planning services for OCF.

Should you have any questions regarding the information contained within our submission, please don't hesitate to contact your **Project Manager at ROverby@mjinc.com or on his mobile phone at 904-945-2233.**

Sincerely,
MCFARLAND-JOHNSON, INC.

John Mafera
Vice President/Principal-in-Charge

ABILITY OF PROFESSIONAL TEAM

With over **50% of our business aviation focused**, our employees, in particular those proposed for this assignment, have dedicated their careers to aviation planning and engineering. The MJ Team provides expert in-house airport planning, engineering, and construction services, backed with full-service permitting, design, project implementation and grant management support for general aviation airports throughout the United States. Our professional aviation staff are available from multiple offices to assist with projects as needed, allowing us to pull in leading specialists and broad expertise to address all areas of your planning, engineering and construction phase service needs. This results in increased project efficiency, decreased costs, and increased time savings for our clients. We understand the importance of having a full-services team to deliver on-call assignments, which tend to vary in complexity and duration. The MJ Team brings a broad planning, engineering, and construction perspective with expertise in every area needed to assist in crafting successful plans for meeting the City and OCF's goals.

The following outlines MJ's full-service capabilities and depth of experience at general aviation airports similar in size and market as OCF and the City. All of these services are directly related to the projects identified in the OCF 5-Year CIP:

AVIATION PLANNING SERVICES

- Dynamic Master Planning
- Financial & Business Planning
- Revenue Enhancement Strategies
- Economic Impact Studies
- Airport Master Plans
- FAA, FDOT, CARES Act, BIL & Other Grants
- Part 139 ACM Updates
- Land Use and Commercial Site Development Planning
- Grant Writing and management
- Public Outreach
- NEPA CATEXs, EAs and EISs
- Environmental Studies
- Air Quality Studies
- SWPP & SPCC Plans
- Wetland Delineation
- Environmental Protection Plans & Monitoring
- St. Johns River Water Management District Permitting
- AEDT Noise and Air Quality Modeling

ARCHITECTURAL/ENGINEERING DESIGN SERVICES

- Runway, Taxiways & Aprons
- Obstruction Removal
- Airfield Lighting & Signage
- Aircraft Hangars
- ARFF, Equipment Storage & Maintenance
- Buildings
- Roadway & Parking Lots
- Security (Fences, Gates, Monitoring Systems, etc.)
- Stormwater Management
- Grading and Drainage
- Vehicular Traffic Analysis
- Non-Aviation Development

ARCHITECTURAL/ENGINEERING CONSTRUCTION ENGINEERING INSPECTION SERVICES

- Project Administration
- Shop Drawing Review Project Documentation
- Construction Quality Assurance Testing & Reporting
- Grant Administration
- Resident Project Representation
- Field and Safety Inspections
- Construction Management
- FAA Specifications Compliance
- Reporting Certification of Payments to Contractors
- Construction Phasing and Sequencing
- Scheduling
- Projects Commissioning & Record Plans
- Construction Cost Control
- Value Engineering

Some of our most recent experience in Florida includes work for the following clients:

- Broward County Aviation Department (BCAD)
- Key West International Airport
- The Florida Keys Marathon International Airport
- Monroe County, FL
- City of Islamorada
- City of Miami Beach
- Tallahassee International Airport

Additionally, Project Manager Robert Overby, has recent experience working with the following clients:

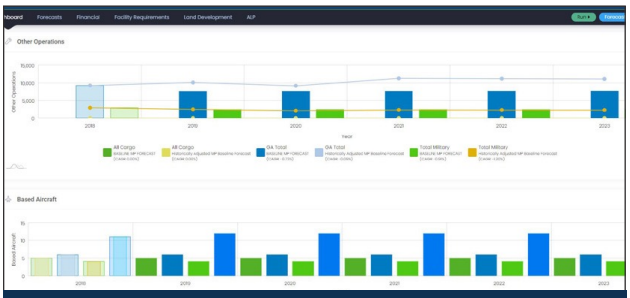
- **OCALA INTERNATIONAL AIRPORT**
- Daytona Beach International Airport
- Jacksonville International Airport
- Jacksonville Executive Airport
- Gainesville International Airport
- Pensacola International Airport
- Melbourne International Airport
- Tallahassee International Airport

AVIATION PLANNING

SUCCESS THROUGH INNOVATIVE PLANNING: McFarland Johnson approaches planning activities not as "cookie cutter" projects that closely resemble one another, but rather, MJ specially designs each plan so that it reflects the unique nature of each airport and client, providing our clients with specific, actionable, and measurable plans that can be reasonably executed to maximize the use and economic benefit of their airport assets. McFarland Johnson's aviation planning services include, but are not limited to: business planning, revenue enhancement strategies, financial and economic impact analyses, air service development, terminal facilities analysis, dynamic airport master plans and airport layout plans, site development planning, land acquisition, Navaid studies, airport layout plans (ALP) updates, e-ALP's, and approach feasibility studies

SPECIFIC, RELEVANT MASTER PLANNING EXPERIENCE: At MJ, we take pride in our extensive success in completing innovative airport master planning projects that make a positive difference for our airport clients. We are the airport planning consultant for clients like Florida Keys-Marathon, Key West International, Broward County Aviation Department (BCAD)/Fort Lauderdale, Greenville Downtown, Greenville-Spartanburg, Delaware River & Bay Authority, New Hampshire Department of Transportation, the Vermont Agency of Transportation, the NYSDOT Aviation Bureau, and many others; providing solid plans for both general aviation and commercial service airports.

DYNAMIC AIRPORT MASTER PLANNING: One example of McFarland Johnson's innovation, is our dynamic master planning methodology and Dynamic Analysis Tool (DAT). This innovative approach to airport master planning is a unique and key deliverable of our master plan updates. It makes the traditional, static master plan come alive by providing a tool for airport managers and staff to rapidly calculate and evaluate various operational and development scenarios. The dynamic analysis planning methodology and DAT makes the traditional master plan a true living management tool that can be used, expanded, and built upon well after the master plan project is complete. This process links the forecasts, facility requirements, development scenarios, environmental conditions, financial model, capital improvement plan (CIP) and ALP together so that proposed scenarios can be quickly screened for their impact on the airport's finances, airfield infrastructure, and/or other selected criteria identified by the Airport. **MJ's unique approach keeps the airport master plan flexible, giving the Airport the ability to model future changes and adapt implementation strategies to better plan for changing future conditions and maximize the economic value of projects.** This approach would be extremely beneficial to OCF when evaluating potential new developments such as the proposed Burrell facility and potential impacts due to the World Equestrian Center (WEC).



Screen Capture of GSP Dynamic Airport Master Plan Interface That Gives the County a Flexible Tool to Evaluate Impacts of Changes in Operational Demand on Airport Operations, Facilities and Finances

MJ'S RELEVANT AVIATION PLANNING EXPERIENCE

- Broward County Aviation Department (BCAD) On-Call Planning and Advisory Services
- Broward County Aviation Department (BCAD) Professional Planning and Advisory Services
- Key West International Airport Master Plan Update
- Greenville-Spartanburg International Airport Master Plan Update
- Greenville-Spartanburg International Airport Commercial Terminal Expansion Study
- Klamath Falls Airport Joint-Use Agreement (AJUA) Negotiations
- Boston Logan International Airport Runway Incursion Mitigation (RIM) Study
- MidAmerica St. Louis Airport Joint-Use Agreement (AJUA) Negotiations Services
- Republic Airport & Other NYSDOT GA Airports Lease Evaluations
- Bradford County Airport Dynamic Master Plan Update
- Elmira Corning Regional Airport Dynamic Master Plan
- Lebanon Airport Dynamic Airport Master Plan
- Oneonta Municipal Airport Dynamic Master Plan Update
- Wilmington Airport Dynamic Master Plan
- Wilmington Airport Terminal Operational Capacity Assessment
- Trenton-Mercer Airport Master Plan
- Westchester County Airport Runway 11-29 Feasibility Study
- Lakeland-Linder Regional Airport Four-Year Term Agreement
- Wilkes-Barre/Scranton International Airport Dynamic Master Plan and Airport Layout Plan Update
- Greater Binghamton Airport Sustainable Management Plan
- Allegheny County Airport Runway 28 Safety Area Land Acquisition and Relocation Assistance
- Erie International Airport Dynamic Sustainable Master Plan Update
- Niagara Falls International Airport Dynamic Sustainable Master Plan Update
- Canandaigua Airport Dynamic Master Plan Update
- Cortland County Airport Pavement Management Plan
- Pennridge Airport Growth Study
- Delaware Airpark Master Plan Update
- Albany International Airport Noise Exposure Map

FINANCIAL PLANNING AND FUNDING

GRANT & FUNDING ASSISTANCE: MJ has a strong track record of assisting airports with federal and state grant administration, as well as other FAA documentation, including Project Readiness Forms and Disadvantaged Business Enterprise (DBE) plans. Our full-time grants staff is familiar with FAA procedures, as well as FDOT Public Transportation Grant Agreements (PTGA) the Joint Automated Capital Improvement Program (JACIP) requirements. Our grants staff also collaborates closely with our clients to submit all documentation on time, or as requested. Examples of airports in which MJ has provided and continues to provide grant management/assistance include Monroe County (Key West International Airport and Florida Keys Marathon Airport), Canandaigua Airport, Saratoga County Airport and Floyd Bennett Memorial Airport.

AIRPORT BUSINESS PLANNING: When it comes to airport business planning, MJ is considered a leader in the field and is highly qualified to provide these services. MJ knows the market, understands the industry and is adept at identifying specific, practical solutions and revenue enhancement strategies for airports. At the most fundamental level, airports are businesses and must operate as such. Airport business planning takes many forms, but is most often associated with the development of plans that incorporate market analytics, deployment strategies, financial analysis, and infrastructure planning. The result is a plan that prioritizes airport development from a strategic business perspective, with the goal of increasing utilization, increasing financial stability, and promoting sustainable growth.

ENGINEERING DESIGN

MJ's airport engineering services include a full range of both airside and landside design capabilities. We have an exceptional group of airport design specialists that understand the demands of meeting design and phasing requirements that provide a safe construction work area for the contractors, while minimizing impacts on airport operations. We have a full complement of civil, transportation, mechanical, electrical and structural engineers experienced at providing comprehensive design packages for our airport clients. Beyond airfield facilities, MJ has been involved in all aspects of landside and terminal design, including rehabilitation and new construction of terminal buildings, passenger boarding facilities, airport support buildings, and aviation fuel facilities, as well as design and/or reconfiguration of access roads and parking. **Prior to joining MJ, Robert Overby and Amanda Sheridan led the Taxiway A Rehabilitation Design Team for the Ocala International Airport.**

Our in-house electrical engineers provide instant support to our design and construction projects. In addition, we have recently completed several relocations and revisions to FAA approach lighting and ILS systems that have included FAA-reimbursable agreements and inclusion of FAA plans in our projects' bid documents. We have provided airfield power and lighting design for many of the above-referenced projects. One specific example of this is the TF Green Airport Runway 16-34 Safety Area Improvements project, in which MJ managed all the electrical and NAVAID / Approach Aid design and construction. Our work included installation of new REIL's and PAPI's, replacement of the ARFF Crash Line, HIRL and MITL lighting relocation and replacement, installation of airport signs, revisions to the Runway threshold lights to work with new EMAS systems, electrical vault modifications, relocation of several MALSR light towers into the EMAS system, and coordination with FAA Airway Facilities.

MJ's landside design experience includes a re-use/relocation of the historic terminal building at Manchester-Boston; a Master Plan Energy Audit at Greater Binghamton Airport; equipment storage facilities at Newport State and Morristown; security improvements at Logan, Manchester- Boston and Hanscom Field; a new JetA and AvGas fuel farm at Windham; hangar design or rehabilitation at Rutland Southern Vermont, Elmira, and Binghamton; a Blackhawk hangar/Army Reserve Readiness Center at Burlington International; parking projects at Manchester-Boston and Worcester Regional; terminal expansion/renovation at Burlington International and Albany International; and access road projects at Manchester-Boston, Hanscom and Albany Airports.

In addition, **recently, Robert Overby has led several completed design and construction projects at Key West International Airport and Florida Keys Marathon Airport, including a new airport access road, elevated maintenance facility, and federal CBP expansion and renovation.**

ARCHITECTURE, M/E/P & STRUCTURAL DESIGN SERVICES - ENERGY-EFFICIENT, SUSTAINABLE, AESTHETICALLY-PLEASING DESIGN: MJ's Facilities Group specializes in overcoming aesthetic challenges without compromising system design, functionality, or energy efficiency. And we back it up with our award-winning designs. MJ provides a full range of planning, design and construction services in support of the construction or modification of airport terminal buildings, aircraft hangars, consolidated rental car facilities, airport rescue and firefighting (ARFF) facilities, and support buildings. We use our multi-disciplined capabilities to provide our clients with teams of experienced structural, mechanical, electrical, plumbing, fire protection, and site/civil engineers, along with our aviation specialists to support all of the airport's building needs. For this assignment, MJ has secured **Michael Baker International, Inc. (Baker)** as an exclusive parter to provide architectural services. Baker was the architect of record fro the New General Aviation Terminal Building at OCF and has a strong working relationship with City and OCF staff.

MJ's recent airport project experience includes an award winning $70 million terminal expansion at Elmira-Corning and a $60 million expansion at the Plattsburgh International Airport; a new airport maintenance facility, security improvements, and terminal renovation projects at the Greater Binghamton Airport; a new restaurant, a new military derivatives completion center, terminal roof, security upgrades and terminal renovations at Elmira Corning; terminal renovations at Albany; equipment storage facilities at Wellsville, Sidney, Piseco, and Lehigh Valley; and new aircraft hangars at Hamilton, Burlington, Tri-Cities, Whitford, Pocono Mountain, Elmira, and Schuylkill Airports. **Additionally, MJ is currently the lead engineer and program manager for Key West International Airport's $90 million Concourse A and Terminal Improvements Program.**

MJ'S RELEVANT DESIGN EXPERIENCE

- Key West International Airport Concourse A and Terminal Improvements Program
- Elmira Corning Regional Airport Terminal Expansion Program
- Key West International Airport New Access Road Design
- Key West International Airport Elevated Maintenance Facility Design
- Key West International Airport Customs & Border Protection (CBP) Design
- Key West International Airport Fuel Farm Expansion Design
- Florida Keys Marathon International Airport Rental Car Facility Design
- Plattsburg International Airport Terminal Expansion
- Orlando Sanford International Airport Rehabilitation of 9L-27R and Taxiway B1
- Burlington International Airport Taxiway B Reconstruction, Markings, Lighting & Signage
- Dover Air Force Base Civil Air Terminal Apron & Taxiway Expansion
- T. F. Green Airport Taxiway N Reconstruction, Marking and Lighting
- Bradley International Airport Taxiway C & R Rehabilitation
- Elmira Corning Regional Airport Runway 24 Extension
- Manchester-Boston Regional Airport Terminal North Expansion
- Ogdensburg International Airport Terminal Expansion
- Elmira Corning Regional Airport New Full Parallel Taxiway A
- TF Green Runway 16-34 Safety Area Improvements Design
- Wilkes-Barre/Scranton International Airport Airline Apron Expansion & Rehabilitation and PAPI Design
- Greater Binghamton Airport Runway 34 Safety Area Improvement Design
- Zephyrhills Municipal Airport Rehabilitation of Runway 4-22
- St. Pete-Clearwater International Airport Terminal Apron Hardstand Expansion – Phases 1 and 2
- Boston Logan International Airport North Cargo Apron Repair
- Jacksonville International Airport Electrical Distribution Upgrades Phase IV
- Elmira Corning Regional Airport Runway 6 Extension & NAVAID Relocation
- Syracuse Hancock International Airport Taxiway M Rehabilitation Design & Lighting
- Morristown Municipal Airport Taxiways D & M Rehabilitation
- Burlington International Airport Terminal Energy Retrofit

CONSTRUCTION SUPPORT SERVICES

MJ's experienced resident engineers and construction administration staff are valued members of our Team; ensuring our aviation clients' construction projects proceed in compliance with design documents and applicable aviation industry standards. We take great pride in our ability to understand our client's unique airport operations and tailor a safety and phasing program that minimizes the impact on airport operations, while providing a high-quality construction project. **To this end, we have full-time dedicated inspection staff ready to begin work in Ocala.**

Our resident engineers come directly from our design engineering staff. We feel it is invaluable experience for an engineer to spend part of the year doing project design and part of the year in the field doing resident engineering. This helps our engineers become better designers, as well as better resident engineers. All of our resident engineers

are experienced at monitoring construction at GA and commercial service airports. They will be your eyes and ears during the construction process and work to see that the contractor provides you with the project that you need, on time, and on budget. MJ has been performing construction administration and resident inspection services for Monroe County at both Key West International and Florida Keys Marathon Airports continuously for the past 5-years.

MJ'S RELEVANT CONSTRUCTION SERVICES EXPERIENCE

- Key West International Airport CBP Expansion and Renovation
- Key West International Airport Elevated Maintenance Facility
- Key West International Airport New Access Road
- Florida Keys Marathon International Airport Rental Car Wash Facility
- Orlando International Airport Taxiway C Rehabilitation and Related Work, Phases A through C
- Boston Logan International Airport North Cargo Apron Repair Construction Phase Services
- Syracuse Hancock International Airport Runway 10-28 Rehabilitation Construction Administration
- Ormond Beach Municipal Airport Construct, Mark, and Light Taxiway G
- Zephyrhills Municipal Airport Rehabilitation of Runway 4-22
- Melbourne International Airport Hangar Improvements (110 Aerospace Drive)
- St. Pete-Clearwater International Airport Terminal Apron Hardstand Expansion – Phases 1 and 2
- T. F. Green Airport Runway 34 End Safety Area, NAVAID Improvements & Wetland Mitigation Construction Administration
- Burlington International Airport Reconstruct, Mark, Light & Sign Taxiway B Reconstruction Construction Administration

ENVIRONMENTAL SERVICES

MJ is a recognized leader in environmental analysis, resource management, and impact evaluation for airport clients. This experience includes National Environmental Policy Act (NEPA) documentation (Environmental Impact Statements, Environmental Assessments, and Categorical Exclusion Forms), archaeological approvals, and other federal, state, and local permits and approvals at Key West International Airport and other facilities including; Fort Lauderdale-Hollywood (FL), Greenville-Spartanburg (SC), Lebanon (NH), Hanscom Field (MA), Newport State (VT), Niagara Falls International (NY), Syracuse Hancock International (NY), Delaware Airpark (DE), and Harrisburg International (PA) Airports, to name a few. We also have experience in aquatic and terrestrial inventories, and hydrogeological investigations. We perform Wildlife Hazard Assessments and Management Plans for airport clients, as well as develop Vegetation Management Plans. Our experience also includes stormwater permits, groundwater management studies, drainage studies and plans, wetland delineations, and wetland permits. We completed air quality studies using and community noise impact assessments using the most recent version of Aviation Environmental Design Tool (AEDT) software; and socioeconomic impact evaluations. **Our staff is also experienced in identifying necessary federal and state permits, preparing permit applications, and submitting permit applications for public agency review and approval, prior to construction of airport improvements. MJ is prepared to assist the City and OCF with any and all environmental considerations for the development of Taxiway C and the west side of the airfield.**

MJ'S RELEVANT ENVIRONMENTAL EXPERIENCE

- Key West International Airport Former Hertz Building HAZMAT Assessment
- Key West International Airport New Access Road Wetland Delineation and Permitting
- Key West International Airport Fuel Farm SFWMD Stormwater Permitting
- Marathon-Florida Keys International Airport Rental Car Wash Facility SFWMD Stormwater Permitting
- Fort Lauderdale-Hollywood International Airport North Runway CATEX
- Fort Lauderdale-Hollywood International Airport SW development Area Short-Form EA
- Buffalo Niagara International Airport Environmental Assessment
- Elmira Corning Regional Airport Runway 6 Extension Environmental Assessment
- Morristown Municipal Airport Habitat Enhancement Plan for Airport Easement
- Edward F. Knapp State Airport Wetland Mitigation
- Harrisburg International Airport Wastewater Treatment Facility Environmental Assessment
- Lebanon Municipal Airport Wildlife Hazard Assessment
- Greater Binghamton Airport Runway 16-34 Safety Area Improvements Environmental Assessment
- Delaware Airpark Environmental Assessment and Wetland Mitigation Design
- NYSDOT Airports Photovoltaic Feasibility Study
- Elmira Corning Regional Airport Access Road & Parking Lot Land Acquisition Environmental Assessment
- Floyd Bennett Airport Wetland Delineation & Mitigation Design
- Fort Lauderdale-Hollywood International Airport Tree Hazard Assessment

ABILITY OF PROFESSIONAL TEAM/ORGANIZATION

The MJ Team is committed to working with the City and OCF, serving as a local extension of your staff and responding to the needs and demands of this contract in an efficient and timely manner. **We have reviewed your 5-year Capital Improvement Plan (CIP) and Mr. Overby has been attending the monthly Airport Advisory Meetings consistently for the past two years to fully understand your goals for OCF**. We have assembled a Team of professionals to specifically matches to the needs of your CIP in addition to listening to the concerns and aspiration of OCF from the Airport Advisory Committee members.

1 EVALUATION CRITERIA NO. 1 | ABILITY OF PROFESSIONAL PERSONNEL

Regardless of the type of service needed, we approach every project by listening carefully to what you need and making sure we clearly understand your issues, concerns, and specific goals. The MJ Team will consider innovative, far-reaching ideas that create airport programs that are flexible, balanced, meet or exceed expectations for service, and are tailored to the specific needs of the City and OCF.

MJ DEVELOPED 3-DIMENSIONAL MODEL OF OCF TERMINAL AND FBO IMPROVEMENTS BASED ON INFORMATION GATHERED FROM AIRPORT ADVISORY MEETINGS THAT CAN BE UTILIZED IMMEDIATELY FOR AIRPORT PLANNING AND DESIGN PROJECTS

Our key personnel were hand-picked by Project Manager Robert Overby, P.E. based on their prior performance on similar projects to OCF, scheduled availability, and their superior ability to complete a specific technical role on this assignment. Although MJ may be considered a "new" firm to the City and OCF, **Robert Overby has led projects at OCF for essentially his entire 25-year career. The major benefit of using the MJ Team for this assignment is that the Team is comprised of local specialty firms that have worked directly with Mr. Overby on numerous projects including some at OCF.**

SUBCONSULTANT PARTNERS

MJ understands that the most efficient and successful way to meet any project need that may arise is with a integrated team of experts with comprehensive and varied airport experience. To that end, we have supplemented MJ's full-service capabilities with a tailor-made team of subconsultants that are known for their depth of resources and specialty experience at airports similar to OCF. Additionally, MJ has partnered with these firms in the past, in some cases multiple times across dozens of projects, and will work seamlessly to implement OCF's project goals. The MJ Team consists of the firms shown in the adjacent table indicating their role in this contract.

SUBCONSULTANT FIRM	ROLE
Michael Baker International, Inc	Architecture
Geotech, Inc	Geotechnical
R.M. Barrineau & Associates, Inc	Surveying & Mapping
Envi. Resource Solutions DBE	**Environmental**
Hubpoint Strategic Advisors, LLC	Cargo
Webber Air Cargo	Air Service
HMMH DBE	**Air & Noise**

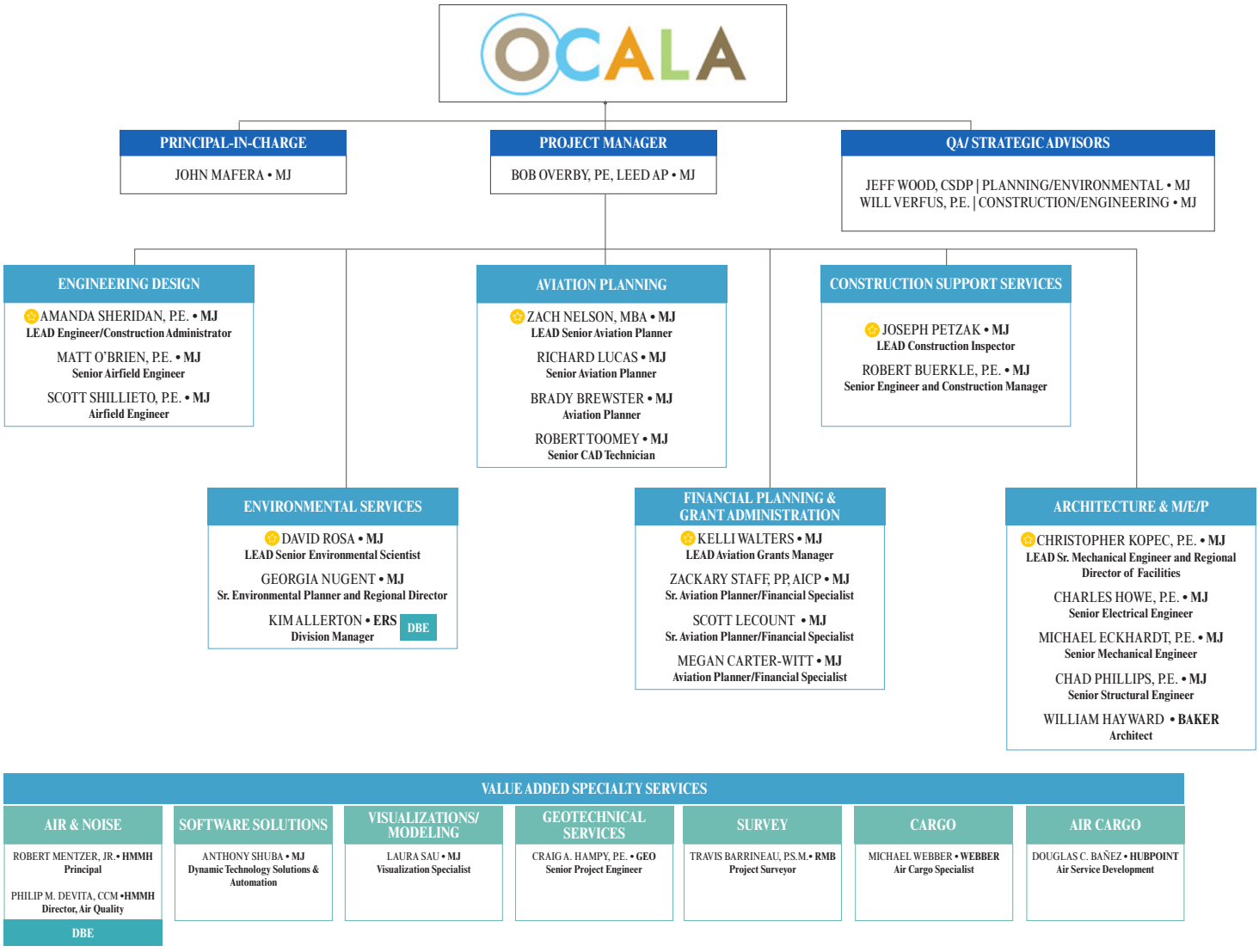
YOUR PROJECT MANAGER'S QUALIFICATIONS

ROBERT OVERBY
PROJECT MANAGER

The MJ Team will be led by **Project Manager, Robert Overby, P.E.,** who brings over 25-years of airport planning, engineering and project management experience to the team. **Throughout his career, Robert has led General Consulting teams at OCF for nearly 20-years and was the Project Engineer for the Runway 18-36 Rehabilitation, Runway 8-26 Rehabilitation and design of Taxiway A.** Additionally, he was the Project Manager for the Air Traffic Control Tower and most recent Airport Master Plan Update. In addition to OCF, Robert served as Project Manager for General Consulting Contracts at the Tallahassee International Airport, Daytona Beach International Airport, Gainesville Regional Airport, Jacksonville Aviation Authority and Pensacola International Airport. Most recently, he has been leading projects at the Key West International Airport and Greensville-Spartanburg International Airport. As your Project Manager, Robert will be the primary point of contact for this project. He will coordinate project task across the entire team and work with the City and OCF staff and project stakeholders.

PROJECT TEAM

We have assembled a strong Project Team, founded on several key factors, including: our ability to provide innovative planning, engineering, permitting, environmental and construction management work; our local presence and high quality, responsive client service; and our familiarity with both the City and OCF and experience at similar Florida and General Aviation airports nationwide. Robert Overby will be supported by a talented group of professionals skilled in all aspects of airport planning, design, environmental, permitting, and construction management services. These dedicated staff are extremely knowledgeable in federal and state guidelines for airport criteria. They keep their skills honed by attending seminars, workshops, and conferences sponsored by the FAA and FDOT, providing the latest updates in aviation technology and procedures, development, and management. Staff members are also familiar with grant and DBE program development and management. The following organizational chart identifies the key team members along with the robust support staff and subconsultant partners, most of whom are already working with the City and OCF.



✱ PLEASE FIND ALL RESUMES FOR YOUR PROJECT TEAM IN **APPENDIX A**

TEAM WORKING TOGETHER ON SIMILAR PROJECTS

We take great pride in our past experience and our ability to meet and exceed your expectations, primarily because we include you every step of the way. Our strategy is to integrate appropriate project "lessons learned" from your staff and our team of partners so we learn from any previous challenges on prior projects. This allows us to tailor each project implementation so we can economically assist you with your ultimate goal of providing facilities and operations that maximize the quality of services delivered to OCF's customers. To this end, **the MJ Team was created specifically by combining firms and staff that have worked together both on similar contracts/ projects and airports, and have successfully delivered projects to OCF and the City.**

MJ is committed to offering qualified subconsultants meaningful opportunities for project participation in areas of their respective strengths and has developed an integrated team of expert firms for OCF. For agreement opportunities like this where specific projects are not fully defined, MJ will work closely with the City and OCF staff to establish a clear scope of services for each task assignment so that we can determine where the subconsultants we have identified within this qualification package can be most appropriately utilized. This close coordination will ensure that you not only meet or exceed overall DBE program goals, but that you receive efficient and timely deliverables utilizing the most appropriate and available resources to meet your project needs.

EXAMPLE MJ TEAM AVIATION EXPERIENCE WORKING TOGETHER

PROJECT NAME	MJ & TEAM	BAKER	GEO	RMB	ERS	HUBPT.	WEB
Ocala International Airport - General Consulting Contract	✓*		✓	✓	✓		
Ocala International Airport - New Air Traffic Control Tower	✓*		✓	✓			
Ocala International Airport - Runway 18-36 Rehabilitation	✓*		✓	✓			
Ocala International Airport - Runway 8-26 Rehabilitation	✓*		✓	✓			
Daytona Beach International Airport Runway 7L-25R Reconstruction	✓*	✓					
Vermont State Aviation System Plan (VTSASP)	✓						✓
DRBA - NCC Lease Consulting Services	✓					✓	
DRBA - ILG Terminal Program Definition Plan	✓					✓	

*Project Manager or Project Engineer was Robert Overby while employed by a previous firm.

CHANGE ORDER MANAGEMENT & MINIMIZATION

PLANNING/DESIGN PHASE: MJ utilizes a project control system that permits us to manage cost, schedules and technical quality of work. Cost control reports and budgets are maintained for every project undertaken by the firm. Costs are tracked utilizing biweekly time sheet entries in our comprehensive accounting software. Project Managers receive status reports biweekly which delineate the labor charges for all MJ employees along with a list of direct project expenses, including subconsultant invoices. These accounting measures, combined with project management tools, provide a robust, real-time financial picture of project status. A more comprehensive discussion is presented with the MJ Project Approach in Evaluation Criteria No. 3.

CONSTRUCTION PHASE: **Minimizing change orders is critical to the success of all projects.** MJ prides itself on providing construction documents that are both constructable and minimize change orders. Our proven process includes thorough review of contractor's draw requests and evaluation of construction change order requests submitted by contractors for their reasonableness and potential impact on the scheduled project completion date, as well as viable alternative solutions that maintain progress budgets. The MJ Team will also evaluate and review incentive payments or liquidated damages due to schedule acceleration or delays. Design changes due to unforeseen conditions or contractor's methods of construction are assessed for reasonableness and design options are developed that maintain the construction budget and schedule.

REFERENCES

Our repeat clients are a testament to our success. Our team members strive to deliver the quality service and projects necessary to cultivate trust and forge strong relationships with our clients. Our experience, "whatever it takes" attitude, and ability to respond immediately and efficiently to challenges, have earned us a reputation for competence, which assures our clients that they will receive quality projects. Confirmation of our successful delivery of similar projects is provided in the ***Form 5 | Reference Questionaire for each reference which has been submitted directly to the City, as instructed.*** Supplemental detailed pages of our project references are outlined on the pages that follow.

PAST PERFORMANCE ON SIMILAR PROJECTS

REPUTATION FOR HIGH-CALIBER WORK & PAST PERFORMANCE RECORD

MJ has received dozens of awards and industry recognition for our high-caliber work regionally, as well as nationally. This includes recognition for engineering achievements and leadership ranging from community outreach, environmental work, and planning services, to engineering design and construction. These awards recognize the important achievements of both our clients and employee owners, distinguishing MJ's services in the consulting and engineering industry. MJ has held numerous planning term agreements for airport clients similar in size and nature to OCF. Our ability to deliver airside planning, airside engineering and construction phase services is demonstrated in the following nine examples of similar airport consultant agreements. All completed services have been delivered on time and within budget.

*As stated in the Ocala Bid Portal on 03/07/2022, the following pages are excluded from the proposal's page limit since they serve as additional pages for each reference project to illustrate aspects of the completed project that provides the City information to assess the experience of the Proposer on relevant project work.

MONROE COUNTY AIRPORTS GENERAL CONSULTING SERVICES 5-YEAR TERM

PROJECT DETAILS

- Location: Florida Keys, FL
- On-Budget & On-Schedule
- General Aviation Facilities
- Airport Master Planning, Engineering, Permitting & Construction Administration Services
- Term Agreement

MJ has successfully performed airport projects for Monroe County, providing engineering evaluations, planning, schematic design, design development, preparation of and design criteria reports, cost estimating, specifications, contract documents, bidding support, construction administration and inspections, plans review, environmental evaluations and permitting, and coordination, among others. Our most recent Monroe County projects include:

- Master Plan Update - General Aviation Development Area and NAS Key West Joint Use Study - EYW
- Monroe County Airport Land Development Code (LDC) and Comprehensive Plan Policy Amendments
- Facility HAZMAT Environmental Survey - EYW
- FBO Access Road, Parking, and Stormwater Improvements Planning, Permitting and Design - EYW
- Rental Car Wash Facility Planning, Permitting, Design and Construction - MTH
- Elevated Airport Maintenance Facility Planning, Permitting, Design and Construction - EYW
- Former Hertz Building Demolition - EYW
- Design and Construction CBP Facility Expansion Planning/Programmin & Permitting

BROWARD COUNTY AVIATION DIVISION (BCAD) PLANNING SERVICES AGREEMENT

PROJECT DETAILS

- Location: Fort Lauderdale, FL
- On-Budget & On-Schedule
- General Aviation Facilities
- Airport Master Planning & Engineering Services
- Term Agreement

BCAD is implementing a $3 billion CIP for their facilities, including building new facilities, roads, garages, and utilities. McFarland Johnson, Inc. (MJ) is providing aviation and environmental consulting services to BCAD for the Fort Lauderdale Hollywood International Airport (FLL) and North Perry Airport. To date, MJ has successfully completed the following tasks and assignments: 1. NEPA Documentation and Categorical Exclusion (CATEX) for West Side Dry Retention Pond; 2. Review and revise project documents and previous environmental documentation; 3. Complete ARP SOP 510 form and draft the Technical Supplementary Memorandum to support its transmittal to the FAA.; 4. Review and Evaluation of NEPA Requirements for FY2019 Capital Improvement Plan; 5. Technical memorandum and evaluation of NEPA requirements for the projects identified in the BCAD's CIP for Fiscal Year (FY) 2019 [each project in the CIP was reviewed to determine if the project would constitute a Federal Action, as defined in FAA Order 5050.4B and the level of NEPA review required as part of FAA Order 1050.1F]; 6. Departures Curb Alternatives Review, Evaluation and Recommendations for the reconfiguration of the loading/unloading and thru lanes to reduce congestion; 7. Arrivals Curb Emergency Vehicle Parking Alternatives Review, Evaluation and Recommendation for the reconfiguration of curbfront emergency vehicle parking locations to reduce congestion in conjunction with other terminal curb and roadway improvements; and 8. Cell Phone Waiting Lot Alternatives Review, Evaluation and Recommendation, including alternative layouts, locations and ground access concepts for a new cell phone waiting lot that would redirect circulating traffic and help reduce terminal roadway congestion.

2 EVALUATION CRITERIA NO. 2 | PAST PERFORMANCE

DAYTONA BEACH INTERNATIONAL AIRPORT

PROJECT DETAILS

- Location: Daytona Beach, FL
- On-Budget
- On-Schedule
- General Aviation Facilities
- Airport Planning
- Engineering/Construction

Robert Overby has served as Project Manager/Engineer of Record for the Daytona Beach International Airport for over 20-years. As General Consultant, Mr. Overby has led airfield project including marking/lighting improvements to correct Part 139 inspection deficiencies, runway safety area improvement projects, new ARFF building access road, tree clearing to address wildlife mitigation and has assisted with FAA/FDOT grants and development of 5-year capital improvement programs. He was also the construction engineer of record for sole selection airfield projects including the reconstruction of Runway 7L-25R, Taxiway Y and Taxiway N. Amanda Sheridan served as a resident inspector for the rehabilitation of Taxiway N and tree clearing for wildlife mitigation. A summary of these projects includes:

- Part 139 Marking and Lighting Improvements
- Runway Safety Area Improvements
- ARFF Building Access Road
- Wildlife Tree Clearing
- Runway 7L-25R Reconstruction
- Taxiway Y Construction
- Taxiway N Rehabilitation
- Taxiway N Preliminary Engineering

MASTER CONTRACT FOR ARCHITECTURAL AND ENGINEERING SERVICES FOR AIRPORT IMPROVEMENTS AT PENSACOLA INTERNATIONAL AIRPORT.

PROJECT DETAILS

- Location: Pensacola, FL
- On-Budget
- On-Schedule
- Planning, Engineering and Construction Services

Robert Overby was a project engineer for numerous airfield projects including the rehabilitation of Runway 18-36, Runway 9-27, extension of Runway 18-36, Taxiway A and Taxiway B. Additional projects as a project engineer included avgas fuel tank, terminal pavement marking plans and Airport Master Plan. Recently, Mr. Overby was the client manager for a General Consulting assignment which included projects such as a new Remain-Over-Night parking apron, new General Aviation Federal Inspection Facility and obstruction clearing. A summary of these projects includes:

- Rehabilitation of Runway 18-36
- Rehabilitation of Runway 9-27
- Extension of Runway 18-36
- Rehabilitation of Taxiway A
- Rehabilitation of Taxiway B
- New Fuel Tank
- Terminal Marking Layout
- Airport Master Plan
- Remain-Over-Night Apron
- New General Aviation Federal Inspection Facility

TALLAHASSEE INTERNATIONAL AIRPORT GENERAL CONSULTING CONTRACTS

PROJECT DETAILS

- Location: Tallahassee, FL
- On-Budget
- On-Schedule
- General Aviation Facilities
- Airport Planning
- Engineering

Robert Overby has served as the Project Manager/Engineer of Record for the Tallahassee International Airport for multiple General Consulting Contracts. As General Consultant, Mr. Overby led the airfield design teams for the Reconstruction of Runway 9-27, extension of Runway 18-36 terminal apron drainage rehabilitation. In addition to airfield design, Mr. Overby was the Project Manager for the rehabilitation of the airport maintenance facility, terminal parking lot rehabilitation, terminal security improvements, terminal building interior renovations. A summary of these projects includes:

- Runway 9-27 Reconstruction
- Runway 18-36 Extension
- Terminal Apron Drainage Improvements
- Maintenance Facility Renovations
- Terminal Parking Lot Rehabilitation
- Terminal Building Security Upgrades
- Terminal Building Interior Renovations

GREENVILLE DOWNTOWN AIRPORT MASTER PLAN

PROJECT DETAILS

- Location: Greenville, SC
- On-Budget
- On-Schedule
- General Aviation Facilities
- Airport Master Planning

The Greenville Downtown Airport Planning Services and Master Plan Update focuses on providing a 20-year development plan for the busiest General Aviation airport in the state of South Carolina by providing focused yet flexible solutions to facilitating new and expanded activities by several disparate types of airport users and tenants. Additionally, a detailed Runway Safety Area (RSA) determination was included in this study effort to provide analysis and guidance relative to mitigating non-standard RSA conditions for the Airport's primary runway without reducing airfield utility. This will provide for additional usable runway length while maintaining required landing distances. After significant engagement with the FAA Airports District Office, FAA Airports Regional office, State Aeronautics Commission, and FAA Headquarters, Airports Division, the preferred mitigation program was identified and Environmental Assessment monies obligated in advance of ALP approvals. The identified improvement proposes EMAS systems at each end of the primary runway after a 370-foot easterly extension over a county road. This improvement when coupled with a 370-foot displacement to one threshold maintains serves to not reduce landing lengths available for any operation and increases runway lengths for takeoff in all directions. Upon completion of the master plan update, MJ was selected for and completed the Environmental Assessment to correct the nonstandard RSAs and protect critical available runway length.

2 EVALUATION CRITERIA NO. 2 | PAST PERFORMANCE

GREENVILLE-SPARTANBURG 5-YEAR ON-CALL PLANNING TERM AGREEMENT

PROJECT DETAILS

- Location: Greer, SC
- On-Budget
- On-Schedule
- Term Agreement

MJ was awarded a five-year on-call planning assignment with the Master Plan as the first task. For the MPU, MJ utilized specialized software, known as a Data Analysis Tool, to develop a flexible master plan for the client. We also customized a land development tool for the client, which enables the Airport to review and assess potential development opportunities, quickly identify available and appropriate parcels for development, and ensure those parcels are utilized for the highest and best use to maximize the economic benefit for the airport. To date, MJ has been involved in several task assignments under this agreement, including:

- Our first task assignment being the Dynamic Master Plan Update ; Miscellaneous land planning support; Auto parking expansion definition and programming report; Expansion of the existing Fixed-Based Operator (FBO) terminal and the expansion of the existing maintenance facilities (which may also include new maintenance-related buildings)
- Airfield Rescue and Fire Fighting Facility building Construction Resident Project Representative
- Passenger facility charge application support. As of 1/22/2020, these tasks represent $2,038,543 in fee.

MORRISTOWN MUNICIPAL AIRPORT TERM AGREEMENT

PROJECT DETAILS

- Location: Morristown, NJ
- On-Budget
- On-Schedule
- General Aviation Facility
- Airport Master Planning
- Term Agreement

McFarland Johnson provides general planning services including obstruction analysis, runway safety area studies, assistance with miscellaneous on- demand planning tasks, and capital program development. In addition, MJ prepared the most recent Master Plan Update for this very busy general aviation airport located in the metropolitan New York City Region. This airport faced many challenges due to its location, environmental constraints, airspace complexities, high demand for facilities suitable for business aviation, and incompatible land uses adjacent to the airport. While fulfilling the requirements of the FAA for the project deliverables, including the ALP plan set, mapping and obstruction data prepared in accordance with the requirements of Advisory Circulars 150/5300-16A, 150/5300-17B, and 150/5300-18B. A detailed inventory of environmental conditions, including a threatened and endangered species study was prepared. This project also involved analysis of the best uses of limited development space, in terms of serving airport users and revenue growth. Alternatives analysis included significant emphasis on sustainable solutions and incorporation of environmental enhancements into the alternatives. Significant public outreach was included. The outreach included convening a technical advisory committee and a series of public meetings, as well as periodic outreach to environmental organizations and regulatory agencies. The project will culminate in the final Master Plan Update report and GIS-format Airport Layout Plan.

2 EVALUATION CRITERIA NO. 2 | PAST PERFORMANCE

DRBA AIRPORTS GENERAL PLANNING SERVICES TERM AGREEMENT

PROJECT DETAILS

- Location: Delaware, NJ
- On-Budget
- On-Schedule
- General Aviation Facilities
- Airport Master Planning
- Term Agreement

Over the past eight years, under several term contracts and renewals, MJ has provided full-service planning and environmental support to the Delaware River & Bay Authority system of airports that are located in both Delaware and New Jersey. With three general aviation facilities, a part 139 certificated commercial service airport and a joint-use facility, the system is diverse in both activity and facility composition. Planning services provided include two airport master plans, a passenger terminal facility assessment, air cargo operations and facility plan, fuel farm planning, capital improvement planning, AIP project eligibility reviews, and Passenger Facility Charge (PFC) program applications and administration. Environmental planning related services include multiple short environmental assessments, wildlife hazard site visits for each of the general aviation airports, a full wildlife hazard assessment for the commercial service airport and multiple airport-wide

✱The project below is not part of our references. **We understand we cannot use the City of Ocala or OCF as a reference**. However, we are using this information for the sole purpose of highlighting our team's past performance and knowledge of the Airport as it is relevant to our team's expertise.

OCALA INTERNATIONAL AIRPORT TAXIWAY A REHABILITATION

PROJECT DETAILS

- Location: Ocala, FL
- On-Budget
- On-Schedule
- Design & Term Agreements
- Planning Engineering Services

Robert Overby served as Project Manager and Project Engineer for multiple term agreements over the past 20-years at the Ocala International Airport. Throughout this period, he has led multiple airfield rehabilitation projects, design and construction of the new Air Traffic Control Tower and the latest airport master plan update. Projects have included:

- Runway 18-36 Rehabilitation
- Runway 8-26 Rehabilitation
- New Air Traffic Control Tower
- Airport Master Plan Update
- Rehabilitation of Taxiway A (Design)
- Airfield Electrical Improvements

3 **EVALUATION CRITERIA NO. 3 |** PROJECT APPROACH, WILLINGNESS TO MEET TIME AND BUDGET REQUIREMENTS

PROJECT APPROACH

The expectation to provide services on time and within budget is built into the corporate culture at McFarland Johnson. As your Project Manager, Robert Overby will have full authority to commit the resources necessary to complete your projects within budget and schedule. Key to successful progression of each task is the ability to provide the right staff to complete the work elements required and to have access to that staff in a timely manner. MJ reviews monthly long-range projections of workload to define what our staffing needs are over the next year. These projections provide us with the information necessary to determine which additional projects we are able to undertake to ensure successful delivery and level of service.

As your Project Manager, Robert will serve as a liaison between the City, OCF and the MJ Team and will be responsible for communicating the project goals to each Project Team member, as well as delegating responsibilities to the proper individuals. He will oversee the Project Team and will hold periodic staff meetings to coordinate ongoing tasks, monitor progress and report back to OCF to maintain continuous communication. He will review staffing requirements on a regular basis to ensure that appropriate staff is available to keep your projects and overall program on schedule and budget. MJ's proactive approach to projects allows all involved staff to maintain awareness of our client's needs and how their project is progressing. In this manner, MJ responds quickly to changing priorities and can reassign staff to 'get it done' for our clients. We emphasize a proactive approach to project management, where we keep our clients fully informed as to project status.

PROJECT MANAGEMENT PLAN

MJ's approach to project management is client driven and focused on communication and coordination, which we view as two of the most important ingredients to any successful project. MJ has established a collaborative management approach comprised of seasoned airfield engineers, planners and specialists that are focused on delivering superior projects, on-time, within budget, and based on consistent communication and coordination with City and OCF staff. The MJ Team's, plan for servicing the City and OCF begins and ends with Robert Overby, P.E. as your Project Manager. **With over 25-years of airfield engineering and management experience, most of which has been working with OCF, Robert has been and will again be integrated within the City and OCF processes.** He has a strong working relationship with Matt Grow based on experience with previous OCF General Consulting assignments. The most recent was as the design Project Manager/Engineer of Record for the rehabilitation of Taxiway "A". With this General Consulting assignment and all future opportunities at OCF, Robert is committed to exceeding your expectations.

COLLABORATIVE PROJECT SCOPING

The most effective way to control the scope of services and minimize the need for future changes is to develop a comprehensive and detailed scope of work in full collaboration with the City, OCF and all members of the project team. Integral to scoping of projects was the forward-thinking approach of the City and OCF to provide their 5-Year Capital Improvement Program for review and to define the types of projects for the three categories of work anticipated (Aviation Planning, Architectural/Engineering Design and Architectural/Engineering Construction Inspection) throughout the contract. Specifically defining these types of projects enabled the MJ Team to assemble the Team and resources upfront. The steps in preparing this collaborative Scope of Services that accurately describes the full level of work needed to achieve the project goals include the following:

- Prepare a detailed Draft Scope of Services and complete internal Team reviews prior to submitting a draft scope and fee to the City and OCF.
- Meet with OCF to review the Draft Scope of Services and revise based on feedback. This also includes review of the associated project fee and budget, as well as discussion of areas where effort may be adjusted to increase efficiencies and reduce cost.
- Prepare and submit the final Scope of Services or project approval and execution.

3 **EVALUATION CRITERIA NO. 3 |** PROJECT APPROACH, WILLINGNESS TO MEET TIME AND BUDGET REQUIREMENTS

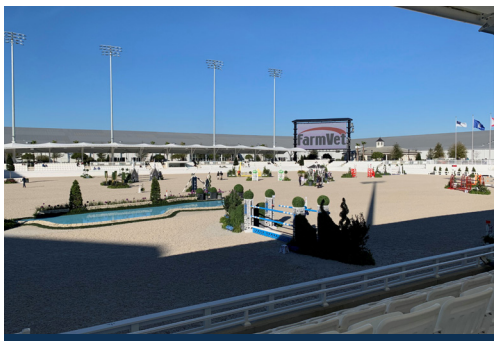
ACTIVE PROJECT MANAGEMENT AND PROGRESS TRACKING

Once the project scope and budget are established, every project at MJ requires development of a written Project Management Plan (PMP) before work can begin to guide execution and management of the project tasks and deliverables. The PMP includes information such as:

- Project Scope of Work
- Detailed project budget
- Detailed project schedule
- Communication plan including name, project role, email, contact number for all MJ Team members
- Quality Assurance and Quality Control measures and report requirements
- A Change Management Plan, and most importantly,
- Client expectations and critical success factors

The PMP will be reviewed by the Principle in Charge, John Mafera, and appropriate Technical Leads. It will be made available to everyone working on the project to ensure complete understanding of responsibilities, schedule, budget and client's needs and expectations. From this basis of collaborative scoping and management planning, regular weekly project meetings, progress reports/ reviews, and earned value tracking will be used to actively track the progress of the project design and identify any potential scope change or additional work well in advance. During construction, the MJ Team will work closely with OCF and project stakeholders to review any change requests for reasonableness and seek available alternative options that maintain the construction budget and schedule. **By utilizing this proven appraoch, the MJ Team will develop and execute a comprehensive scope of work that limits changes or additional work due to scope creep and/or missed work items.**

STAKEHOLDER MEETINGS



World Equestrian Center, Ocala, FL

Based on project size and duration and the City's goals for stakeholder and community engagement, the project may include Stakeholder Meetings. These meetings will ensure the City, OCF and stakeholders are aware of the design status, potential project concerns, and provide an avenue to provide input prior to milestone submittals. The list of appropriate stakeholders will be identified through coordination between MJ and OCF to ensure all necessary groups are included. Potential stakeholders include OCF staff such as Operations and Maintenance, Sheltair Aviation, Flight Schools, and the Air Traffic Control Tower. **An additional stakeholder to consider is the World Equestrian Center (WEC) due the proximity to the Airport and subsequent operational impacts.** Stakeholder engagement programs and meetings have proven to be successful at minimizing questions and identifying items that the design team may not be aware of. Most important is that these meetings have proven to help address potential cost sensitive items during design as opposed to construction which may cause delay or additional cost.

QUALITY SERVICES & QUALITY CONTROL

A unique aspect to the MJ Team organizational structure and project approach is our QA/Strategic Advisors. Quality Assurance (QA) will be led by two senior aviation experts who will assist Robert with identifying and committing appropriate staff for independently reviewing project deliverables. **As Strategic Advisors, Jeffery Wood and William Verfus will also be called upon as "subject matter experts" for engineering, construction, and planning topics for the entire team.** MJ believes that Quality Assurance (QA) is one of the most critical aspects to successful

project delivery. Additionally, for a full-service consulting assignment such as this, proper QA can best be led by an independent subject matter expert. As Strategic Advisors to the Team for this contract, Jeff and William will provide the City with the following key benefits:

1. Lead Quality Assurance for projects within their subject matter or expertise. This effort will include identifying and committing the QA team for each project.

2. Serve as a technical advisor to the Planning, Architectural/Engineering Design and Construction Service Leads when called upon to provide independent and unbiased design or planning guidance. As a team of aviation professionals, MJ commits to maximizing our depth of knowledge and resources utilizing all of our experience, skill sets, and lessons learned firmwide

WORKING WITH THE CITY OF OCALA, OCALA INTERNATIONAL AIRPORT & REGULATORY AGENCIES

Understanding the City and OCF is critical to successfully executing projects on time and within budget. **MJ's project manager, Robert Overby, has worked with Ocala International Airport for the majority of his 25-year career as your general consulting project manager and engineer of record on several projects, and understands what is required to successfully execute projects for the City and OCF.** Additionally, our subconsultant partners have significant experience managing and executing projects for the City and OCF staff. This level of past and present experience working with the City and OCF staff, gives the MJ Team an unparalleled understanding of the processes necessary to execute, manage and deliver projects successfully with no learning curve required.

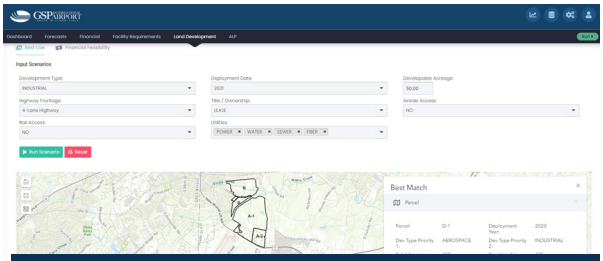
FAMILIARITY WITH FAA, FDOT AND FL REGULATORY AGENCIES

Project Manager Robert Overby and our subconsultant partners have strong existing relationships with the FAA Orlando ADO and Southern Region and FDOT District 5, FDOT Central offices and the St. Johns River Water Management District., providing exceptional access and coordination with federal and state aviation officials. When the need arises, coordination meetings to discuss regulatory guidance or review project scopes, budgets and overall program needs can be scheduled with a quick phone call from our Project Manager to FAA and FDOT partners, greatly increasing the efficiency and success of projects. **Robert has worked with Jennifer Ganley (FAA Orlando ADO) and Allison McCuddy (FDOT District 5) throughout his career on projects at airports throughout Florida, including the Ocala International Airport. Additionally, Amy Reed (FAA Environmentalist) began her career with MJ Team Member Environmental Resource Solutions (ERS). While with ERS, Amy worked on numerous projects with Mr. Overby at the Ocala International Airport, Tallahassee International Airport and Jacksonville International Airport.**

TECHNOLOGY

In addition to providing local responsive service and coordination with the City, OCF, and regulatory agencies, MJ utilizes existing and available technology to streamline the project process and ensure efficient, cost-effective communication and project deliverables. Further, the MJ Team takes pride in being an innovator in the aviation industry, developing advanced technology applications such as our cloud-based Dynamic Aviation Planning Solutions and Airport Inspection Tools. Additionally, MJ employs cutting-edge technology in the workplace including the successful application of the newest advances in project management and project delivery. Understanding that innovation is critical to ensure success for our aviation clients and our business, innovation is an inherent quality in the culture of our company, and it drives maximized value for our clients.

VALUE-ADDED TOOLS AND SERVICES



MJ's Dynamic Land Development Tool Allows Our Clients to Quickly Evaluate Possible Real Estate Development Opportunities Against Their Portfolio Of Land Assets And Quickly Capitalize On Development Opportunities.

One example that demonstrates our application of innovation in ways that maximizes value for our clients is MJ's development of the proprietary Dynamic Analysis Tool (DAT). The DAT is a robust and flexible online tool, developed during the airport planning process, which analyzes future airport scenarios using basic user inputs, allowing an airport sponsor the ability to consider how changes in aircraft operations, cost structure, or even change in airport mission would impact future development and financial outcomes. This allows for consideration of both likely and unforeseen scenarios and adjusts airport plans cost structure and space allocation to incorporate these inputs and scenarios. The growing popularity of MJ's dynamic master plans is a strong indication that our clients value the usefulness the DAT delivers well into the future in this ever-changing industry.

A second value-added service that we are able to offer our clients to assist with difficult development decisions are our modeling and visioning capabilities. MJ utilizes cutting-edge modeling software and techniques to quickly, efficiently, and accurately display rich visualizations of potential solutions, providing an unmatched level of project understanding for our clients. **We utilize these ultra-realistic visualizations to illustrate alternative development options and designs in a virtual environment that is nearly true to life. MJ's visualization capabilities not only provide a comprehensive understanding of the project to our clients but can also be used in enhanced public outreach programs to help individuals better understand the projects taking place in their communities,** which in turn allows for better input from those who will be impacted the most. A specific example of this as it relates to OCF is the proposed Burrell Development and t-hangars on the west and north side of the airport and new hangar development on the south side of the airport. These renderings were created by MJ based on information gathered at the various Airport Advisory Committee meetings and will allow us to immediately execute on your development goals and initiatives.

MJ DEVELOPED 3-DIMENSIONAL MODEL OF HANGAR DEVELOPMENT BASED ON INFORMATION GATHERED FROM AIRPORT ADVISORY MEETINGS

MJ DEVELOPED 3-DIMENSIONAL MODEL OF PROPOSED WEST SIDE MRO AND NORTH SIDE T-HANGAR DEVELOPMENT BASED ON INFORMATION GATHERED FORM AIRPORT ADVISORY MEETINGS

WILLINGNESS TO MEET TIME AND BUDGET REQUIREMENTS

SCHEDULE AVAILABILITY

It is MJ's policy to be selective in responding to Requests for Qualifications. We are committed to focusing on airport projects where our experience and capabilities are well-suited to serve the sponsor's needs. We pride ourselves on maintaining a proactive system of tracking workload to ensure that we have the resources to complete the work required in a timely manner. **With our Team's depth and diversity of personnel, we will successfully deliver any project that may arise at OCF from this agreement and will dedicate our proposed Project Team throughout the length of the General Consultant Agreement.**

Project Lead	Job Number	2021											> 12 Months	Remain. FTE Mo.
		JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	
														0.0
														0.0
JLM	18495.00	2.0	2.0	2.0	2.0	2.0	1.0	1.3						0.0
JLM	18219.06	1.0	1.0	0.6										0.0
JRW	18534.00	1.2	1.2	1.1	0.4									0.0
MTO	18519.00	0.4	0.2											0.0
RLL	18026.12	0.4												0.0
LFC	18423.00	0.5	0.3											0.0
RLL	18535.02/4	0.5	0.8	0.8	0.8	0.5	0.1							0.0
LFC	18420.00		0.5											0.0
RLL	17970.09	0.4	0.1											0.0
RLL	18462.07	0.1	0.1	0.1	0.1	0.1	0.2	0.1	0.1	0.1	0.1	0.1	0.1	0.0
RLL	18462.05	1.0	0.6	0.6	0.6	0.5	0.5	0.4						0.0
RLL	18702.00	1.5	1.5	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	1.5	0.0
ZAS	18389.00	0.7	0.2											0.0
ZAS	17891.15	0.2	0.1	0.1	0.1	0.1								0.0
ZAS	18241.02	0.5	0.7	0.5	0.1	0.1	0.1	0.1						0.0
ZAS	18398.02		0.1	0.1	0.1									0.0
ZAS	18346.01	0.1												0.0
ZAS	18536.01	0.1	0.1	0.1	0.1									0.0
ZAS	18277.04	0.1		0.1			0.1							0.0
ZAS	18517.00	0.3	0.3	0.4	0.5	0.4	0.4	0.5	0.3	0.1	0.1	0.1	0.1	0.0
ZAS	18496.00	0.4	0.5	0.5	0.5	0.6	0.5	0.4	0.5	0.4	0.2	0.2	0.1	0.0
ZAS	18557.01	0.1		0.1		0.1			0.1		0.1			0.0
ZAS	18490.01	0.2	0.2	0.8	0.2	0.2	0.5	0.5	1.0	0.4	0.4	0.8	0.8	3.5	0.0
ZAS	18302.13	0.1			0.1			0.1			0.1			0.1	0.0

MJ uses the above detailed workload tracking system to identify project requirements by staff member for a rolling 12-months

The expectation to provide timely services within budget is built into MJ'S corporate culture. Project Manager, Robert Overby, will have full authority to commit the resources necessary to complete your projects within budget and schedule. Having access to the right staff is key to successful progression of each project and task. The table below provides a list of key staff for this project (as presented in Evaluation Criteria No. 1) and indicates their availability for your project. Please note that we have accounted for vacation time, technical conferences, administrative duties, and other potential assignments. **Be assured that these staff members will be available for your project from beginning to end and will be supported by additional planners, engineers, environmentalists, and other professionals not listed in this proposal as needed.**

TEAM MEMBER	ROLE	% AVAILABILITY
Robert Overby	Project Manager	60%
John Mafera	Principal-In-Charge	15%
Jeffrey Wood	Strategic Advisor - Planning and Environmental	15%
William Verfus	Strategic Advisor - Construction and Engineering	15%
Amanda Sheridan	**LEAD** Airport Engineer	60%
Matt O'Brien	Senior Airfield Engineer	40%
Scott Shilleto	Airfield Engineer	60%
Zach Nelson	**LEAD** Senior Aviation Planner	60%
Richard Lucas	Senior Aviation Planner	50%
Brady Brewster	Aviation Planner	70%
Robert Toomey	Senior CAD Technician	40%
Josepth Petzak	**LEAD** Construction Inspector	90%
Robert Buerkle	Senior Engineer & Construction Mgr.	50%
David Rosa	**LEAD** Senior Environmental Specialist	50%
Georgeanna Nugent	Senior Environmental Planner & Regional Director	60%
Kelli Walters	**LEAD** Aviation Grants Mgr.	30%
Zachary Staff	Sr. Aviation Planner/Financial Specialist	40%
Scott LeCount	Sr. Aviation Planner/Financial Specialist	40%
Megan Carter-Witt	Aviation Planner/Financial Specialist	40%
Christopher Kopec	Senior Mechanical Engineer & Regional Dir. of Facilities	60%
Charles Howe	Senior Electrical Engineer	50%
Michael Eckhardt	Senior Mechanical Engineer	60%
Chad Phillips	Senior Structural Engineer	60%
Anthony Shuba	Dynamic Technology Solutions & Automation Mgr.	40%
Laura Sau	Visualization Specialist	40%

4 **EVALUATION CRITERIA NO. 4** | RECENT, CURRENT, AND PROJECTED WORKLOADS OF THE FIRM

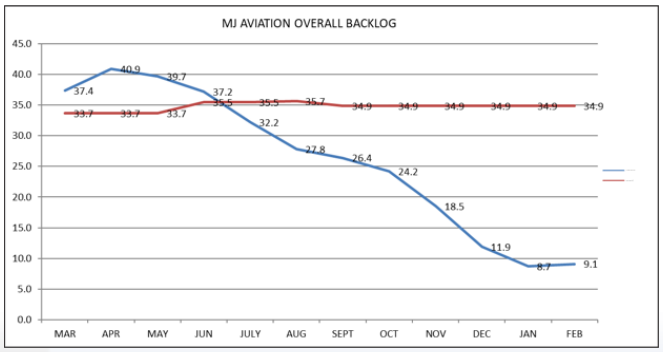
WORKLOAD PROJECTION

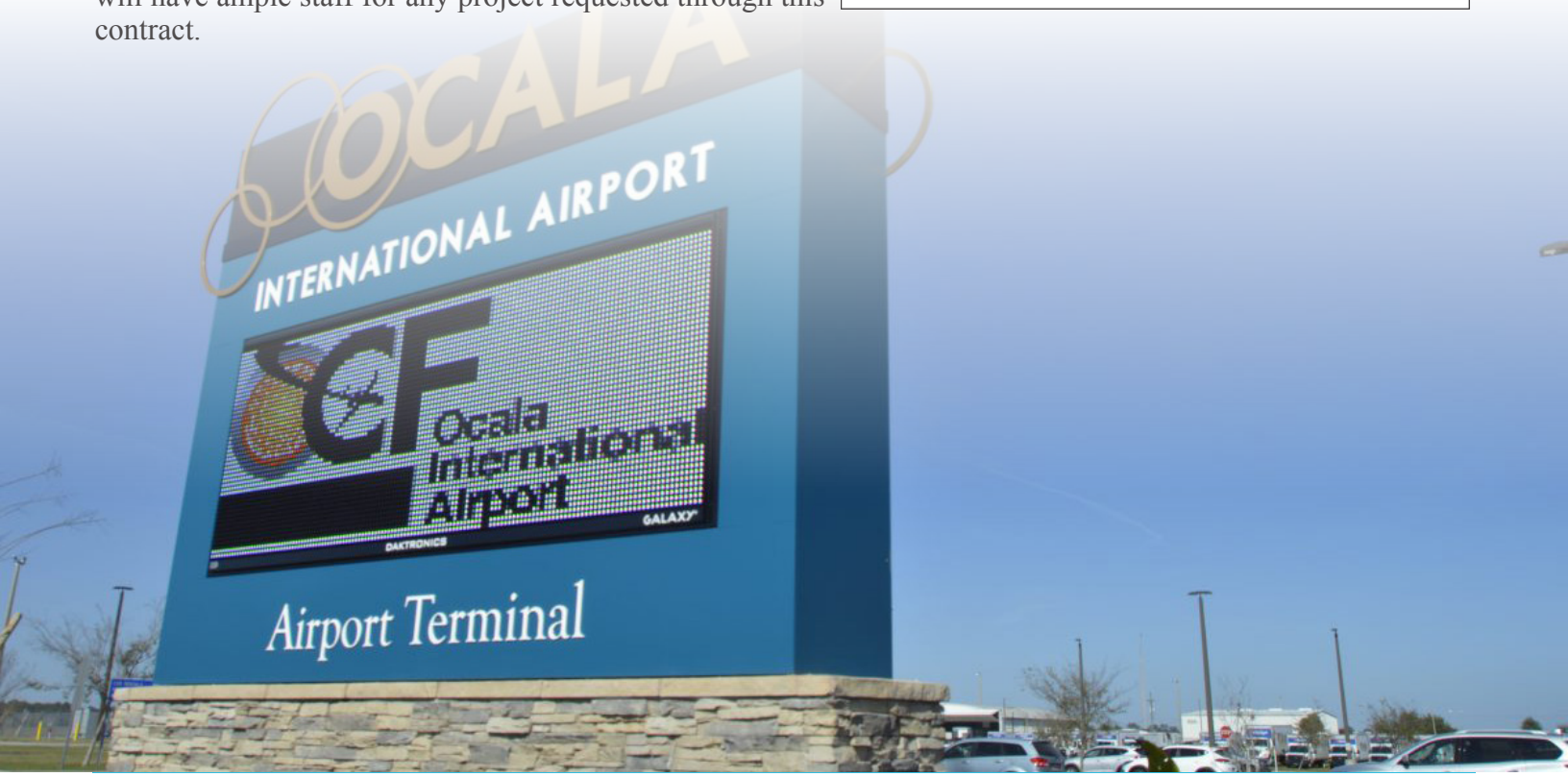
MJ Project Managers review and report on current project status and future anticipated projects on a monthly basis. This data is utilized to develop a real time workload projection for the overall company in addition to Aviation Planning and Aviation Design/Construction staff. **This data is utilized by Project Managers to collaboratively work together by sharing workload, ensuring all projects, regardless of location are staffed to ensure schedules and budgets are met.** This data is also utilized to prepare for short term or long-term staffages, which ultimately guides our hiring process.

As Robert Overby develops the project scopes and schedules with OCF staff, he will schedule the necessary staff to meet the project deadlines. Mr. Overby will also work closely with the various MJ Team disciplines leads, such as **Amanda Sheridan (Engineering Design) and Zach Nelson (Planning)** to ensure the appropriate staff resources and specialty skill sets are committed to OCF to ensure your goals for project design and delivery are met. At **McFarland-Johnson we take these personnel commitments seriously – we are all cognizant of the fact that when a schedule is agreed to, we have given you a promise that we will meet all of our responsibilities. That is a promise we intend to keep.**

CURRENT WORKLOAD PROJECTION

At right, the MJ Aviation Division's Overall Staff backlog represents the amount of aviation planning, design and construction work that is under contract and scheduled during the next 12 months versus the aviation staff that is available. This data represents the overall MJ Recent and Current Workload requested. It should be noted that this graph only includes work under contract and not anticipated work which MJ has been selected for. Based on the data, MJ will have ample staff for any project requested through this contract.





4 EVALUATION CRITERIA NO. 4 | RECENT, CURRENT, AND PROJECTED WORKLOADS OF THE FIRM

Aviation Planning: 12-Month Look-Ahead

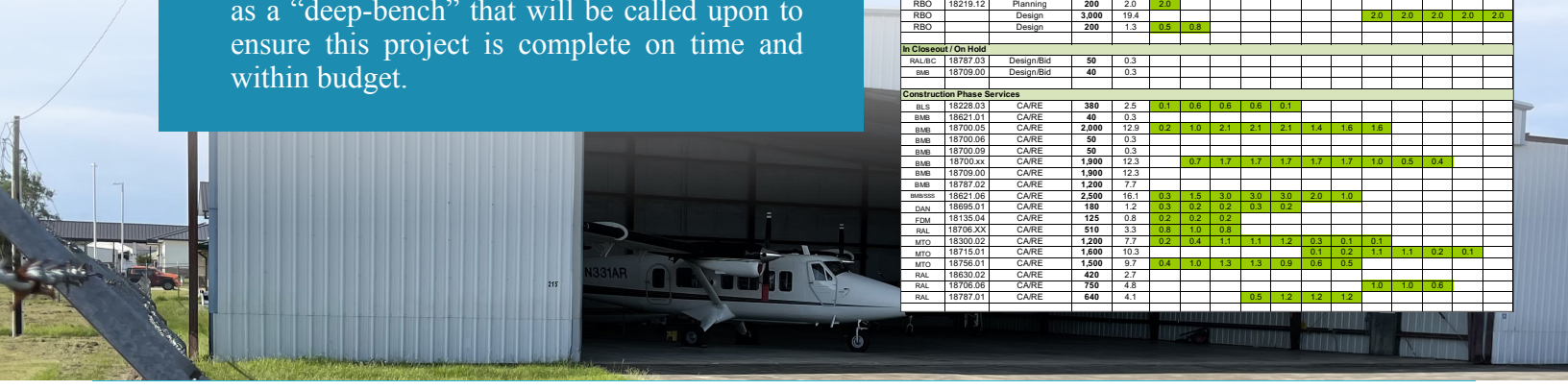
Project Lead	Job Number	Project Description	ETC Hours	FTE Months	2022 MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	2023 JAN	FEB
JLM	18495.00	GRR Real Estate Development Plan	120	0.8	0.4	0.2	0.2									
LFC	18423.00	Presque Isle MPU	80	0.5	0.3	0.2										
RLL	18535.02/4	DRBA Terminal PDP - PAUSED BY DRBA - TBD	550	3.5												
RLL	18462.08	Hyannis Planning Support (Biz Plan, PFC)	60	0.4	0.1	0.1	0.1	0.1								
RLL	18462.05	Hyannis MPU	10	0.1	0.1											
RLL	18702.00	St. George Master Plan	1,400	9.0	2.0	2.0	2.0	2.0	1.0							
ZAS	18517.00	Delaware Coastal MPU	220	1.4	0.2	0.4	0.4	0.2	0.2							
ZAS	18496.00	New Castle (PA) MPU	280	1.8	0.5	0.6	0.5	0.2								
ZAS	18490.01	Orange County MPU (2019)	1,250	8.1	0.2	0.2	0.8	0.8	0.8	0.8	0.5	0.5	0.5	0.5	0.5	0.5
ZAS	18113.02	Trenton PFCs (Planners Only)	100	0.6			0.1	0.1	0.1	0.1	0.1	0.1				
ZAS	18441.06	Republic ALP Update	900	5.8	0.5	0.8	0.4	0.4	0.4	0.4	0.4	0.4	0.5	0.5	0.5	0.5
ZAS	18302.15	ELM Obstruction Study	300	1.9	0.5	0.5	0.5			0.1	0.1		0.1	0.1		
ZAS	18398.07	Perry Warsaw Land Acquisition Services	130	0.8	0.2	0.1	0.3	0.1	0.1							
ZAS	18536.03	AVL PFCs	60	0.4	0.1	0.1	0.1	0.1								
ZAS	18893.01	MVY PFCs	80	0.5	0.2	0.1	0.1	0.1								
ZAS	18241.14	BGM PFCs	100	0.6										0.1	0.1	0.1
ZAS	18893.02	Martha's Vineyard Rates & Charges	40	0.3	0.2	0.1										
ZAS	18432.19	Watertown Land Acq Services	600	3.9	0.1	0.3	0.3	0.3	0.4	0.3	0.3	0.3	0.3	0.3	0.3	0.3
CGN	18693.00	Nebraska SASP	1,900	12.3	1.3	1.3	1.3	0.7	0.7	1.3	1.3	1.4	1.5	1.5		
LFC	18691.09	Nantucket ALP Update/Geometry Review	930	6.0	1.0	1.0	1.0	1.0	1.0	1.0						
ZEN	18730.00	BQN ALP & Airspace	1,200	7.7	0.5		1.0	1.0	1.0	1.0	1.0	1.0	1.0	0.2		
LFC	18695.05	IZG Hangar Study	40	0.3	0.3											
JLM	18707.01	BCAD On-Site Support	500	3.2	1.0	1.0	1.0	0.2								
JLM	18811.02	EYW Terminal Design	580	3.7	0.5	0.5	0.5	0.5	0.5	0.5	0.4	0.3				
JRW	18839.00	HVN EA	40	0.3	0.2	0.1										
ZEN	18884.00	GMU EA Planning Support	60	0.4	0.2	0.2										
ZEN	18620.01	Columbus GA MPU (Sub to Holt)	1,000	6.5	0.8	0.8	0.8	0.8	0.8	0.9	0.8	0.8				
ZEN		Gulf Shores AL EA - Noise Model	0	0.0												
		High Confidence Projects														
LFC	18756.02	WVL Master Plan Phase 1	810	5.2						0.5	0.5	0.5	0.5	0.5	0.5	0.5
LFC	18735.xx	SFM ALP Update	800	5.2						0.5	0.5	0.5	0.5	0.5	0.5	0.5
LFC	18691.xx	Nantucket Master Plan - Phase 1	2,000	12.9						1.0	1.0	1.0	1.0	1.0	1.0	1.0
MTO	18519.01	MaineDOT Aviation System Plan - Phase II	2,050	13.2	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5
MTO		MVY Part 150 Noise Study	700	4.5	0.1							0.3	0.3	0.3	0.3	0.3
ZEN	18219.xx	Greenville Design Guidelines	500	3.2						0.5	1.2	1.2	0.3			
ZEN	18219.xx	Greenville Land Development Plan Update	1,000	6.5					0.5	1.0	1.0	1.0	1.0	1.0	0.5	0.5
JLM		BCAD FLL T4 Modernization	1,600	10.3	0.3	1.5	2.0	1.5	1.0	0.5	0.8	1.0	1.0	0.5	0.2	
JLM		BCAD HWO ATCT PDD	600	3.9		0.3	0.5	0.5	0.8	0.5	0.5	0.5	0.3			
		BCAD On-Call Planning	650	4.2		0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.2
		BCAD Gate Optimization Study	840	5.4		0.2	0.2	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4
RLL	TBD	Trenton Public Outreach	260	1.7		0.3	0.2	0.2	0.3	0.3	0.2	0.1	0.1			
ZEN		Columbus GA MPU - Phase 2 (Sub to Holt)	1,050	6.8								0.8	0.8	0.8	0.8	0.8
ZAS		Grove City MPU	1,300	8.4		0.1	0.3	0.5	0.7	1.0	1.0	1.0	0.7	0.5	0.5	0.5

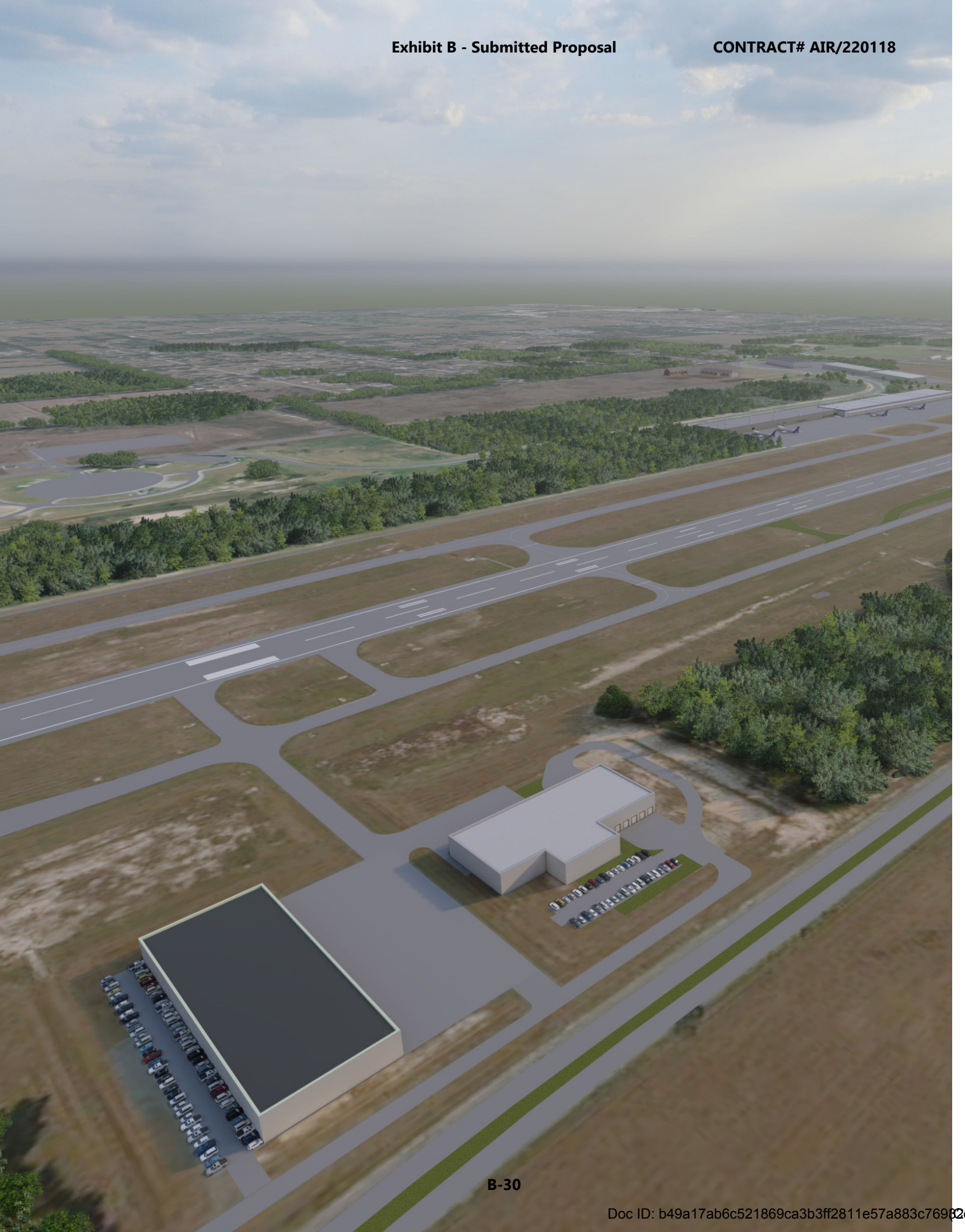
MJ's workload data can be further evaluated based on Planning and Design/Construction staff for both existing and planned projects. The data presented to the left is indicative of the data MJ's project managers review on a monthly basis that generates the overall MJ workload graph shown in the previous page.

Airport Design/Construction Inspection: 12-Month Look-Ahead

Project Lead	Job Number	Task Description	ETC Hours	FTE Months	2022 MAR	APR	MAY	JUN	JULY	AUG	SEPT	OCT	NOV	DEC	2023 JAN	FEB
Design and Planning Support																
BLS	18361.07	Project Management	570	3.7	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3
BLS/RJL	18853.01	Design/Bid/CA	300	1.9							0.1	0.1	0.2	0.4		
BMB	18643.00	PM/CM	200	1.3	0.1	0.1	0.2	0.2	0.2							
BMB/DPB	18700.08	Design Only	1,250	8.1	3.0	2.6	1.0	0.5								
BMB/DPB	18834.00	Design/Bid	30	0.2			0.2									
BMB/SSS	18621.04	Field/Env Doc	20	0.1			0.1									
BMB/SSS	18621.05	Design / Bid	20	0.1			0.1									
MTO	18226.26	Environmental	40	0.3	0.1	0.1										
MTO	18519.02	Planning	950	6.1	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3
MTO	18695.01	Admin	80	0.5				0.1	0.1							
MTO	18695.02	Environmental	360	2.3	0.1	0.1		0.1		0.1		0.1		0.1		
MTO	18695.05	Planning	20	0.1	0.1											
MTO	18715.01	Design/bid	250	1.6	1.0	0.5	0.1									
MTO	18756.02	Planning	0	0.0												
MTO	18695.AA	Design/Permit	3,000	19.4	0.2	0.4						0.2	0.4	0.2		
MTO	18695.BB	Design / Bid	300	1.9	0.1					0.1	0.1	0.5	0.3			
MTO	18695.CC	Design/Permit	60	0.4												
MTO	18735.XX	Planning	40	0.3											0.1	0.1
MTO	18893.CC	Planning	400	2.6												0.1
MTO	18893.AA	Design/Bid	2,800	18.1					0.1	0.4	0.2	0.5	0.6	0.5		
MTO	18893.BB	Planning	590	3.8	0.1	0.1						0.2	0.5	0.1		
RAL	18226.22	Design	310	2.0	0.5	0.5										
RAL	18630.02	Design/bid	20	0.1	0.1											
RAL	18691.14	Environmental	140	0.9	0.4	0.3	0.2									
RAL	18691.09	Planning	260	1.7	0.5	0.4	0.4	0.4								
RAL	18691.XX	Planning	200	1.3	0.5	0.4	0.4									
RAL	18691.XX	Design/Bid	50	0.3	0.3											
RAL	18691.XX	Design/Bid	200	1.3		0.5	0.4	0.4								
RAL	18691.XX	planning	200	1.3		0.4	0.4	0.5								
RAL	18706.01	Design only	730	4.7	1.1	1.2	1.0	1.0								
RAL/DPB	18930	Design/Bid	1,200	7.7	0.5	0.5	0.5	1.0	1.0	1.2	1.0	1.0	1.0			
JRW	18839.00	Prelim Design	180	1.2	0.7	0.5										
RAL	18706.06	Design / Bid	1,000	6.5	2.0	2.2	0.5									
JM	18691.10	Permitting	80	0.5	0.2	0.2	0.1									
SSS	18907.02	Design	74	0.5	0.1	0.1	0.1									
SSS	18907.05	Design	54	0.3	0.1	0.1										
SSS	18907.xx	Design	200	1.3				0.1	0.2	0.1	0.1	0.1	0.1			
RBO	18221.16	Design/Planning	40	0.3	0.2	0.1										
RBO	18221.15	Design/Planning	40	0.3		0.3										
RBO	18855.00	Design/Planning	90	0.6	0.3	0.3										
RBO	18221.18	Design/Planning	20	0.1	0.1											
RBO	18219.12	Planning	200	2.0	2.0											
RBO		Design	3,000	19.4								2.0	2.0	2.0	2.0	2.0
RBO		Design	200	1.3	0.5	0.8										
In Closeout / On Hold																
RAL/BC	18787.03	Design/Bid	50	0.3												
BMB	18709.00	Design/Bid	40	0.3												
Construction Phase Services																
BLS	18228.03	CA/RE	380	2.5	0.1	0.6	0.6	0.6	0.1							
BMB	18621.01	CA/RE	40	0.3												
BMB	18700.05	CA/RE	2,000	12.9	0.2	1.0	2.1	2.1	2.1	1.4	1.6	1.6				
BMB	18700.06	CA/RE	50	0.3												
BMB	18700.09	CA/RE	50	0.3												
BMB	18700.xx	CA/RE	1,900	12.3		0.7	1.7	1.7	1.7	1.7	1.7	1.0	0.5	0.4		
BMB	18709.00	CA/RE	1,900	12.3												
BMB	18787.02	CA/RE	1,200	7.7												
BMB/SSS	18621.06	CA/RE	2,500	16.1	0.3	1.5	3.0	3.0	3.0	2.0	1.0					
DAN	18695.01	CA/RE	180	1.2	0.3	0.2	0.2	0.3	0.2							
FDM	18135.04	CA/RE	125	0.8	0.2	0.2	0.2									
RAL	18706.XX	CA/RE	510	3.3	0.8	1.0	0.8									
MTO	18300.02	CA/RE	1,200	7.7	0.2	0.4	1.1	1.1	1.2	0.3	0.1	0.1				
MTO	18715.01	CA/RE	1,600	10.3						0.1	0.2	1.1	1.1	0.2	0.1	
MTO	18756.01	CA/RE	1,500	9.7	0.4	1.0	1.3	1.3	0.9	0.6	0.5					
RAL	18630.02	CA/RE	420	2.7												
RAL	18706.06	CA/RE	750	4.8								1.0	1.0	0.6		
RAL	18787.01	CA/RE	640	4.1				0.5	1.2	1.2	1.2					

MJ Project Managers work together to ensure success on all projects for all clients. In the event of an accelerated project schedule to acquire FAA grant funding, to meet the needs of a tenant or any other reason, MJ's collaborative approach to staffing and workload projections allows for additional resources not specifically identified in the organizational chart to be called upon. This approach provides an extensive resource of additional planners, engineers and construction specialists that essentially act as a "deep-bench" that will be called upon to ensure this project is complete on time and within budget.





ROBERT B. OVERBY, PE, LEED AP

MJ | PROJECT MANAGER

Mr. Overby's experience encompasses over 25-years of dedicated aviation experience in airfield design and planning. Project examples include runway/taxiway/apron construction and/or rehabilitation, terminal/hangar site design, construction management/inspection, grant preparation/management and agency coordination. Airport experience includes general aviation and commercial service airports primarily throughout the southeastern United States. Mr. Overby has worked closely with the FAA's Orlando Airport's District Office and Florida Department of Transportation.

RELEVANT EXPERIENCE

Runway 8-26 Rehabilitation, Ocala International Airport, Ocala, FL-Lead Airfield Civil Engineer. For this runway rehabilitation project, coordinated with FDOT to obtain funding, and developed technical specification for cold-in-place recycling instead of normal mill and overlay.

Runway 9-27 Reconstruction Program, Tallahassee International Airport, Tallahassee, FL-Project Manager. Managed the Runway 9-27 Reconstruction and Runway 18-36 Extension(s) and Rehabilitation. The Runway 18-36 project included extending the runway and parallel taxiway to continue operations with no impact to the commercial air carriers at the Airport during the reconstruction of the primary runway. The approach lighting system and ILS was relocated and a fiber-optic control system installed. The project consisted of earthwork to re-profile the runway to FAA design standards and replacement of all runway lights and signage.

Runway 18-36 Rehabilitation, Ocala International Airport, Ocala, FL-Project Manager. Project included design and bidding phase services for the rehabilitation of Runway 18-36, which was accomplished in less than 60 days. Project included a mill and overlay of the primary runway, which was closed for one week to minimize long term impacts to operations.

Runway 14-32 Rehabilitation, Jacksonville Executive Airport, Jacksonville, FL-Project Manager. Project scope included a mill and overlay, a limited number of connector taxiways, and geometric updates to meet current AC requirements. Project included design, bidding, and construction phase services for the rehabilitation of Runway 14-32 and associated taxiway connectors.

Taxiway N Pre-Engineering, Daytona Beach International Airport, Daytona Beach, FL-Project Manager. Oversaw the evaluation of existing conditions of Taxiway N. Project also included preliminary development of the reconstruction program.

Terminal Rehabilitation Central Circulation Space Design Services, Tallahassee International Airport, Tallahassee, FL-Project Director. Managed the new expanded Security Screening Checkpoint and terminal modernization design, including renovations to existing fire alarm, public address, access controls, and emergency notifications systems.

Airport Security Improvements Design Services, Tallahassee International Airport, Tallahassee, FL-Project Director. Managed design services to review and assess the conditions of the existing security, CCTV, and MUFIDS systems and provided design enhancements to improve the systems in the terminal buildings, the property perimeter, and at other locations such as the fuel farm, ATCT, cargo areas, and operations center.

Taxiway N Reconstruction, Daytona Beach International Airport, Daytona Beach, FL--Project Manager. Provided construction management services for the reconstruction/rehabilitation of Taxiway N, Taxiway P and associated taxiways**.**

ROBERT B. OVERBY, PE, LEED AP

MJ | PROJECT MANAGER

Taxiway Y Construction, Daytona Beach International Airport, Daytona Beach International Airport, Daytona Beach, FL--Project Manger. Provided construction management services for the construction of a new by-pass taxiway.

Runway 16-34 Runway Assessment, Asheville Regional Airport, Asheville, NC-Project manager for the pavement and geometrical assessment of Runway 16-34. Project led to the construction of a new parallel taxiway to allow for reconstruction of Runway 16-34.

Concourse A and C, Jacksonville International Airport, Jacksonville, FL - Project Engineer responsible for providing design and construction administration services for the Concourse A and C aircraft parking apron associated with new concourse construction. Design included airfield lighting, signage and drainage. Responsibilities included coordination with the design team with respect to aircraft parking during construction to minimize aircraft impacts and development of a detailed phasing plan that included modeling of aircraft parking and taxiing in conjunction with various phases of construction. Project Owner: Jacksonville Aviation Authority

Airfield Modifications, Fort Lauderdale-Hollywood International Airport, Fort Lauderdale, FL - Project Engineer responsible for the design of high-speed Taxiway B2, which included a detailed analysis of the geometries and optimal taxiway location. Also responsible for coordination with five (5) other design teams to provide one cohesive design package. The project included design and construction phase services for multiple high-speed exits and connecting taxiways associated with Runway 10L-23R. The design effort was completed on an accelerated design schedule utilizing multiple design teams. High-speed taxiway design was based upon the FAA's REDIM software. Extensive coordination with airlines and FAA staff throughout the project to minimize airport operations was performed. Project included bituminous and concrete pavement design, grading and drainage design, pavement marking/grooving and airfield electrical upgrades (2007). Project Owner: Broward County

Customs Border Patrol Facility Expansion, Key West International Airport, Key West, FL - Engineer responsible for quality control for the design documents, including plan and technical specification review. Planning, design, and construction administration services are being provided for an expansion to the existing Customs Border Patrol facility. Currently, the facility processes 15 passengers per hour. The expanded facility accommodates 150 passengers per hour. Extensive coordination with federal agencies (i.e. DHS and CBP), as well as the FAA and FDOT was required. Project Owner: Monroe County

Elevated Maintenance Facility Design, Key West International Airport, Key West, FL - Engineer responsible for providing constructability review of the final design and construction phase services and Project Manager of Construction Administration Services. Duties included leading the building permit coordination, comment responses and VE revisions and supporting client grant management, and closeout. The scope of work included construction of an elevated airport maintenance vehicle and storage facility area that is connected to the existing elevated airport parking deck. Project Owner: Monroe County

Terminal Expansion Study, Greenville-Spartanburg International Airport, Greer, SC - This project entailed study and development of a project definition and programming (PDP) report that identifies a preferred commercial terminal development program to enable GSP to accommodate up to and beyond 3 million annual enplaned passengers. The resultant $170 million dollar program provides for two concourse expansions, eight additional aircraft gates, expanded commercial aircraft apron (including RON apron), an FIS facility, expanded outbound baggage system, an additional three-unit baggage claim, an expanded administrative suite and significant roadway modifications and terminal curb improvements. Project Owner: Greenville-Spartanburg International Airport

JOHN L. MAFERA, JR.

MJ | PRINCIPAL-IN-CHARGE

Mr. Mafera is a highly-motivated airport consulting professional with 25 years of unique airport planning, design, project and program management experience. He has had direct experience across a broad spectrum of client types and airport issues. Mr. Mafera has served as the business unit leader for a national aviation planning group, aviation business and project and program manager for a variety of multi-disciplinary airport and municipal contracts. Mr. Mafera has specific project experience including strategic airport development plans, airport business and commercial development plans, airport master plans, airport land use planning, eALP and ALP updates, noise compatibility studies, airport site selection and feasibility studies, heliport design, environmental assessments, EMAS and runway safety area studies, aviation forecasting, airport capacity studies, instrument approach and flight procedure planning, and airspace and obstruction analyses. Mr. Mafera is also a certified, instrument-rated, private.

RELEVANT EXPERIENCE

Gerald R. Ford Strategic Real Estate Development Plan, Gerald R. Ford International Airport, Grand Rapids, MI - Project Manager Gerald R. Ford International Airport (GRR), the second busiest commercial service airport in Michigan, is comprised of approximately 3,130 acres of land with approximately 900 acres of property available for lease and development. There are specific real estate development opportunities that require or are significantly enhanced by the presence of the Airport. MJ has been tasked with identifying these aviation/real estate relationships, determining which types of development are appropriate for and desired by the Airport and developing a Strategic Real Estate Development Plan to guide and facilitate desired aviation and non-aviation real estate development. To achieve this objective, MJ will prepare a master land use and site development plan for specific parcels on or adjacent to GRR based on current regional and national market trends and conditions obtained through a real estate market analysis. The unified master land use plan and associated development concepts will provide a framework for future development, evaluate development phasing, costs and financial impacts, identify a strategic implementation action plan and include a comprehensive marketing program and tools to target potential tenants. Project Owner: Gerald R. Ford International Airport Authority

Monroe County (FL) Airports General Consultant 5-Year Term Agreement, Key West Int'l & Florida Keys Marathon Airports, Multiple Locations, FL - Project Manager and Program Manager responsible for coordinating numerous tasks assignments under this agreement. MJ has provided planning, general environmental services, design, permitting and construction services for a number of taks under this term agreement, including a four-bay rental car wash facility at Florida Keys Marathon Airport; as well as demolition of the former Hertz building; expansion of the customs and border protection (CBP) facility; a new two-lane FBO access road; and an elevated parking deck with covered airport maintenance facility area at Key West International Airport. MJ also performed a hazardous materials survey in support of the former Hertz building demolition at Key West International. Project Owner: Monroe County

On-Call Planning Review and Advisory Services, Fort Lauderdale-Hollywood International & North Perry Airports, Fort Lauderdale, FL - Project Manager responsible for coordinating all tasks. Task assignments to date at FLL have included: landside master plan assistance (including parking, circulation and access plans), on-site planning support advisory services (Northwest and West MRO campus development, bikeway analysis, runway drop off safety enhancements, review of NEPA requirements and development of land use alternatives), Categorical Exclusion for the pavement rehabilitation on the North Airfield, and development of a dynamic master plan interface as well as other technical development support (parcel data, portal web page development). Project Owner: Broward County Aviation Department

JOHN L. MAFERA, JR.

MJ | PRINCIPAL-IN-CHARGE

Five-Year On-Call Planning Term Agreement, Greenville-Spartanburg International Airport (GSP), Greer, SC - Program Manager responsible for all contract and technical task assignments under a five-year on-call planning assignment. To date, MJ has been involved in several task assignments under this agreement, including: (1) Master Plan Update; (2) miscellaneous land development planning support; (3) auto parking expansion project definition and programming report; (4) Fixed-Based Operator (FBO) terminal expansion project definition and programming report; (5) airport maintenance facility project definition and programming report (6) Airfield Rescue and Fire Fighting Facility building Construction Resident Project Representative; and (7) passenger facility charge application support. Project Owner: Greenville-Spartanburg Airport Commission

Airport Master Plan Update (MPU), Key West International Airport, Key West, FL - Project Manager responsible for QA/QC, general aviation expansion alternatives, public involvement, and Naval Air Station Key West joint use analysis. This MPU addressed several key issues including runway length requirements, passenger terminal capacity, curbside and parking capacity, aircraft parking positions and apron capacity and configuration, runway and taxiway geometry, and future general aviation (GA) facility requirements. As a subconsultant, MJ was responsible for: evaluation of existing GA and land use conditions, GA and based aircraft forecasts of activity, GA facility requirements and development alternatives, land use planning, NAS Key West joint use facility analyses, and public involvement. Project Owner: Monroe County

Purpose and Need Documentation for Landside Projects, Fort Lauderdale-Hollywood International Airport, Fort Lauderdale, FL - Project Manager - This project included aviation planning analyses essential to the development of required purpose and need projections, calculations, modeling, and documentation to support the alternative refinement of airport landside projects and initiatives including; the Automated People Mover (APM), Parking Garage Demolition and Replacement and the Terminal Loop Roadway and Curbfront Improvements. The purpose and need documentation provided pertinent background information regarding need and justification for the recommended airport improvements as presented in the most recent Master Plan Report, ALP drawing set, and other information provided by BCAD. Existing and projected aviation activity was discussed as it relates to the recommended improvements. Financing, implementation, and phasing of the proposed improvements were also discussed. Project Owner: Broward County

Land Planning & Evaluation Services, Key West & Marathon Airports, Monroe County, FL - Project Manager responsible for overall project, which included detailed site planning, property appraisal, community land use compatibility, environmental impact, and building height/obstruction impact reviews for proposed tenant developments both airports. The project evaluated the overall impact of proposed tenant developments and provide alternatives development solutions when adverse impacts were identified. Project Owner: Monroe County

Phase 1 Dynamic Master Plan Interface, Fort Lauderdale-Hollywood International Airport, Fort Lauderdale, FL - Project Manager - This task included the development of the first phase of a dynamic airport planning and development management interface for FLL that provides adjustable demand-based forecasts, facility development analysis and financial planning, in conjunction with iALP integration and JACIP update capabilities, utilizing existing data from the ongoing FLL airport master plan update. The goal of this interface at full build out will be to provide custom user-defined inputs that adjust levels of forecast demand/activity for subsequent development planning and financial analyses utilizing existing airport master plan update data. Phase I of this development effort included, project administration & coordination meetings, system process and design, Phase I data collection and system integration, Phase I database and user interface development, airport master plan forecasts integration. - Project Owner: Broward County

JEFFREY R. WOOD, CSDP

MJ | STRATEGIC ADVISOR - PLANNING AND ENVIRONMENTAL

Mr. Wood has a diverse environmental background, which includes managing numerous Categorical Exclusion Documents, Environmental Assessments, and Environmental Impact Statements for a variety of projects. Mr. Wood has expert knowledge of FAA requirements and compliance with the National Environmental Policy Act (NEPA). His background includes extensive experience performing wetland delineations and mitigation designs, natural resources inventories, threatened and endangered species habitat surveys, traffic and airport noise studies, air quality studies, and wetland permitting. He is also very familiar with the Airport Improvement Program (AIP) and serves as an FAA liaison. In addition, Jeff is adept at integrating operational needs with AIP requirements to develop Airport Capital Improvement Programs, and he has a track record of success obtaining funding for controversial projects. Mr. Wood is a frequent presenter on airport sustainability issues and is certified as a Sustainable Design Professional through the Association of Energy Engineers.

RELEVANT EXPERIENCE

Master Plan Assistance, Fort Lauderdale Hollywood International Airport, Fort Lauderdale, FL - Lead Environmental Analyst responsible for evaluating environmental constraints and regulatory requirements for cargo facility and cell phone waiting lot alternatives. McFarland Johnson is providing planning assistance under this term agreement. To date, MJ has been involved in a number of task assignments, providing alternatives review and recommendations for projects such as: departure curbs; arrival curb emergency vehicle parking; cell phone waiting lot; and air cargo center. Also provided bike path program development & recommendations; and on-site planning advisory services. Project Owner: Broward County

Fort Lauderdale/Hollywood International Airport Purpose and Need Documentation for Landside Projects, Fort Lauderdale, FL - Principal responsible for strategic review and QA/QC of project documents. This project included aviation planning analyses essential to the development of required purpose and need projections, calculations, modeling, and documentation to support the alternative refinement of airport landside projects and initiatives including; the Automated People Mover (APM), Parking Garage Demolition and Replacement and the Terminal Loop Roadway and Curbfront Improvements. The purpose and need documentation provided pertinent background information regarding need and justification for the recommended airport improvements as presented in the most recent Master Plan Report, ALP drawing set, and other information provided by BCAD. Existing and projected aviation activity was discussed as it relates to the recommended improvements. Financing, implementation, and phasing of the proposed improvements were also discussed. Project Owner: Broward County

On-Call Airport Planning Support and Advisory Services, Broward County Aviation Department, FL - Principal responsible for QA/QC and oversight of project deliverables and schedule. McFarland Johnson is providing planning assistance for Fort Lauderdale/Hollywood International and North Perry Airports under this agreement. To date, MJ has been involved in a number of task assignments, providing alternatives review, site planning and recommendations for projects such as: FLL departure curb improvements; FLL arrival curb emergency vehicle parking; FLL cell phone waiting lot; FLL air cargo center development, FLL and HWO master plan implementation and CIP reviews, various FLL tenant development proposals, FLL commercial aircraft gate modeling and marking revisions, and FLL and HWO NEPA environmental requirements and CATEX/EA document preparation and support. Also, MJ has completed Phase 1 of the Dynamic Airport Master Planning Interface for FLL and provides on-site extension of staff master plan and miscellaneous planning support services. Project Owner: Broward County

JEFFREY R. WOOD, CSDP

MJ | STRATEGIC ADVISOR - PLANNING AND ENVIRONMENTAL

Monroe County Key West International Airport Access Road Design and Construction, Key West, FL - Principal serving as environmental lead responsible for environmental resource identification and permitting. The proposed project involves the conceptual design and permitting of a two-lane landside access road that provides connectivity from S. Roosevelt Boulevard to EYW's fuel farm, fixed base operator (FBO), overflow parking, commercial transportation and airport support areas. Project Owner: Monroe County

Monroe County FKOHT Wetland Mitigation and Environmental Permitting Support, FL - Project Principal responsible for project oversight and QA/QC. The project is funded by FDOT under the Local Agency Program (LAP). MJ is responsible for development of mitigation plans and permitting support for a proposed 1,000' segment of the Florida Keys Overseas Heritage Trail. The project would impact approximately 0.28 acres of coastal wetlands. Compensatory mitigation involves the U.S. Army Corps of Engineers and the South Florida Water Management District. Project Owner: Monroe County

Wilkes-Barre/Scranton Airport Dynamic Master Plan and Airport Layout Plan Update, Wilkes-Barre/ Scranton International Airport, Avoca, PA - Principal serving as the Environmental Task Manager responsible for the Environmental Overview Chapter and evaluating alternatives for potential environmental impacts and permitting requirements. This project involves the development of a dynamic Airport Master Plan that utilizes an innovative approach to airport planning and provides for additional flexibility in airport planning management. The Dynamic Master Plan focuses primarily on landside access, parking and terminal issues, airfield geometry and enhanced commercial land development. The plan incorporates adjustable forecasts, scenario-based planning, planning activity levels with specific trigger points and an enhanced land development and marketing analysis based on highest or best use principles. The Dynamic Master Plan combines all of the data collected with updated aerial mapping to produce an existing conditions Airport Layout Plan (ALP) in keeping with FAA Airports GIS standards. The final product links forecast and market driven development variables to a dynamic and interactive financial plan ALP, making the final dynamic deliverables infinitely more useful to both the FAA and the airport. The land development tool enables the Airport to review and assess potential development opportunities to select for the highest and best use. Project Owner: Wilkes-Barre/Scranton International Airport

Wilmington Airport Dynamic Master Plan, Wilmington Airport, New Castle, DE - Environmental Task Manager responsible for QA/QC review of environmental documentation. With this complex and highly dynamic airport including 4 FBOs, an Air National Guard base, and intermittent periods of commercial service, this plan requires flexibility to take advantage of yet unknown opportunities or changes in market conditions. The plan considers the implications of introduction and expansion of low-cost airline service, which continues to exhibit highly variable growth. An important element of the plan is defining development nodes and evaluating how the growth of those nodes affects other areas of the airport and the financial outlook. In this regard, growth in the passenger terminal area is being evaluated against the GA development opportunities for additional FBOs and large corporate aviation tenants. Airside alternatives that consider the FAA's new airfield geometry requirements add a layer of complexity for the 3 runways at the airport. The dynamic scenario-based interface, combined with the comprehensive AGIS survey, provides a management tool for airport staff, creating flexibility to account for changes within the industry and the general economy. Project Owner: Delaware River and Bay Authority

WILLIAM E. VERFUSS, PE

MJ | STRATEGIC ADVISOR - CONSTRUCTION AND ENGINEERING

Mr. Verfuss has 34 years of progressive experience in the design and management of multi-disciplined projects located throughout the Northeastern United States. This experience includes private, municipal, state, and federally funded projects. His breadth of experience consists of site work, building construction and renovations, and multimillion-dollar pavement construction and rehabilitation efforts. A vast majority of that experience has been spent working with commercial service, general aviation and military airport clients to develop and maintain both their airside and landside airport facilities. He has worked side by side with airport clients to develop and execute capital improvement programs at their airports and is very familiar with airport grant programs, funding requirements and design standards. He has worked with national and regional organizations such as ACI, ACPA, the IPRF, AAAE, and ASCE to improve current design standards through research projects and the review of issues affecting designs across the country.

RELEVANT EXPERIENCE

Greenville-Spartanburg International Airport Dynamic Master Plan & e-ALP Update Greer, SC -Forecast Lead responsible for socio-economic analysis and short/long-term aviation. This Plan includes scenario-based planning analyses and an innovative dynamic planning approach that provides quick feedback regarding possible scenarios and resultant impacts. GSP staff are able to analyze new opportunities and planning challenges proactively before they occur rather than undergoing time consuming and costly planning efforts in a reactionary manner. The Plan focuses primarily on landside access, circulation and auto parking facilities, air cargo facility development and operations, enhanced land development and obstruction planning and consolidation of previous planning efforts into a single electronic source for planning and GIS information. The plan incorporates adjustable forecasts, scenario-based planning, planning activity levels with specific trigger points and enhanced land development and highest or best use principles.

Sullivan County International Airport Term Agreement, Sullivan County International Airport, Monticello, NY - While employed by another firm, Mr. Verfuss served as the Term Agreement Manager for this general aviation airport. He provided aid to the sponsor in the development of the Airport Capital Improvement Program (ACIP), completing applications for Federal and State funding, providing grants administration and supervision of the projects throughout the planning, design and construction phases.During the course of multiple term agreements, the airport was successful in competing for discretionary funding which resulted in the completion of several significant projects. These projects included the Rehabilitation of Runway 16-34 ($3.4M); reconstruction of the terminal apron ($750K); reconstruction of Taxiways A, B, and C ($3.6M); NAVAID improvements, Phases I and II ($200K); Snow Removal Equipment (SRE) building design ($65K); Runway Safety Area (RSA) Study and Environmental Assessment ($75K); perimeter fencing and access controls ($300K). Project Owner: Sullivan County

Perry Warsaw Airport Master Plan Update, Perry-Warsaw Airport, Perry, NY - This project involves a Master Plan Update for the Perry-Warsaw Airport, a general aviation airport in Western New York. The airport is operated by the Towns of Perry and Warsaw and is an important link within the region. The primary objective of the Master Plan Update is to document work completed to date and to ensure that all current FAA design standards are being met. In addition, goals and objectives developed by the Towns of Perry and Warsaw seek to provide a functional and visually appealing facility that supports not only the transportation function, but also supports the region's ongoing and future economic development initiatives. Forecasting and facility requirements for this MPU are key analyses to ensure that these goals will be met. Plans for future facilities include items such

as: new instrument approaches for either end of the primary runway; ensuring compliance with current runway safety area standards; and developing clear runway approaches to ensure the airport operates efficiently. Areas for future hangar and apron development were also identified to ensure that development areas are protected should demand warrant future facilities. Project Owner: Town of Perry

Tri-Cities Airport Master Plan Update, Tri-Cities Airport, Endicott, NY - Since the previous 1993 Master Plan, significant changes to the airport facilities, management structure, and market had warranted an updated Master Plan. Key issues addressed included identification of the critical aircraft, runway length, runway/taxiway separation, and improvements to the Runway 21 approach. A comprehensive inventory of the airport was compiled, forecasts of aviation activity were prepared, and alternatives to address the forecast airport needs were developed. An Airport Layout Plan was also developed. Recommended improvements included increasing the runway/taxiway separation, extending Runway 3-21 to 4000 feet, construction of additional conventional and t-hangars, and other amenities desired by business users. A financial implementation plan completed the study. Public coordination included formation of a technical advisory committee and public information meeting. Project Owner: Village of Endicott

Wilkes-Barre/Scranton Airport Dynamic Master Plan and Airport Layout Plan Update, Wilkes-Barre/Scranton International Airport, Avoca, PA - This project involves the development of a dynamic Airport Master Plan that utilizes an innovative approach to airport planning and provides for additional flexibility in airport planning management. The Dynamic Master Plan focuses primarily on landside access, parking and terminal issues, airfield geometry and enhanced commercial land development. The plan incorporates adjustable forecasts, scenario-based planning, planning activity levels with specific trigger points and an enhanced land development and marketing analysis based on highest or best use principles. The Dynamic Master Plan combines all of the data collected with updated aerial mapping to produce an existing conditions Airport Layout Plan (ALP) in keeping with FAA Airports GIS standards. The final product links forecast and market driven development variables to a dynamic and interactive financial plan ALP, making the final dynamic deliverables infinitely more useful to both the FAA and the airport. The land development tool enables the Airport to review and assess potential development opportunities to select for the highest and best use. Project Owner: Wilkes-Barre/Scranton International Airport

Wilkes-Barre/Scranton Airport Terminal Demolition - Environmental Assessment & Design, Wilkes-Barre/Scranton Airport, Avoca, PA - Project Manager responsible for project coordination. McFarland Johnson is serving as part of a team tasked with the demolition of the old terminal building at the Wilkes-Barre/Scranton International Airport. The project will be completed in three phases: (1) abatement of hazardous materials within the building; (2) building demolition and (3) reclamation of the site including a new aircraft apron, security fencing, and public sidewalks. MJ's responsibilities include the completion of the environmental assessment to enable the project, completion of the construction safety and phasing plans, and design of the new aircraft apron, as well as design of the new security fence and cameras that will service this area. Project Owner: Wilkes-Barre/Scranton International Airport

Greater Binghamton Airport 2011 Five-Year Term Agreement, Greater Binghamton Airport, Maine, NY - Project Manager McFarland Johnson has held several consecutive Term Agreements with the Greater Binghamton Airport. The scope of work under this current term (2011-2016) includes Program Management, Airport Planning, Programming, Environmental Services, Engineering and Design services, construction inspection and administration and specialized services. To date, we have performed 15 task assignments including: Airport Master Plan Update; terminal modifications; apron and tee hangar design and construction administration; rental car service facility design; HVAC system upgrades; security upgrades; Runway 16-34 rehabilitation design; developed a sustainable management plan; and provided administration of the 2015-2016 Passenger Facility Charge Program. Project Owner: Broome County

AMANDA SHERIDAN, PE

MJ | LEAD ENGINEER AND CONSTRUCTION ADMINISTRATOR

Ms. Sheridan has more than six years of experience in the aviation industry. Her design experience includes runway, taxiway, and apron reconstructions and rehabilitations, access roadways, site development, obstruction mitigation, and landside development. Amanda can execute a project from start to finish, including developing plans, specifications, construction cost estimates, construction safety and phasing plans (CSPP), and engineer's reports. Ms. Sheridan is knowledgeable in FAA and DOT design standards, project development procedures, and grant requirements.

RELEVANT EXPERIENCE

Taxiway A Rehabilitation, Ocala International Airport, FL – Civil Engineer responsible airfield design, plan production, and specification development. This project involved design services for the rehabilitation and geometry improvements of existing asphalt Taxiway A, demolition of three connector taxiways, and construction of two new connector taxiways. Project Owner: City of Ocala

Burlington International Airport - Rehabilitate Taxiway A, VT - Project Engineer responsible for leading the design team through project deliverables and construction. The project involves design, bidding, and construction services for the rehabilitation of approximately 1,800 LF x 75' of parallel Taxiway A as well as two connector taxiways. Project includes drainage modifications, review of geometric and grading standards, complex coordination of project phasing to minimize impacts to the parallel runway, new lighting, and permitting. Project Owner: Burlington International Airport

Greenville-Spartanburg - Extension of Staff, Greer, SC - Ms. Sheridan served as a key extension of staff to GSP providing project management for the airfield design and construction projects. She worked closely with GSP staff on tasks related to coordination with consultants, scheduling, project budgeting, Capital Improvement Program planning, contract review, and various owner-requested tasks.McFarland Johnson is providing extension of staff services to GSP providing project management for the airfield design and construction projects. A few of the projects managed by our appointed staff during this time included a parallel taxiway rehabilitation, apron site preparation, utility development, and apron paving. Project Owner: Greenville-Spartanburg Airport Commission

South Access Roadway, Jacksonville Executive at Craig Airport, Jacksonville, FL – Project Manager for this project involving design and bidding services for the construction of a new 1,600 LF asphalt roadway, utilities, and drainage infrastructure. Project Owner: Jacksonville Aviation Authority

Runway 14-32 Rehabilitation, Jacksonville Executive at Craig Airport, Jacksonville, FL - Construction Administrator and Resident Project Representative throughout the length of construction. The project involved design, bidding, and construction services for the asphalt pavement rehabilitation of Runway 14-32 and accompanying taxiway connectors. Project Owner: Jacksonville Aviation Authority

Taxiway A Rehabilitation, Ocala International Airport, FL – Civil Engineer responsible airfield design, plan production, and specification development. This project involved design services for the rehabilitation and geometry improvements of existing asphalt Taxiway A, demolition of three connector taxiways, and construction of two new connector taxiways. Project Owner: City of Ocala

Southwest Remain Overnight (RON) Apron Relocation, Pensacola International Airport, FL – Lead Civil Engineer performing airfield design, plan production and review and specification development. Also served as Resident Project Representative during first 90 days of construction. This project involved design, bidding, and construction services for the reconstruction of an existing asphalt helipad apron to serve as a concrete RON apron, relocation of existing helipads, and electrical and drainage updates. Project Owner: City of Pensacola

AMANDA SHERIDAN, PE

MJ | LEAD ENGINEER AND CONSTRUCTION ADMINISTRATOR

RPZ & Approach Area Obstruction Removal, Daytona Beach International Airport, FL - Project Manager and Lead Civil Engineer. This project involved design and bidding services for the removal of approximately 20 acres of Part 77 surface tree obstructions. Project Owner: Volusia County

Runway 16-34 Rehabilitation, McKinnon-St. Simons Island Airport, St. Simons Island, GA -- Lead Civil Engineer responsible for work tasks including airfield design, plan production, and specification development. The project involved design, bidding, and construction services for the asphalt pavement rehabilitation of Runway 16-34 (3,313' x 75'). Project Owner: Glynn County

West Apron Rehabilitation, Manassas Regional Airport, Manassas, VA - Full-time Resident Project Representative during construction. Design, bidding, and construction services were provided for the rehabilitation of approximately 10,000 square yards of existing asphalt apron pavement. Project Owner: City of Manassas

East General Aviation Apron Expansion, Brunswick Golden Isles Airport, Brunswick, GA - Civil Engineer responsible for airfield design and plan production. This project involved design services for the expansion of 55,000 square yards of concrete pavement on the existing general aviation apron. Project Owner: Glynn County Airport Commission

Runway 15/33 Repair Alkali-Silica Reaction (ASR), Bangor International Airport, Bangor, ME - Senior Engineer responsible for developing and evaluating six pavement design alternatives, providing plan production, and developing construction cost estimates, specifications, and construction safety phasing plans. This project involved the design, bidding and construction services for the repair of two localized surface heaves on Runway 15-33. Project Owner: City of Bangor

Compass Calibration Pad, Brunswick Golden Isles Airport, Brunswick, GA – Lead Civil Engineer responsible for work tasks including airfield design, plan production and review, and specification development. Design and bidding services for the construction of a new concrete compass calibration pad and asphalt taxilane. Project Owner: Glynn County Airport Commission

Tweed - New Haven Airport Master Plan Update, , New Haven, CT - Ms. Sheridan provided cost estimating services. MJ was the prime consultant for the Tweed-New Haven (HVN) Airport Master Plan Update. The project includes airport inventory, preparation of scenario-based forecasts of aviation activity, identification of facility requirements, alternatives analysis, and development of an airport layout plan. Key goals of the Master Plan included addressing the severely undersized terminal and associated landside facilities, determining the ultimate disposition of Runway 14-32, which was inactive at the time the Master Plan started, and determining the ultimate length of the primary runway, RW 2-20. The project also included extensive public outreach and evaluation of environmental constraints and permitting requirements. The project will result in an approved airport layout plan and will provide HVN a flexible planning tool to guide future airport development. Project Owner: Tweed-New Haven Regional Airport Authority

Waterville Taxiway A Reconstruction and New Electrical Vault, Robert LaFleur Airport, Waterville, ME - The City of Waterville is proposing to reconstruct the full-length parallel Taxiway A, and portion of the associated partial stub taxiways at the Robert LaFleur, Waterville Airport (WVL). The MaineSASP has strategically identified Federal Aviation Administration (FAA) eligibility for aviation pavements statewide as a system threat. This project is intended to be submitted for FAA Airport Improvement Program (AIP) funding assistance and the City has tasked McFarland Johnson with design, permitting, and construction oversight of the proposed work. Project Owner: City of Waterville

MATTHEW T. O'BRIEN, PE

MJ | SENIOR AIRFIELD ENGINEER

Matt is experienced in the design and management of aviation improvements for municipal, quasi-municipal and state airports. He understands both operations and infrastructure and he has worked on project scoping, permitting, design, construction oversight, and facility inspection. Matt has developed design reports, contract drawings, specifications, and cost estimates for projects ranging from runway extensions and relocations to taxiway and apron modifications and improvements. His experience includes airports throughout New England from small general aviation facilities like Fryeburg, ME to large commercial facilities like Bradley International in Hartford, CT. He is proficient in the use of AutoCAD Civil 3D, HydroCAD, StormCAD, and AutoTurn.

RELEVANT EXPERIENCE

Cape Cod Gateway Airport Three Year On-Call Planning Services, Barnstable, MA McFarland Johnson was selected to serve as a consultant for this three-term agreement, providing airport planning services for the Cape Cod Gateway Airport (formerly Barnstable Municipal Airport) in Hyannis. The airport is unique in its seasonality and air service role supporting the Cape and Islands region of Massachusetts combined with environmental sensitivities and oversight by the Cape Cod Commission. Tasks under this on-call planning contract include Airport Capital Improvement Plan development, an Airport Business Plan, airline networking presentations, Airport Rates and Charges Study, preparation of an Airport Master Plan, and PFC program amendments. Project Owner: Town of Barnstable, Massachusetts

Bangor Runway 15-33 Repair Alkali-Silica Reaction (ASR) Runway 15/33, Bangor International Airport, Bangor, ME - Project Manager This project involves the design, bidding and construction services for the repair of two localized surface heaves on Runway 15-33. MJ engaged JTC and internal staff to conduct the geotechnical investigation and following the review the results, MJ and APTech developed and presented six pavement design alternatives to the airport and MJ provided recommendations on the best solution for consideration by BGR. The subsequent 30-day period consisted of MJ's publishing of two project deliverables, a stakeholder coordination meeting led by MJ, and the publishing of the final bid documents. MJ reviewed and drafted a Bid Award Recommendation letter to BGR. MJ also completed the FAA Grant Application for execution by the City of Bangor. Pending acceptance of the FAA Grant Application, the ASR repairs will take place in the Fall of 2021. Project Owner: City of Bangor

Pease - Terminal Expansion Design, Portsmouth International Airport at Pease, Portsmouth, NH - The Portsmouth International Airport at Pease is being expanded to include a new concourse and holdroom, a new expanded TSA checkpoint, a new baggage handling system and CBIS building, a new passenger boarding bridge, new concession space, and a new baggage makeup area. Additionally, the project includes improvements to access security, security cameras and paging for the expansion as well as the existing terminal. This $18M expansion includes 24,322 sf of new space. Construction completion is planned for late 2020 and is funded by grants received from the FAA and State of New Hampshire Department of Transportation. The FAA grants include a Supplemental Discretionary Grant as well as use of the airport's Entitlement Grant funding. The proposed improvements are in response to a Study completed in 2018, which identified deficiencies in facility requirements to support the current and planned growth in enplanements at the Airport for both domestic and international carriers. Project Owner: Pease Development Authority

Pease-Terminal Improvements Planning Portsmouth International Airport at Pease, Portsmouth International Airport at Pease, Portsmouth, NH - This study focused on the existing airport terminal building and ancillary needs in the medium-term (2018-2020) and long-term (2020 and beyond). The study considers the

MATTHEW T. O'BRIEN, PE

MJ | SENIOR AIRFIELD ENGINEER

needs of both domestic and international carriers. This project optimized a wide mix of aircraft ranging from A320 to B747 at the existing apron with existing and proposed passenger boarding bridges. This included gate planning, aircraft movements to ensure adequate separation, support vehicle movements, and jet blast reviews for building impacts. Additionally, this project included determining the terminal needs for the short- and long-term capacity and identifying the facility requirements and deficiencies for the terminal building size, automobile parking, and drop off pick-up ramp. Project Owner: Pease Development Authority

Martha's Vineyard Environmental Assessment and Impact Report for Capital Improvement Program Projects, , Martha's Vineyard, MA This project involves preparation of an Environmental Assessment and Environmental Impact Report (EA/EIR) for proposed capital improvements at the Airport. The EA/EIR will be prepared in accordance with FAA National Environmental Policy Act and Massachusetts Environmental Policy Act policies and procedures. The scope of work includes inventory and data collection, development of a purpose and need statement, alternatives development, and Environmental Notification Form (ENF) preparation. Land use, rare species, water supply, wastewater, transportation, energy and solid and hazardous waste resources will all be assessed as part of the ENF. The EA will address climate, Section 4(f) Resources, natural resources and energy supply as well as socioeconomic, environmental justice, and children's environmental health and safety risks. Project Owner: Martha's Vineyard Airport Commission

Belfast-Runway 15 Partial Parallel Taxiway & Runway 33 Bypass Taxiway, Belfast Municipal Airport, Belfast, ME - Project Manager responsible for oversight of all design, permitting, bidding and construction administration. Selected as a new consultant after the project was stalled by permitting, MJ provided stormwater design, wetland permitting, bidding, construction administration and resident engineering oversight on behalf of the City of Belfast. Project Owner: City of Belfast, Maine

Burlington International Airport - Rehabilitate Taxiway A, VT - Project Manager The project involves design, bidding, and construction services for the rehabilitation of approximately 1,800 LF x 75' of parallel Taxiway A as well as two connector taxiways. Project includes drainage modifications, review of geometric and grading standards, complex coordination of project phasing to minimize impacts to the parallel runway, new lighting, and permitting. Project Owner: Burlington International Airport

ESAA-Transient Hangar and Terminal Building Improvement, Eastern Slope Regional Airport, Fryeburg, ME - Project Manager responsible for overall project management including adherence to schedule, coordinating with the architect, and providing support to receive funding. At Eastern Slope Regional Airport in Fryeburg, Maine, MJ is working with the airport authority to construct an FBO style corporate hangar. Working through the congressional delegations of both Maine and New Hampshire, we have helped the authority put together a funding package that includes over $1.5 million. Project Owner: Eastern Slope Airport Authority

Morristown-Runway 5-23 Rehabilitation, Morristown Municipal Airport, Morristown, NJ - Project Engineer responsible for quality control review of design plans. This project included evaluations and analysis, environmental analysis and permitting, design, and bidding associated with the construction of airfield pavement and base course, drainage structures, service roads and bridges, retaining walls, runway safety area (RSA) improvements, Engineered Materials Arresting System (EMAS), and instrument landing system (ILS) facilities for the primary runway at this large general aviation airport. Evaluations completed for the project included on-site environmental investigations, delineation of specifically regulated project areas, evaluations of various impacts in conformance with environmental regulations, geotechnical investigations and laboratory analysis of existing soil properties, investigating and monitoring groundwater elevations, analysis of the current and future

SCOTT S. SHILLIETO, PE

MJ | AIRFIELD ENGINEER

Scott has experience in the design and inspection of aviation projects at both commercial and general aviation facilities. He has assisted on numerous airport design and planning projects, completing tasks that included runway and taxiway layout, drainage design, quantity takeoffs, estimating, pavement design, geometric design, lighting, and signing. He also has experience as a resident engineer at TF Green Airport near Providence, RI, Hanscom Field in Bedford, MA and Manchester Boston Regional Airport, in Manchester, NH. Scott observed construction and completed all required documentation for several projects. Scott is proficient in both AutoCAD Civil3D and MicroStation.

RELEVANT EXPERIENCE

Rhode Island T.F. Green International Airport Runway 34 Construction Administration Phase II - Runway 34 End Safety Area, NAVAID Improvements, and Wetland Mitigation, Rhode Island T.F. Green International Airport, Warwick, RI - Assistant to the Resident Engineer responsible for monitoring the construction of the project. MJ provided resident engineering services to AECOM for Phase II - Runway 34 End Safety Area and NAVAID Improvements and Wetland Mitigation at TF Green Airport, including the runway safety area, EMAS, NAVAID (FAA & RIAC Owned), embankment construction, raising the RW 34 threshold elevation, vehicle service road construction, new pavement, drainage, wetland site mitigations, pavement markings, taxiway and runway lighting, and signage improvements. Project Owner: Rhode Island Airport Corporation

Runway 34 Resident Eng, T.F. Green, RI - Assistant to the Resident Engineer responsible for monitoring the construction of the project. This project reconstructed the end of Runway 34 including a portion of the runway and the entire runway safety (including a new EMAS pad) while providing NAVAID improvements. Project Owner: Rhode Island Airport Corporation

Bangor Runway 15-33 Repair Alkali-Silica Reaction (ASR) Runway 15/33, Bangor International Airport, Bangor, ME - This project involves the design, bidding and construction services for the repair of two localized surface heaves on Runway 15-33. MJ engaged JTC and internal staff to conduct the geotechnical investigation and following the review the results, MJ and APTech developed and presented six pavement design alternatives to the airport and MJ provided recommendations on the best solution for consideration by BGR. The subsequent 30-day period consisted of MJ's publishing of two project deliverables, a stakeholder coordination meeting led by MJ, and the publishing of the final bid documents. MJ reviewed and drafted a Bid Award Recommendation letter to BGR. MJ also completed the FAA Grant Application for execution by the City of Bangor. Pending acceptance of the FAA Grant Application, the ASR repairs will take place in the Fall of 2021. Project Owner: City of Bangor

Belfast-Runway 15 Partial Parallel Taxiway & Runway 33 Bypass Taxiway, Belfast Municipal Airport, Belfast, ME - Assistant Engineer responsible for pavement design/layout, electrical design/layout, safety and phasing plans/reports, erosion control and erosion control plans, bidding and award assistance and miscellaneous construction assistance. Selected as a new consultant after the project was stalled by permitting, MJ provided stormwater design, wetland permitting, bidding, construction administration and resident engineering oversight on behalf of the City of Belfast. Project Owner: City of Belfast, Maine

Bradley Catch Basin Plates Temporary Drainage Structure Repair, Bradley International Airport, Windsor Locks, CT - MJ was contracted to provide design and bid phase services associated with the removal of the existing steel plates and installation of new steel plates on the side-by-side stormwater drainage and glycol collection/ recovery systems catch basins, located on the Air Carrier Apron at Bradley International Airport. MJ provided structural analysis and designed the plates to carry the largest aircraft load anticipated on the Air Carrier Apron as

well as shear calculations for the bolts. As part of the new design, we designed a plate taper and recessed the bolts to allow uninhibited passage of snow clearing vehicles. Additional consideration was given to the stormwater and glycol flows to pass to pass into the basins and provide access to the gate valves located below the catch basin grates. MJ developed the construction safety plan and coordinated with the CAA to determine the progression of the work during construction to minimize impact on passengers. Project Owner: Connecticut Airport Authority

Burlington International Airport - Rehabilitate Taxiway A, VT - The project involves design, bidding, and construction services for the rehabilitation of approximately 1,800 LF x 75' of parallel Taxiway A as well as two connector taxiways. Project includes drainage modifications, review of geometric and grading standards, complex coordination of project phasing to minimize impacts to the parallel runway, new lighting, and permitting. Project Owner: Burlington International Airport

Elmira Corning Terminal Revitalization, Elmira Corning Regional Airport, Horseheads, NY - The design and construction of the $61.5M terminal expansion and renovation, funded through the NY Upstate Airport Economic Development and Revitalization and FAA grant monies, was accomplished with a fast-track approach. The design and construction of the airport terminal improvements was advanced to completion in approximately 18 months, with a scheduled completion date of October 31, 2018. The project included expansion to accommodate a new concourse area, a new security checkpoint, a new baggage handling facility and claim area, and both new and renovated passenger boarding bridges. An enclosed courtyard that showcases the local landscape and was built with sustainable building and renewable energy technologies, including a geothermal heating and cooling system for the entire facility was an important feature. Entirely new M/E/P and fire protection systems were also integral components of this renovated/expanded facility. The project was designed and bid in phases to allow for continued operation of the facility while the terminal expansion was progressing. Project Owner: Chemung County

Hanscom Field Taxilane and Apron Pavement Reconstruction, Laurence G. Hanscom Field, Bedford, MA - Project Engineer responsible for geometric design, pavement parking, shop drawing review, construction safety phasing plan, quantity takeoffs, bidding and addendum preparation, and as-built plans. This project involves design, construction administration and resident engineering for the reconstruction of the taxilane and apron pavements around the Pine Hill T-Hangars at the L.G. Hanscom Field, in conformance with FAA Airport Design guidelines. Recycled pavement was used as a stabilized base course for the new pavement. New bituminous concrete wearing surfaces were constructed throughout the project limits. Phased construction was utilized to minimize disruptions to T-hangar operations. New pavement markings and drainage were also provided. Project Owner: Massachusetts Port Authority

Hanscom Taxiway G Runup Area & Runway 23 Safety Area Improvements, L.G. Hanscom Field, Bedford, MA - Junior Engineer responsible for geometric design, lighting, grading and drainage and preparation of the Construction Safety and Phasing Plan. As the Resident Engineer, Scott was responsible for coordinating testing, monitoring construction activities, reviewing periodic cost estimates, assembling and hosting meetings, and writing meeting minutes. This project involves design, bid phase, construction administration and resident engineering services for the construction of a new runup area on Taxiway G, improvements to the runway safety area (RSA) for the Runway 23 end, and the installation of an airfield access road for a temporary Airfield Rescue and Fire Fighting (ARFF) at L.G. Hanscom Field. The scope of work will include: construction of a new paved aircraft runup area on Taxiway G near the end of Runway 23; rehabilitation of pavement areas within the RSA to reclaim the impervious pavement materials; install 200 ft by 200 ft paved RSA for the Runway 23 end and placement of turf along the rest of the RSA; and constructing a paved road from the temporary ARFF Building Addition to the runway. Careful construction phasing will be provided to minimize disruptions. New pavement markings and lighting improvements to Taxiway G will also be provided. Project Owner: Massachusetts Port Authority

ZACHERIAH E. NELSON, MPA

MJ | LEAD SENIOR AIRPORT PLANNER

Mr. Nelson is an Airport Business Top 40 Under 40 recipient with over 14 years of airport planning and design experience, including both domestic and international projects. Having direct experience across a broad spectrum of airport issues, he has led a variety of projects, including airport master plans, noise compatibility studies, aircraft/airport compatibility assessments, runway safety area determination studies, airspace obstruction analyses, eALP's, aviation forecasting, and airport capacity studies. Mr. Nelson is also experienced in teaching collegiate-level airport planning and design courses, participating in industry conference panel discussions, and conducting focused research.

RELEVANT EXPERIENCE

On-Call Planning Review and Advisory Services, Fort Lauderdale-Hollywood International & North Perry Airports, Fort Lauderdale, FL - Senior Airport Planner responsible for technical deliverables to support alternative development and recommendations for tenant, heliport, airspace planning, air cargo center development and bicycle path programming and providing on-site planning advisory services. McFarland Johnson is providing professional consulting services to the Broward County Aviation Department for projects at Fort Lauderdale Hollywood International Airport and North Perry Airport. Task assignments to date at Fort Lauderdale-Hollywood have included: landside master plan assistance (including parking, circulation and access plans), on-site planning support advisory services (Northwest and West MRO campus development, bikeway analysis, runway drop off safety enhancements, review of NEPA requirements and development of land use alternatives), Categorical Exclusion for the pavement rehabilitation on the North Airfield, and development of a dynamic master plan interface as well as other technical development support (parcel data, portal web page development). Project Owner: Broward County Aviation Department

Dynamic Master Plan Assistance, Fort Lauderdale-Hollywood International Airport, Fort Lauderdale, FL – Senior Airport Planner responsible for technical deliverables to support alternative development and recommendations for tenant, heliport and airspace planning, air cargo center development, and bicycle path programming. McFarland Johnson is providing planning assistance under this term agreement. To date, MJ has been involved in a number of task assignments, providing alternatives review and recommendations for projects such as: departure curbs; arrival curb emergency vehicle parking; cell phone waiting lot; and air cargo center. Also provided bike path program development & recommendations, and on-site planning advisory services. Project Owner: Broward County

Gerald R. Ford Strategic Real Estate Development Plan, Gerald R. Ford International Airport, Grand Rapids, MI - Deputy Project Manager and Lead Planner responsible for branding consultation, alternative development schemas, phasing, financial proformas, DAT development, client engagement and quality review. GRR, the second busiest commercial service airport in Michigan, is comprised of approximately 3,130 acres of land with approximately 900 acres of property available for lease and development. There are specific real estate development opportunities that require or are significantly enhanced by the presence of the Airport. MJ has been tasked with identifying these aviation/real estate relationships, determining which types of development are appropriate for and desired by the Airport and developing a Strategic Real Estate Development Plan to guide and facilitate desired aviation and non-aviation real estate development. To achieve this objective, MJ will prepare a master land use and site development plan for specific parcels on or adjacent to GRR based on current regional and national market trends and conditions obtained through a real estate market analysis. The unified master land use plan and associated development concepts will provide a framework for future development, evaluate development phasing, costs and financial impacts, identify a strategic implementation action plan and include a comprehensive marketing program and tools to target potential tenants.

ZACHERIAH E. NELSON, MPA

MJ | LEAD SENIOR AIRPORT PLANNER

Greenville Downtown Airport Layout Plan (ALP) Updates, Greenville Downtown Airport, Greenville, SC - Project Manager responsible for project coordination. This project will focus on providing a 20-year development plan for the busiest General Aviation airport in the state of South Carolina by providing focused yet flexible solutions to facilitating new and expanded activities by several disparate types of airport users and tenants. Additionally, a detailed Runway Safety Area (RSA) determination will be included in this study effort to provide analysis and guidance relative to mitigating non-standard RSA conditions for the Airport's primary runway without reducing airfield utility. This will provide for additional useable runway length without physical expansion. Project Owner: Greenville Downtown Airport

Greenville-Spartanburg Auto Parking Expansion Project Definition and Programming, Greenville-Spartanburg International Airport, Greer, SC - Deputy Project Manager and Lead Planner responsible for parking demand forecasting, design alternatives identification, value engineering coordination, client engagement and quality review. This project involves development of a project definition and programming (PDP) report, including detailed planning and preliminary engineering drawings, that outline proposed parking development areas, project budgets, and construction schedules to address parking demand through 2025 and 2030 for five (5) parking types and areas. This information will be based on a detailed analysis including: recent changes in parking demand and passenger traffic, preliminary site investigations, revised site layouts, preliminary site grading and construction cost estimates. The PDP will establish forecast demand levels and identify proposed parking areas for public economy parking, employee parking, valet parking and cell phone waiting lot parking. Project Owner: Greenville-Spartanburg Airport Commission

Greenville-Spartanburg International Airport Dynamic Master Plan & e-ALP Update, Greenville-Spartanburg International Airport, Greer, SC - Lead Planner responsible for coordinating and completing project tasks, including inventory of existing conditions and stakeholder engagement, aviation demand forecasting, demand capacity analysis and facility requirements identification, development alternatives support, implementation plan, public participation, and client coordination. This Plan includes scenario-based planning analyses and an innovative dynamic planning approach that provides quick feedback regarding possible scenarios and resultant impacts. GSP staff are able to analyze new opportunities and planning challenges proactively before they occur rather than undergoing time consuming and costly planning efforts in a reactionary manner. The Plan focuses primarily on landside access, circulation and auto parking facilities, air cargo facility development and operations, enhanced land development and obstruction planning and consolidation of previous planning efforts into a single electronic source for planning and GIS information. The plan incorporates adjustable forecasts, scenario-based planning, planning activity levels with specific trigger points and enhanced land development and highest or best use principles. Project Owner: Greenville-Spartanburg Airport Commission

Greenville-Spartanburg International Airport Terminal Expansion Study, Greer, SC - Deputy Project Manager and Lead Planner responsible for development of project definition and programming report (PDP) which identifies a preferred commercial terminal development program to enable GSP to accommodate up to and beyond 3 million annual enplaned passengers. This project entailed study and development of a project definition and programming (PDP) report that identifies a preferred commercial terminal development program to enable GSP to accommodate up to and beyond 3 million annual enplaned passengers. The resultant $170 million dollar program provides for two concourse expansions, eight additional aircraft gates, expanded commercial aircraft apron (including RON apron), an FIS facility, expanded outbound baggage system, an additional three-unit baggage claim, an expanded administrative suite and significant roadway modifications and terminal curb improvements. Project Owner: Greenville-Spartanburg Airport Commission

RICK LUCAS

MJ | SENIOR AVIATION PLANNER

Rick is a project manager, senior aviation planner and licensed private pilot with a unique background in aviation and more than 17 years of airport project management and planning experience. He has been involved in numerous aviation planning studies including airport master plans and state aviation system plans. His expertise includes the research and demand trends analysis of both general aviation and commercial service airports; development of aviation demand forecasts; assessment of airside/landside requirements; financial feasibility assessments; and strategy development; as well as Airline coordination. Rick has extensive experience assisting airport clients with capital program development and funding strategies, supporting program and project development; from needs identification, through funding/grant application and project implementation. Previously, Rick worked in an airport operations department where he learned the fundamentals of airport operations and management, such as knowledge and enforcement of FAR Part 139 and TSR 1542 regulations, emergency accident/incident response, and resolving airport tenant disputes. Rick has also earned a B.S. Degree in Aviation Business Administration, Airport Management from Embry-Riddle Aeronautical University.

RELEVANT EXPERIENCE

Greenville-Spartanburg Auto Parking Expansion Project Definition and Programming, Greenville-Spartanburg International Airport, Greer, SC - Deputy Project Manager and Lead Planner responsible for parking demand forecasting, design alternatives identification, value engineering coordination, client engagement and quality review. This project involves development of a project definition and programming (PDP) report, including detailed planning and preliminary engineering drawings, that outline proposed parking development areas, project budgets, and construction schedules to address parking demand through 2025 and 2030 for five (5) parking types and areas. This information will be based on a detailed analysis including: recent changes in parking demand and passenger traffic, preliminary site investigations, revised site layouts, preliminary site grading and construction cost estimates. The PDP will establish forecast demand levels and identify proposed parking areas for public economy parking, employee parking, valet parking and cell phone waiting lot parking. Project Owner: Greenville-Spartanburg Airport Commission

Greenville-Spartanburg International Airport Terminal Expansion Study, Greer, SC - Deputy Project Manager and Lead Planner responsible for development of project definition and programming report (PDP) which identifies a preferred commercial terminal development program to enable GSP to accommodate up to and beyond 3 million annual enplaned passengers. This project entailed study and development of a project definition and programming (PDP) report that identifies a preferred commercial terminal development program to enable GSP to accommodate up to and beyond 3 million annual enplaned passengers. The resultant $170 million dollar program provides for two concourse expansions, eight additional aircraft gates, expanded commercial aircraft apron (including RON apron), an FIS facility, expanded outbound baggage system, an additional three-unit baggage claim, an expanded administrative suite and significant roadway modifications and terminal curb improvements. Project Owner: Greenville-Spartanburg Airport Commission

Trenton-Mercer Airport New Terminal EA, Design & Construction, Trenton-Mercer Airport, West Trenton, NJ - This project requires preparation of an Environmental Assessment for construction of a new 125,000 SF terminal building, realigned access roads, relocation of the Aircraft Rescue and Firefighting (ARFF) building and an expansion of the vehicle parking lot. Key environmental concerns expressed by the public included noise, air quality, wetlands, floodplains, and stormwater. Project Owner: Mercer County

RICK LUCAS

MJ | SENIOR AVIATION PLANNER

Cape Cod Gateway Airport On-Call Planning & CIP Support, Cape Cod Gateway Airport, Hyannis, MA - Project Manager McFarland Johnson was selected to serve as a consultant for this three-term agreement, providing airport planning services for the Cape Cod Gateway Airport (formerly Barnstable Municipal Airport) in Hyannis. The airport is unique in its seasonality and air service role supporting the Cape and Islands region of Massachusetts combined with environmental sensitivities and oversight by the Cape Cod Commission. Tasks under this on-call planning contract include Airport Capital Improvement Plan development, an Airport Business Plan, airline networking presentations, Airport Rates and Charges Study, preparation of an Airport Master Plan, and PFC program amendments. Project Owner: Town of Barnstable, Massachusetts

Cape Cod Gateway Airport Rates and Charges Study, Cape Cod Gateway Airport, Hyannis, MA - Cape Cod Gateway Airport (formerly Barnstable Municipal Airport) management identified a need to improve the methods by which they establish Airport rates and charges during the annual budgetary cycle. MJ provided a spreadsheet-based financial model that analyzes and demonstrates a direct link between costs borne by the Sponsor and fees charged for use of the airfield and terminal areas. Additionally, the model includes added functionality to support the Sponsor's pricing policy for the fuel concession business, and distinctions rates to accommodate use by signatory and non-signatory operators, and the potential for applying seasonal premiums. The Study documentation provides the basis for a change in rate-making method, includes relevant information and guidance pertaining to FAA grant assurances and Airport Compliance Manual guidance for use by Airport Management and the Airport Commission. Project Owner: Town of Barnstable, Massachusetts

Nantucket Memorial Airport Rates and Charges Study, Nantucket Memorial Airport, Nantucket, MA - The Nantucket Memorial Airport Commission identified a need to study rates and charges at Nantucket Memorial Airport. It was the Airport's goal to evaluate existing levels for rates and charges, as well as to review and update the method for determining rates and charges at the Airport. The study included a review of the existing airport rates and charges, the development of recommendations for updates to existing airport rates and charges, and the development of a recommended rate-setting method and model for recurring use to assist with the long-term development of rates and charges each budget year into the future. In addition, the project included a policy and procedural review to identify any linkage between fees charged with accounts and sub-accounts and to identify any needs for improvements that can aid the Airport in collecting, coding, tracking, and improving the appropriateness of fees for the long-term. Project Owner: Nantucket Airport Commission

DRBA-Develop Passenger Facility Charge Program Application Documents at Wilmington Airport, Wilmington Airport, Wilmington, DE - Senior Airport Planner responsible for project coordination related to the PFC application. This project involves developing a Passenger Facilities Charge (PFC) program application for the Wilmington Airport (ILG). The program incorporates the use of PFC funds collected from 2014 through 2017 and is the first PFC program at ILG. Tasks include coordination with the FAA; the completion of project details and descriptions; preparation of cash flow projections; and establishment and justification of project eligibility. Additionally, the project includes compiling all information for the required notices to air carriers and the public, as well as preparation of a presentation for an air carrier coordination meeting. The result of the project will be a PFC program, meeting all FAA requirements, and the reimbursement of local share costs for over 20 projects. Project Owner: Delaware River and Bay Authority

BRADY BREWSTER

MJ | AVIATION PLANNER

Mr. Brewster is a passionate aviation planner with consulting and on-site experience at a wide range of airports from general aviation fields to the nation's busiest large-hubs. He has conducted Airport Master Plans, including preparation of written narrative reports, forecasts of aviation demand, site planning studies, and graphic model development. He has also conducted commercial aircraft gate analyses, terminal expansion planning studies and coordinated the preparation of policy and procedure documents to optimize planning workflows at large-hub airports. He is experienced in multiple planning platforms including: AviPlan, AutoCAD and Geographic Information Systems (GIS). Mr. Brewster also has experience supporting the day-to-day project and operational planning needs of large commercial service airports as an on-site extension of staff.

RELEVANT EXPERIENCE

Broward - FLL Commercial Air Gate Change Review Process, , Fort Lauderdale, FL - Airport Planner responsible for conducting gate planning and modeling for all 66 existing gates and remaining overnight parking areas at the Fort Lauderdale-Hollywood International Airport. In addition to providing functional figures for maintenance and operations teams to ensure proper paint markings were present on the airfield, Mr. Brewster drafted a policy and procedure documents to directly manage requests from airlines for modification to paint markings at existing gates. This policy, adopted in August 2020 will better utilize airport department resources and ensure a timely planning review is conducted for safety and uniformity of all gate modeling and gate stand paint markings. In addition to policy documentation, an airport-wide model was created with dynamic functionality showing 2D and 3D aircraft parking movements and passenger boarding bridge docking simulations. Project Owner: Broward County

Commercial Aircraft Gate Modeling and Change Review Process at Fort Lauderdale-Hollywood International Airport, Fort Lauderdale, FL – As a specialist in AviPLAN aircraft modeling software, Mr. Brewster conducted gate planning and modeling for all 66 existing gates and remain overnight parking areas at the Fort Lauderdale-Hollywood International Airport. In addition to providing functional figures for maintenance and operations teams to ensure proper paint markings were present on the airfield, Mr. Brewster drafted a policy and procedure documents to directly manage requests from airlines for modification to paint markings at existing gates. This policy, adopted in August 2020, will better utilize airport department resources and ensure a timely planning review is conducted for safety and uniformity of all gate modeling and gate stand paint markings. In addition to policy documentation, an airport-wide model was created with dynamic functionality showing 2D and 3D aircraft parking movements and passenger boarding bridge docking simulations. Project Owner: Broward County

On-Site Supplemental Planning Support Services for Projects at Fort Lauderdale-Hollywood International Airport, Fort Lauderdale, FL – Airport Planner for the Broward County Aviation Department responsible for serving as an extension of staff to the Broward County Aviation Department, completing planning analyses, preparing documentation, and conducting advance planning studies to implement an aggressive capital improvement program recommended by the recently completed Master Plan. Fort Lauderdale's vision for the future calls for demand-driven, incremental units of development that include an Automated People Mover (APM) system connecting all four terminals, an intermodal center, a new parking garage and hotel/commercial center, in addition to robust terminal expansion and the addition of a fifth terminal complex to meet growing passenger demand. Mr. Brewster is well versed in FAA planning and design criteria and has prepared maps, figures, reports, and development analyses to strategically guide recommendations on airside and landside development. Project Owner: Broward County

BRADY BREWSTER

MJ | AVIATION PLANNER

Purpose & Need Documentation for Landside Projects at FLL, Fort Lauderdale-Hollywood International Airport, Fort Lauderdale, FL - Extension of staff Airport Planner Airport Planner responsible for serving as an extension of staff to the Broward County Aviation Department, completing planning analyses, preparing documentation and providing QA/QC for all deliverables. This project included aviation planning analyses essential to the development of required purpose and need projections, calculations, modeling, and documentation to support the alternative refinement of airport landside projects and initiatives including the Automated People Mover (APM), Parking Garage Demolition and Replacement and the Terminal Loop Roadway and Curbfront Improvements. The purpose and need documentation provided pertinent background information regarding need and justification for the recommended airport improvements as presented in the most recent Master Plan Report, ALP drawing set, and other information provided by BCAD. Existing and projected aviation activity was discussed as it relates to the recommended improvements. Financing, implementation, and phasing of the proposed improvements were also discussed. Project Owner: Broward County

Greenville-Spartanburg Miscellaneous Land Planning Support, Greenville-Spartanburg International Airport, Greer, SC - Airport Planner responsible for conducting a special study to determine the compatibility of serving a widebody 747 aircraft at the existing terminal layout. Also responsible for preparing 2D and 3D models to show aircraft movements powering in to a proposed widebody parking spot, providing a passenger boarding bridge compatibility assessment, and ensuring all appropriate safety and operational clearances are maintained. Resulted in increased capacity and flexibility for the airport while utilizing existing infrastructure and resources. The Airport has a total of roughly 4,700 acres of land, with approximately 50% of that available for non-aeronautical development. MJ is providing land development and land use planning for various parcels within GSP's portfolio to prepare them for marketing to potential tenants. Parcel development; highest and best use analyses; roadway network and illustrative renderings and modeling are being provided under this task.

City of St. George - SGU Airport Master Plan, St. George Regional Airport, St. George, UT - Airport Planner responsible for assisting with terminal modeling. Conducted spatial analysis for check-in areas, TSA screening areas and passenger hold rooms. He also provided modeling for commercial parking positions on the airfield to ensure compatibility with existing Passenger Boarding Bridges. This project represents the first Airport Master Plan developed for the St. George Regional Airport. The purposed of the Plan is to evaluate the growing needs of the Airport users as well as the aviation needs of the surrounding communities. The first step was to determine a method of forecasting, as there were fewer than ten years of historical data, and the existing facilities were already becoming constrained. A stakeholder committee was established and a public information workshop conducted to encourage public participation in the project. Project Owner: City of St. George

Cape Cod Gateway Airport Master Plan/Airport Layout Plan Update, Cape Cod Gateway Airport, Barnstable, MA - Airport Planner responsible for gate modeling simulations and conceptual terminal modifications that will assess how expanded traffic will impact both airside and landside facilities. McFarland Johnson was selected to create the Master Plan. The airport is unique in its seasonality and air service role supporting the Cape and Islands region of Massachusetts combined with environmental and community sensitivities. The Master Plan includes an airports GIS survey, scenario-based forecasts and capacity that are uniquely influenced by its seasonal service, a robust environmental overview, terminal building and apron review due to changing airline fleets, runway length evaluation, and review of non-standard geometry. Additional considerations are non-aviation revenue and income diversification and roadway access to the airport. Project Owner: Town of Barnstable, Massachusetts

ROBERT TOOMEY

MJ | SENIOR CAD TECHNICIAN

Mr. Toomey is experienced in the use of MicroStation, AutoCAD and ArcView and utilizes this software to develop associated plans, figures and layout sheets for a variety of environmental, planning, and design assignments. Mr. Toomey's experience includes providing plans, details, and quantity estimates to support aviation, highway and bridge projects.

RELEVANT EXPERIENCE

Master Plan Update, Key West International Airport, Key West, FL - Technician responsible for development of Master Plan figures. This Master Plan Update addressed several key issues including runway length requirements, passenger terminal capacity, curbside and parking capacity, aircraft parking positions and apron capacity and configuration, runway and taxiway geometry, and future general aviation (GA) facility requirements. As a subconsultant, MJ is responsible for: evaluation of existing general aviation (GA) and land use conditions, GA and based aircraft forecasts of activity, GA facility requirements and development alternatives, land use planning, NAS Key West joint use facility analyses, and public involvement. Project Owner: Monroe County

Airport Layout Plan Updates, Sumter County Airport, Sumter, SC - CADD Technician responsible for AutoCAD figures, plans and obstruction analysis. McFarland Johnson conducted an Airport Layout Plan Update for Sumter Airport. The project explored the extension of the primary runway to better accommodate mid- to large-sized corporate jets, which are increasingly utilizing the Airport. The plan also identified opportunities to develop new hangar space and diversify airport revenues through targeted asset management. This 14-month project relied heavily on direct engagement with the Airport Sponsor and a diverse group of stakeholders, culminating in an airport development workshop and strong consensus for the recommended plan. The project was funded primarily by the FAA through an AIP grant to the Airport with matching funds provided by both the South Carolina Aeronautics Commission and the Airport Sponsor. Project Owner: Holt Consulting Company, LLC

Airport Layout Plan (ALP) Updates, Greenville Downtown Airport, Greenville, SC - CADD Technician responsible for AutoCAD figures, plans and obstruction analysis. This project will focus on providing a 20-year development plan for the busiest General Aviation airport in the state of South Carolina by providing focused yet flexible solutions to facilitating new and expanded activities by several disparate types of airport users and tenants. Additionally, a detailed Runway Safety Area (RSA) determination will be included in this study effort to provide analysis and guidance relative to mitigating non-standard RSA conditions for the Airport's primary runway without reducing airfield utility. This will provide for additional useable runway length without physical expansion. Project Owner: Greenville Downtown Airport

Dynamic Master Plan & e-ALP Update, Greenville-Spartanburg International Airport, Greer, SC - CADD Technician responsible for AutoCAD figures and plans, GIS work and obstruction analysis. This Plan includes scenario-based planning analyses and an innovative dynamic planning approach that provides quick feedback regarding possible scenarios and resultant impacts. GSP staff are able to analyze new opportunities and planning challenges proactively before they occur rather than undergoing time consuming and costly planning efforts in a reactionary manner. The Plan focuses primarily on landside access, circulation and auto parking facilities, air cargo facility development and operations, enhanced land development and obstruction planning and consolidation of previous planning efforts into a single electronic source for planning and GIS information. The plan incorporates adjustable forecasts, scenario-based planning, planning activity levels with specific trigger points and enhanced land development and highest or best use principles. Project Owner: Greenville-Spartanburg Airport Commission

JOSEPH PETZACK

MJ | LEAD CONSTRUCTION INSPECTOR

Mr. Petzack's experience in the commercial building field includes project management, construction inspection, project planning, scoping, project coordination, and estimating. Commercial building experience also includes inspecting/overseeing single and multiple story additions, new builds, subgrade utilities, and site work.

RELEVANT EXPERIENCE

Key West International Airport Customs and Border Protection Facility Renovation, Key West International Airport, Key West, FL - Construction Inspector responsible for client coordination, schedule, overseeing material installation, quality assurance and project close-out. Planning, design and construction administration services are being provided for an expansion to the existing Customs Border Patrol facility. Currently, the facility processes 15 passengers per hour. The expanded facility will accommodate 150 passengers per hour. Extensive coordination with federal agencies (i.e. DHS and CBP), as well as the FAA and FDOT is required. MJ is providing all civil, M/E/P design construction administration, drainage, environmental, estimation and inspection services. Project Owner: Monroe County

Key West International Airport Elevated Maintenance Facility Design, Permitting and Construction Services, Key West International Airport, Key West, FL - This project involves the construction of an elevated airport maintenance facility at the Airport. The scope of work includes construction of an elevated airport maintenance vehicle and storage facility area that is connected to the existing elevated airport parking deck. The deck will be approximately 100' x 100' to its furthest extent, although the footprint will not be square and will be configured to accommodate site restrictions. A portion of the deck is covered with a roof matching the existing terminal building. Project Owner: Monroe County

Monroe County - EYW Access Road CA, , Key West, FL - This project comprised a new airport access road with parking, drainage, and lighting upgrades. Around 500-feet of two-lane roadway, 140-feet of single-lane land road, 50 parking spots, 440 feet of 8-inch waterline and other miscellaneous items were built. Project Owner: Monroe County

Monroe County - Key West International Airport (EYW) Customs Border Protection Facility Renovations Construction Services, , Key West, FL - Construction Inspector responsible for client coordination, schedule, overseeing material installation, providing quality assurance and project close-out. The project consists of construction to renovate the existing Terminal Building Annex that houses the U.S. Customs and Border Protection Facilities (CBP) at Key West International Airport (EYW) for the County of Monroe, FL. The primary goal of the project is to complete a modernization of the existing CBP facilities and includes demolition and renovation of approximately 5,000 sf of interior space. The construction project is scheduled to start in May 2020 and is scheduled for completion in June 2021. Project Owner: Monroe County

Elmira Corning Terminal Revitalization, Elmira Corning Regional Airport, Horseheads, NY - Construction Inspector responsible for facilitating coordination among multiple primes and subcontractors working in a small space on a tight deadline. The design and construction of the $61.5M terminal expansion and renovation, funded through the NY Upstate Airport Economic Development and Revitalization and FAA grant monies, was accomplished with a fast-track approach. The design and construction of the airport terminal improvements was advanced to completion in approximately 18 months, with a scheduled completion date of October 31, 2018. The project included expansion to accommodate a new concourse area, a new security checkpoint, a new baggage handling facility and claim area, and both new and renovated passenger boarding bridges. An enclosed courtyard that showcases the local landscape and was built with sustainable building and renewable energy technologies,

including a geothermal heating and cooling system for the entire facility was an important feature. Entirely new M/E/P and fire protection systems were also integral components of this renovated/expanded facility. The project was designed and bid in phases to allow for continued operation of the facility while the terminal expansion was progressing. Project Owner: Chemung County

Monroe County - MTH Car Wash Construction Services, , Marathon, FL - Construction Inspector responsible for submittal tracking, schedule, overseeing material installation, quality assurance and project close out. This project includes the construction of a 3,200 square foot car wash facility and driveway path to service rental car fleets and Monroe County Department of Public Works vehicles at the Florida Keys Marathon Airport. The project will include the following major work items: utility installations to service the car wash facility; construction of a four bay CMU car wash building; electrical, and mechanical equipment; asphalt driving path between wash facility and rental car parking area; and stormwater management facilities. MJ will provide professional services including administrative, resident inspection, geotechnical, as well as materials field and laboratory testing services during the construction of the project. Project Owner: Monroe County

T-Hangar Taxilanes Phase I-East Reconstruction & Main Apron Rehabilitation, Cortland County Airport, Cortland, NY - Construction Inspector responsible for construction supervision. The taxilane reconstruction requires an 86,000-sf, full-depth pavement reconstruction. The main apron rehabilitation required approximately 125,000 sf of pavement mill and overlay, and approximately 53,000 sf of full-depth pavement reconstruction. Pavement markings, drainage improvements and new edge and overhead lighting will also be provided. Design, bidding and construction administration services were provided. Project Owner: Cortland County

Hamilton - Apron Expansion Design, Hamilton Municipal Airport, Hamilton, NY - This project included the reconstruction and expansion of the failing pre-existing 22,200 sf aircraft apron, to an increased size of approximately 60,000 sf, in order to accommodate larger aircraft during peak times. The design effort for the aircraft apron expansion, reconstruction, and strengthening included a full-depth asphalt pavement section, grading and drainage, placement of new aircraft tie-down positions, placement of reflective pavement edge delineators, new pavement markings, and demolition of an existing T-hangar. Project Owner: Village of Hamilton

Hamilton 10 Bay T-Hangar Design and Construction Administration, Hamilton Municipal Airport, Hamilton, NY - Construction Inspector responsible for construction supervision. This project involved design and construction administration for a new, single 10-bay T-Hangar and associated site work improvements at the Airport. MJ assisted the Village of Hamilton in applying for and securing grant assistance for the project through the NYS Airport Development Program and administered this grant throughout the course of the project. The scope of services included T-hangar design, new electrical service, automated bi-fold doors, interior and exterior lighting, as well as installation of associated pavement markings. Construction phase services included construction administration, part-time inspection, materials testing, shop drawing review and grant closeout. Project Owner: Village of Hamilton

Hamilton - 10-Bay T Hangar CA, , Hamilton, NY - Construction Inspector responsible for client/contractor coordination, construction quality control, contractor payment, contract document interpretations and project closeout. This project involves design and bidding services for a Terminal Hangar Rehabilitation project at Hamilton Municipal Airport. The project will provide for repairs to the existing 7,000 square foot Terminal Hangar (including the terminal building and an attached maintenance/aircraft storage hangar); Approximately 6,500 square feet of the building is utilized for aircraft maintenance and storage, with the remaining space utilized for the attached general aviation terminal building. Project Owner: Village of Hamilton

ROBERT BUERKLE, PE

MJ | SENIOR ENGINEER & CONSTRUCTION MGR.

Mr. Buerkle is a former airport manager with over 37 years of professional experience in the transportation industry including planning construction management, project management and overall system management. As a former airport manager, Mr. Buerkle has experience in the overall management of airport facilities, budgeting, contract management, reviewing and approving payments, negotiating hangar leases, airport tenant relations, community relations, capital project planning, design and construction management. Mr. Buerkle's experience includes managing projects involving airport safety improvements, airport runways, taxiways, aprons and hangar facilities. Mr. Buerkle's responsibilities included seeking and managing grant funding, grant administration, capital program budgeting and management, system / project planning, preliminary and detailed engineering design, environmental review and permitting, public participation, legislative affairs, cost estimating, bidding, contract / construction administration, construction inspection, materials testing and certification, and construction project management.

RELEVANT EXPERIENCE

City of Oneonta - N66 Terminal Apron Rehabilitation Construction Admin. Oneonta, NY - This project includes the design for a Reconstruction and Rehabilitation of the Terminal Apron at the Oneonta Municipal Airport, with approximately 2,680 sy of reconstruction and 5,370 sy of rehabilitation. An assessment of the existing pavement identified a PCI score of 49 for the entire apron, with some sections rating as low as 23. The pavement was originally constructed in 1965 with the founding of the airport. The useful life for any work on the apron has long since passed (20 years for new construction, 10 years for rehabilitation). The project analyzed the existing pavement and recommend areas of full depth replacement or mill and overlay as necessary. The project included a full geotechnical report including subsurface soil conditions to analyze the existing pavements strengths and compare those to the proposed aircraft uses. The project included the replacement of existing edge lighting (approximately 20 lights) and signage (approximately 2 signs) which had outlived their useful life. The replacement of the apron will provide a minimum 20-year useful life. Without the completion of this project, the terminal apron will continue to deteriorate to the point where the terminal building and the attached fuel farm will be inaccessible. Project Owner: City of Oneonta

Corry-Lawrence Airport - Engineering Services for Apron Rehabilitation, Corry-Lawrence Airport, Corry, PA - The scope of work for this project includes removing the existing apron asphalt pavement, regrading the existing subbase, removing and replacing the existing tie-downs, placing superpave asphalt onto the regraded subbase, regrading, seeding and mulching of the embankment adjacent to the apron, and re-marking the new asphalt. Project Owner: Corry Lawrence Airport Authority

Cortland County Airport Master Plan Update, Wildlife Hazard Evaluation & Pavement Management Plan, Cortland County Airport, Cortland, NY - Task Manager responsible for oversight of PMP document development, and project work scheduling; coordination of mapping and compilation of existing pavement data; QA review of all project deliverables, as well as coordination of client meetings. This Master Plan update included reviewing the airfield for updates to FAA standards noted in AC 150/5300-13A, Airport Design. In addition, the users, aircraft characteristics, and role of the airport in the region's economy had changed since the prior Master Plan, including the presence of a based jet at the airfield with limited capabilities due to a runway length of 3,400 feet. An assessment of numerous alternatives related to an extension of Runway 6-24 was conducted. Two additional studies, a pavement Management Study and a Wildlife Hazard evaluation, were also completed to complement the findings of the Master Plan Update. Project Owner: Cortland County

Elmira Corning Regional Airport Long-Term Parking Lot Expansion, Elmira Corning Regional Airport, Horseheads, NY - This project consists of the creation of 300 additional parking spaces to the existing long-term

lot, including relocation of the exit toll plaza to create a safer and more efficient exit point onto Airport Road and additional queue length for patrons. The project will also realign Airport Road, creating an efficient loop road around the airport parking lots for passenger pick up. MJ also provided land acquisition and re-subdivision services for adjacent parcels, as well as extensive landscaping and aesthetic improvements to the adjacent private hangar facility. An off-site overflow parking lot was also developed to accommodate parking during construction. Project Owner: Chemung County

Elmira Corning Terminal Revitalization, Elmira Corning Regional Airport, Horseheads, NY - Construction Manager responsible for monitoring budgets and construction schedules, as well as contractor coordination. The design and construction of the $61.5M terminal expansion and renovation, funded through the NY Upstate Airport Economic Development and Revitalization and FAA grant monies, was accomplished with a fast-track approach. The design and construction of the airport terminal improvements was advanced to completion in approximately 18 months, with a scheduled completion date of October 31, 2018. The project included expansion to accommodate a new concourse area, a new security checkpoint, a new baggage handling facility and claim area, and both new and renovated passenger boarding bridges. An enclosed courtyard that showcases the local landscape and was built with sustainable building and renewable energy technologies, including a geothermal heating and cooling system for the entire facility was an important feature. Entirely new M/E/P and fire protection systems were also integral components of this renovated/expanded facility. The project was designed and bid in phases to allow for continued operation of the facility while the terminal expansion was progressing. Project Owner: Chemung County

Greater Binghamton Airport Master Plan Update, Greater Binghamton Airport, Maine, NY - This project involves the preparation of a Master Plan Update to assure that the Greater Binghamton Airport and its environs are safe and efficient as well as to evaluate the changing needs of airport users and the aviation needs of the surrounding community. Initial tasks of the project included the acquisition of detailed airport mapping compliant with FAA Advisory Circular 150/5300-18B and data for development of a flexible, scenario-based Airport Master Plan Update and Airport Layout Plan. Baseline data will be collected and presented for use in subsequent planning analyses. The project includes development of an airport inventory, aviation forecasts, environmental overview and facility requirements. Project Owner: Broome County

ERI Terminal Apron Rehabilitation and Expansion CA, Erie International Airport, Erie, PA - Construction Administration services for provided for the full removal of a portion of an existing terminal apron and an addition to make the apron larger to accommodate more passenger boarding bridges. Over 7,000 cubic yards of concrete was placed and over 4,000 tons of P-403b and P-401 surface course was placed. Extra attention to safety was needed due to this being an active apron area with multiple commuter flights during working hours. This $5.8M project was finished 2 months early and on budget. Project Owner: Mead & Hunt, Inc.

Ogdensburg-Terminal Expansion & Renovation, Ogdensburg International Airport, Ogdensburg, NY - Senior Project Engineer responsible for providing contractor submittal reviews and materials testing management. This project involves design for a 4,000 sf expansion, as well as a renovation to the existing 7,200 sf terminal building. The expansion includes all the infrastructure improvements needed to accommodate the operational requirements of a 177-passenger Airbus 320 aircraft and the Low-Cost Carrier (LCC) forecast demand, while complying with current FAA and NYSDOT standards. The expansion includes: total renovation of an existing 3,200 sf hangar storage area for use as a new terminal hold room; complete renovation of the existing terminal layout; and modifications to the structural, mechanical, electrical, plumbing, information technology and fire protection systems. The larger terminal includes expanded ticket counters and queuing areas, an upgraded TSA screening lane, expanded baggage claim areas, passenger waiting areas, restrooms, a flat-plate baggage claim carousel and conveyor system, as well as administrative space. Project Owner: Ogdensburg Bridge & Port Authority

DAVID R. ROSA

MJ | LEAD SENIOR ENVIRONMENTAL SCIENTIST

Mr. Rosa has more than 21 years of experience in the environmental field including preparation of National Environmental Policy Act (NEPA) documents, compliance, coordination, permitting, studies, compensatory mitigation, monitoring and environmental management. His project experience includes work in the Southeastern U.S., New York, Puerto Rico, the Caribbean and the U.S. Virgin Islands. He has served as an Environmental Discipline Manager, Project Manager, Environmental Compliance Officer and Permit Coordinator for different types of projects requiring the ability to effectively handle multiple tasks in a fast-paced environment. In those positions, he gained valuable experience in regulatory compliance including preparation of alternative analysis, NEPA documents, agency coordination plans, environmental permit applications, technical reports, monitoring plans and other environmental documentation. He is also a FL Stormwater Erosion and Sedimentation Control Inspector certified by the Florida Department of Environmental Protection (FDEP) and is also in the process of finalizing a training Certificate in Airport Environmental Management from Airport Council International.

RELEVANT EXPERIENCE

On-Call Airport Planning Review and Advisory Services, Broward County Aviation Department, FL - Environmental Project Manager and Sr. Scientist providing technical support on a task assignment basis. Most recent task included aviation planning analyses essential to the development of required purpose and need projections, calculations, modeling, and documentation to support the alternative refinement of airport landside projects and initiatives including the Automated People Mover (APM), Parking Garage Demolition and Replacement and the Terminal Loop Roadway and Curbfront Improvements. Project Owner: Broward County

Fort Lauderdale-Hollywood International Airport Design-Build Runway 9R-27L Expansion, Fort Lauderdale, FL - Environmental Project Manager and Sr. Scientist responsible for agency coordination, obtain approvals from SFWMD, USACE, Broward County ERL / SWM, Broward County Tree Licenses, Dewatering permits, NPDES-Generic Permits, among others. Duties also included delineation of additional wetland areas, contamination screenings and review for dewatering permits, tree surveys and provide environmental support and Stormwater Pollution Prevention Plans (SWPPP) compliance advice. This project involved design and construction via Design-Build Method of the structures that carries Runway 9R-27L and the parallel Taxiway over US-1, FEC RR, Airport's East Perimeter Road, and relocation of NE 10th Street and NE 7th Street improvements. Project Owner: Broward County Aviation Department

Monroe County General Aviation Consultant 5-Year Term Agreement, FL - Environmental Project Manager providing technical support on a task assignment basis. The most recent assignment included a New Access Road to provide a safer and better connectivity for ground support and maintenance vehicles, in particular to fueling trucks that need direct access from S. Roosevelt Boulevard to the existing EYW's fuel farm and terminal apron. Duties and responsibilities included permitting, agency coordination, coastal mitigation (mangroves) and regulatory compliance. Project Owner: Monroe County

Environmental Compliance Support Services, Palm Beach Department of Airports, FL - Environmental Manager responsible for completing the environmental inspections within airports facility including fuel farms, report findings and all work products. Responsibilities included updates to SWPPP associated to MSGP for all four (4) Palm Beach airports, presentation preparation and annual trainings as per MSGP requirements. This project involved environmental inspections at Palm Beach International Airport, F45 Airport, Lantana Airport, and Pahokee Airport, managed by Palm Beach Department of Airports (PBDOA). The purposed of the environmental compliance support services was to help PBDOA maintain compliance with Multi Sector General Permit (MSGP) under the U.S. EPA / FL Department of Airport. Project Owner: Palm Beach Department of Airports

DAVID R. ROSA

MJ | LEAD SENIOR ENVIRONMENTAL SCIENTIST

Florida Keys Overseas Heritage Trail (FKOHT) Wetland Mitigation and Environmental Permitting Support , Key Largo, FL - Project Manager / Senior Scientist responsible for overall design coordination, project deliverables, environmental planning, permitting, wetland mitigation, project schedule and budget control. This project involved the development of a new 974-foot section of the Keys Overseas Heritage Trail (FKOHT) between the Cudjoe Gardens neighborhood and the existing FKOHT crosswalk. MJ developed a Wetland Mitigation Plan and provided environmental permitting support for this new asphalt, multi-use bicycle and pedestrian trail. The scope of work included coordination with regulatory agencies; field validation of wetland boundaries; conducting a wetland functional assessment; preparing a Cumulative Wetland Analysis; preparing an ERP application and obtaining approval from SFWMD; and preparing a CWA Section 404 application and obtaining approval from the USACE. Project Owner: Monroe County

Greenville-Spartanburg Master Plan Environmental Assessment, Greer, SC - Project Manager MJ is providing an Environmental Assessment (EA) under the National Environmental Policy Act (NEPA) in relation to projects identified in a recent master plan update. The EA is being prepared and processed in a manner consistent with applicable federal, regional, and local statutes, regulations, and guidelines. The final product is subject to the FAA and conformed to NEPA (42 U.S.C. 4321 et seq.), the Council on Environmental Quality (CEQ) regulations (40 C.F.R. Parts 1500-1508), applicable Department of Transportation (DOT) Orders, and FAA Orders 1050.1F, Environmental Impacts: Policies and Procedures and 5050.4B, National Environmental Policy Act (NEPA) Implementing Instructions for Airport Actions. The preparation of the EA involved a multidisciplinary effort and preparation of supporting environmental-engineering studies, including: Project Management; Agency Coordination; Inventory and Data Collection; Wetland Delineation; Flora and Fauna Survey; Noise Analysis ; Air Emissions Analysis; Traffic Analysis; Alternative Analysis and Conceptual Design; Public Involvement and an Environmental Impacts Evaluation. Project Owner: Greenville-Spartanburg Airport Commission

Niagara Falls Taxiway Environmental Assessment, Niagara Falls International Airport, Niagara Falls, NY - McFarland Johnson provided professional services to prepare an environmental assessment for the parallel taxiway program at the Niagara Falls International Airport. The project was undertaken through a contract with the airport's sponsor, the Niagara Frontier Transportation Authority with grant assistance from the Federal Aviation Administration and the New York State Department of Transportation. Proposed improvements assessed included the construction of Taxiways B, B1, and B2, the reconstruction of a portion of Taxiway E, the abandonment and removal of portions of Taxiways C, E, and H, and the abandonment and removal of Runway 10R-28L. The environmental assessment will be prepared to address federal and state environmental review requirements in accordance with FAA Orders 5050.4B and 1050.1F. Environmental coordination and documentation will also be developed in accordance with the requirements of 6 NYCRR Part 617 (State Environmental Quality Review as reorganized and adopted on September 20, 1995). Project Owner: Niagara Frontier Transportation Authority

Trenton-Mercer Airport New Terminal EA, Design & Construction, Trenton-Mercer Airport, West Trenton, NJ - Senior Environmental Scientist providing technical support in the preparation of the Environmental Assessment and quality control. This project requires preparation of an Environmental Assessment for construction of a new 125,000 SF terminal building, realigned access roads, relocation of the Aircraft Rescue and Firefighting (ARFF) building and an expansion of the vehicle parking lot. Key environmental concerns expressed by the public included noise, air quality, wetlands, floodplains, and stormwater. Project Owner: Mercer County.

GEORGEANNA M. NUGENT

MJ | SENIOR ENVIRONMENTAL PLANNER & REGIONAL DIRECTOR

Ms. Nugent has put her environmental expertise and project management skills to work on a wide array of municipal, transportation and aviation projects throughout the northeast. She has a thorough understanding of state and federal regulations, including the National Environmental Policy Act (NEPA), the National Historic Preservation Act (NHPA), Section 404 of the Clean Water Act (CWA), and Section 4(f) of the USDOT Act. She is also a Certified Hazardous Materials Manager (CHMM) with extensive knowledge and experience with the Resource Conservation and Recovery Act (RCRA) and the Comprehensive Environmental Response, Compensation and Liability Act (CERCLA). She is currently serving on the American Association of Airport Executives (AAAE) PFAS Working Group and the Airport Cooperative Research Programs (ACRP) Development of PFAS Source Differentiation Guidelines for Airports.

RELEVANT EXPERIENCE

Monroe County (FL) Airports General Consultant 5-Year Term Agreement, Key West Int'l & Florida Keys Marathon Airports, Multiple Locations, FL - Regional Director providing QA/QC and project oversight support on a task assignment basis. MJ has provided planning, general environmental services, design, permitting and construction services for a number of taks under this term agreement, including a four-bay rental car wash facility at Florida Keys Marathon Airport; as well as demolition of the former Hertz building; expansion of the customs and border protection (CBP) facility; a new two-lane FBO access road; and an elevated parking deck with covered airport maintenance facility area at Key West International Airport. MJ also performed a hazardous materials survey in support of the former Hertz building demolition at Key West International. Project Owner: Monroe County

Purpose & Need Documentation for Landside Projects at FLL, Fort Lauderdale-Hollywood International Airport, Fort Lauderdale, FL - Regional Division Director responsible for the QA/QC of the environmental documentation of the proposed projects. This project included aviation planning analyses essential to the development of required purpose and need projections, calculations, modeling, and documentation to support the alternative refinement of airport landside projects and initiatives including the Automated People Mover (APM), Parking Garage Demolition and Replacement and the Terminal Loop Roadway and Curbfront Improvements. The purpose and need documentation provided pertinent background information regarding need and justification for the recommended airport improvements as presented in the most recent Master Plan Report, ALP drawing set, and other information provided by BCAD. Existing and projected aviation activity was discussed as it relates to the recommended improvements. Financing, implementation, and phasing of the proposed improvements were also discussed. Project Owner: Broward County

Martha's Vineyard Environmental Assessment and Impact Report for Capital Improvement Program Projects, Martha's Vineyard, MA – Project Manager responsible for QA/QC of the Environmental Assessment and Environmental Impact Report (EA/EIR) for proposed capital improvements at the Airport. This project involves preparation of an Environmental Assessment and Environmental Impact Report (EA/EIR) for proposed capital improvements at the Airport. The EA/EIR was prepared in accordance with FAA National Environmental Policy Act and Massachusetts Environmental Policy Act policies and procedures. The scope of work included inventory and data collection, development of a purpose and need statement, alternatives development, and Environmental Notification Form (ENF) preparation. Land use, rare species, water supply, wastewater, transportation, energy and solid and hazardous waste resources were assessed as part of the ENF. The EA addressed climate, Section 4(f) Resources, natural resources and energy supply as well as socioeconomic, environmental justice, and children's environmental health and safety risks. Project Owner: Martha's Vineyard Airport Commission

GEORGEANNA M. NUGENT

MJ | SENIOR ENVIRONMENTAL PLANNER & REGIONAL DIRECTOR

Trenton-Mercer Airport New Terminal EA, Design & Construction, Trenton-Mercer Airport, West Trenton, NJ - This project requires preparation of an Environmental Assessment for construction of a new 125,000 SF terminal building, realigned access roads, relocation of the Aircraft Rescue and Firefighting (ARFF) building and an expansion of the vehicle parking lot. Key environmental concerns expressed by the public included noise, air quality, wetlands, floodplains, and stormwater. Project Owner: Mercer County

NYSDOT - FRG Capital Planning & Environmental Engineering Services, Republic Airport, East Farmingdale, NY - Project Manager responsible for completion of categorical exclusion documents. As part of this project, MJ provided environmental and planning assistance associated with managing the capital improvement program for the Airport and to meet Federal Aviation Administration (FAA) requirements associated with the federal Airport Improvement Program (AIP) and state-funded grants. All documents are being completed in accordance with applicable Advisory Circulars and include a full description of the proposed projects as well as impact on environmental resources such as groundwater, wetlands and biological resources. Project Owner: New York State Department of Transportation

Ogdensburg Terminal Area Plan Environmental Assessment, Ogdensburg International Airport, Ogdensburg, NY - Senior Environmental Analyst responsible for completion of the Environmental Assessment. MJ prepared an Environmental Assessment (EA) related to drainage and terminal area improvement projects at the Airport, which was funded with grant assistance from the FAA's Airport Improvement Program and NYSDOT. Preliminary designs and estimates were also provided for these improvements. Drainage improvements involved conveyance and capacity upgrades in the western portion of the airport property and the construction of a new 60-inch culvert under NYS Route 812, discharging to the Oswegatchie River. Improvements to the terminal area included construction of an expanded 3-4 gate passenger terminal building, the expansion of the terminal apron, and the construction of an equipment storage building. Project Owner: Ogdensburg Bridge & Port Authority

Florida Keys Overseas Heritage Trail (FKOHT), Connection at Cudjoe Gardens, Cudjoe Key, FL | Regional Director responsible QA/QC of wetland reports and environmental permitting. Duties included environmental management support to the environmental team for avoidance and minimization efforts and coordination. The Monroe County received a grant from the Florida Department of Transportation through a LAP Agreement to design and construct a missing section of the FKOHT between Cudjoe Gardens neighborhood and the existing FKOHT crosswalk. Project Owner: Monroe County

Port of Albany- Beacon Harbor Site Plan and General Environmental Impact Statement, Albany, NY Senior Environmental Analyst responsible for preparation of various sections of the Environmental Impact Statement, providing response to comments, and developing environmental justice supplemental documentation for the proposed site expansion. The proposed project includes obtaining site plan approval for an industrial park on 81.62 acres of land at the Beacon Island site, located at the confluence of the Normans Kill and Hudson River.

KELLI R. WALTERS

MJ | LEAD AVIATION GRANTS MANAGER

Ms. Walters leads MJ's Grant Administration Department and has 25 years of experience administering and complying with various State and Federal Grant programs. Kelli is instrumental in assisting our aviation clients in obtaining grant funding for projects and keeping grant allocations on track. The federal and state grant process continues to become more burdensome on airports. We recognize that you don't have a huge support staff at the Airport. Kelli and MJ's grant administrators make it easy on you and your staff to comply with grant-related regulations.

RELEVANT EXPERIENCE

Chemung - Terminal Apron Design, Horseheads, NY - This project involved design and construction administration services for the full-depth reconstruction of 84,000 sf of the terminal apron. The 2018 terminal expansion project, which extended the concourse to the east, resulted in jet bridges and aircraft parking positions that were outside of the former concrete parking area. The project required pavement strengthening to accommodate the increased use by heavier aircraft. Pavement, markings, signage and lighting were also provided. Project Owner: Chemung County

Chemung-Elmira Deicing Apron Rehabilitation, Elmira Corning Regional Airport, Horseheads, NY - Grants Administrator responsible for grant pre-applications, grant applications, Federal and State reimbursement requests, grant closeouts and ensuring compliance with grant requirements. MJ undertook an extensive program to determine the quantity and quality of the existing pavements, the condition of the drainage structures that service the area, the deicing fluid separation controls, and the geometry of the pavements. The result was the realization that the existing pavements did not meet the structure required to service the current and projected aircraft fleet mix anticipated to utilize the facility. The design called for the complete full depth replacement of the existing asphalt pavements with concrete pavement, the replacement of the runoff collection trench drain system, new heavy duty catch basins, and the installation of new valves and piping to divert stormwater with deicing fluids to a collection and conveyance system. Project Owner: Chemung County

N66 Terminal Apron Rehabilitation Construction Admin, Oneonta, NY - This project includes the design for a Reconstruction and Rehabilitation of the Terminal Apron at the Oneonta Municipal Airport, with approximately 2,680 sy of reconstruction and 5,370 sy of rehabilitation. An assessment of the existing pavement identified a PCI score of 49 for the entire apron, with some sections rating as low as 23. The pavement was originally constructed in 1965 with the founding of the airport. The useful life for any work on the apron has long since passed (20 years for new construction, 10 years for rehabilitation). The project analyzed the existing pavement and recommend areas of full depth replacement or mill and overlay as necessary. The project included a full geotechnical report including subsurface soil conditions to analyze the existing pavements strengths and compare those to the proposed aircraft uses. The project included the replacement of existing edge lighting (approximately 20 lights) and signage (approximately 2 signs) which had outlived their useful life. The replacement of the apron will provide a minimum 20-year useful life. Without the completion of this project, the terminal apron will continue to deteriorate to the point where the terminal building and the attached fuel farm will be inaccessible. Project Owner: City of Oneonta

Partial Parallel Taxiway Design, Saratoga County Airport, Ballston Spa, NY - This project consists of design and bidding of a Partial Parallel Taxiway at the Saratoga County Airport. The TW is 1,700 linear feet of 35-foot-wide new Partial Parallel Taxiway A for the main runway crossing the airport's secondary runway and providing access to the Airport's Terminal Area and FBO. Included in the design were Taxiway pavement, edge lighting, signage, striping, grading, and drainage. In addition the project removed the non-standard portion of

the parallel taxiway adjacent the intersection to its proper 400' centerline to centerline offset. With the addition of the new TW A the project was able to close the existing taxiway D, creating a staging area for two on-airport glider clubs. The new Taxiway and glider staging has created the separation of powered and non-powered aircraft operations creating a safer operating environment on the airfield. Design efforts included the implementation of a Geotechnical Investigation Program to evaluate the existing soils, presence of groundwater, and inform the pavement design. The project also included the design of offsite mitigation coordinated and approved by the NYSDEC and USFW for impacts to Kerner Blue Butterfly (KBB) habitat. Project Owner: Saratoga County

Greater Binghamton Airport Master Plan Update, Greater Binghamton Airport, Maine, NY - Grants Administrator responsible for annual Capital Improvement Plan Updates and data sheets, grant pre-applications, grant applications, Federal and State reimbursement requests, grant closeouts and ensuring compliance with grant requirements. This project involves the preparation of a Master Plan Update to assure that the Greater Binghamton Airport and its environs are safe and efficient as well as to evaluate the changing needs of airport users and the aviation needs of the surrounding community. Initial tasks of the project included the acquisition of detailed airport mapping compliant with FAA Advisory Circular 150/5300-18B and data for development of a flexible, scenario-based Airport Master Plan Update and Airport Layout Plan. Baseline data will be collected and presented for use in subsequent planning analyses. The project includes development of an airport inventory, aviation forecasts, environmental overview and facility requirements. Project Owner: Broome County

Greater Binghamton Parallel Taxiway B Design, Bidding and Construction Administration, Greater Binghamton Airport, Maine, NY Grants Administrator responsible for grant pre-applications, grant applications, Federal and State reimbursement requests, grant closeouts and ensuring compliance with grant requirements. This project involved the removal of "hot spot" Taxiway G, and extending Taxiway K to provide a full standard parallel taxiway to Runway 10-28 named Taxiway B. The project consisted of constructing 50' wide by 1,830' long new taxiway to complete the full parallel taxiway. A topographic survey and the implementation of a Geotechnical Investigation Program were included to evaluate the existing pavement thickness, soils, and presence of groundwater. This information was used to determine milling depths of the existing asphalt and overlay thicknesses for proposed asphalt. The project design efforts also included a review of current pavement markings, and other FAA Standards. Design profiling each existing Taxiways, H, K, L M, and P was required to ensure FAA standards for grades and cross slopes were met. Other work included the installation of new taxiway edge lights, electrical conduit and wiring, light bases, guide signs and foundations, pavement markings, closed drainage systems, and post construction stormwater management best practices. Construction activity was phased to minimize impacts to airport operations. Runway 10-28 was utilized as a temporary taxiway to maintain GA access to Runway 16-34. Construction within the Runway 16-34 safety area was completed during two weekends with 12-hour night shift periods, to accommodate flight schedules. Project Owner: Broome County

Apron Expansion Design, Hamilton Municipal Airport, Hamilton, NY - Grants Administrator responsible for grant pre-applications, grant applications, Federal and State reimbursement requests, grant closeouts and ensuring compliance with grant requirements. This project included the reconstruction and expansion of the failing pre-existing 22,200 sf aircraft apron, to an increased size of approximately 60,000 sf, in order to accommodate larger aircraft during peak times. The design effort for the aircraft apron expansion, reconstruction, and strengthening included a full-depth asphalt pavement section, grading and drainage, placement of new aircraft tie-down positions, placement of reflective pavement edge delineators, new pavement markings, and demolition of an existing T-hangar. Project Owner: Village of Hamilton

ZACH STAFF, PP, AICP

MJ | SR. AVIATION PLANNER/FINANCIAL SPECIALIST

Mr. Staff is responsible for the preparation of airport planning analyses, financial analyses and associated technical research. He has experience with federal, state, and local environmental permitting and planning requirements and obtaining regulatory approvals. He has an extensive background in geographic information systems (GIS), including creation of large amounts of digital data and data analysis. Mr. Staff's comprehensive planning experience includes interpreting zoning requirements, analyzing auto traffic flows, completing inventories of public spaces, and preparing and analyzing documents used for public hearings and meetings.

RELEVANT EXPERIENCE

Asheville Regional Airport- PFC Amendments 2020, Fletcher, NC - Project Manager and Senior Airport Planner responsible for development of PFC documentation. This project involves the development of amendment documentation and a new application associated with the Passenger Facility Charge (PFC) Program at the Asheville Regional Airport (AVL). The goals of this project are to assist the Airport Authority with development of amendment documents and the expedited development of a new PFC application as a result of changes in estimated project costs and passenger enplanements that are higher than previously forecast. The project includes preparation of application documents, including cash flow estimates, and ongoing coordination with the FAA. As part of the project, MJ will lead all aspects of air carrier coordination and public notice, and will develop the final application and amendment documents for submission to the FAA. Project Owner: Greater Asheville Regional Airport Authority

Pitt-Greenville Passenger Facility Charge (PFC) Administration 2019-2021, Pitt-Greenville Airport, Greenville, NC - Project Manager and Senior Airport Planner responsible for development of PFC documentation and ongoing management of the PFC program. This project provides assistance with the administration of the Passenger Facility Charge (PFC) program at the Airport. The services include assistance with monthly and quarterly reporting responsibilities as required under 14 CFR Part 158, the development of PFC Application #11, the development of PFC program amendment request documents, as well as on-going coordination and communication with the Pitt-Greenville Airport Authority. The goals of the project include review of currently open PFC applications to determine closeout processes and final project costs and the development of amendments to document these revised cost estimates. The development PFC Application #11 includes the preparation of the draft and final Notice of Intent documents, as well as developing documentation for the air carrier coordination and public notice periods. Further, MJ will coordinate all anticipated submissions with the FAA on behalf of the Airport. Project Owner: Pitt-Greenville Airport Authority

Elmira Corning Dynamic Master Plan, Elmira Corning Regional Airport, Horseheads, NY - Airport Planner responsible for completion of the environmental overview and development of the GIS interface. This project involved the development of a Dynamic Master Plan that utilized an innovative approach to airport planning and provides for additional flexibility in airport planning management. The Dynamic Master Plan focuses primarily on terminal issues, auto parking facilities and constraint management. The plan incorporates adjustable forecasts, scenario-based planning, planning activity levels with specific trigger points and phased alternative development that includes constraint management. A sustainability component of this project will also assist in better positioning the airport for future needs. The dynamic Master Plan will combine all of the data collected with updated aerial mapping with a final product consisting of an existing conditions Airport Layout Plan in keeping with FAA Airports GIS standards. The final product links forecast-based facility requirement variables to a dynamic and interactive Airport Layout Plan, making the final dynamic deliverables infinitely more useful for both the FAA and the airport. Project Owner: Chemung County

ZACH STAFF, PP, AICP

MJ | SR. AVIATION PLANNER/FINANCIAL SPECIALIST

MMU Runway 5-23 Rehabilitation Feasibility Study, Morristown Municipal Airport, Morristown, NJ - Airport Planner responsible for document preparation and review. This multi-phased project involves the development of a feasibility study to establish and assess a comprehensive, multi-year, phased development plan for the overall rehabilitation of Runway 5-23. MJ was responsible for the Runway Safety Area, Drainage, NEPA and permitting components of the project. The proposed safety area improvements include installation of an Engineered Materials Arresting System (EMAS) on the Runway 5 end and grading and drainage improvements on the Runway 23 end. The narrative report included an analysis of design alternatives, cost estimates, and a construction phasing plan. Environmental constraints were also evaluated. Project Owner: Town of Morristown

Westchester County Airport Runway 11-29 Feasibility Study, Westchester County Airport, White Plains, NY - Airport Planner / GIS Specialist responsible for the acquisition and analysis of GIS data, assistance with the development of alternatives, and assessment of land use impacts associated with development alternatives. This project involved a study to identify alternatives for the realignment of Runway 11-29. The existing runway was underutilized due to a displaced threshold that was a result of non-standard safety areas and off-airport obstructions that could not be effectively mitigated. The study included the analysis of these obstructions through an AGIS-compliant aerial survey of both the existing runway approaches, and the area that might be utilized for the alternative alignments. Additional considerations within the study included analysis of noise and environmental impacts, construction costs, wind coverage and development opportunities for each of the three alternatives identified in the initial phase of the study. Project Owner: Westchester County

Cape Cod Gateway Airport Master Plan/Airport Layout Plan Update, Cape Cod Gateway Airport, Hyannis, MA – Senior Project Planner responsible for quality assurance. McFarland Johnson was selected to create the Master Plan. The airport is unique in its seasonality and air service role supporting the Cape and Islands Region of Massachusetts combined with environmental and community sensitivities. The Master Plan includes an airports GIS survey, scenario-based forecasts and capacity that are uniquely influenced by its seasonal service, a robust environmental overview, terminal building and apron review due to changing airline fleets, runway length evaluation, and review of non-standard geometry. Additional considerations are non-aviation revenue and income diversification and roadway access to the airport. Project Owner: Town of Barnstable, Massachusetts

Broome County BGM Master Plan Update, Greater Binghamton Airport, Maine, NY - Project Manager responsible for project coordination, public participation and alternatives development. This project involves the preparation of a Master Plan Update to assure that the Greater Binghamton Airport and its environs are safe and efficient as well as to evaluate the changing needs of airport users and the aviation needs of the surrounding community. Initial tasks of the project included the acquisition of detailed airport mapping compliant with FAA Advisory Circular 150/5300-18B and data for development of a flexible, scenario-based Airport Master Plan Update and Airport Layout Plan. Baseline data will be collected and presented for use in subsequent planning analyses. The project includes development of an airport inventory, aviation forecasts, environmental overview and facility requirements. Project Owner: Broome County

Sussex County - Delaware Coastal Airport Master Plan Update, Delaware Coastal Airport, Georgetown, DE - Project Manager responsible for project coordination, quality assurance review, public coordination, and the development of the Airport Layout Plan set. The purpose of the MPU is to confirm that the Airport and its environs are safe and efficient, as well as to evaluate the growing needs of Airport users and the aviation needs of surrounding communities. Initial tasks of the project include the acquisition of detailed planimetric data for the airfield and surrounding area necessary to assist with the development of the MPU and the resultant Airport Layout Plan. A stakeholder committee was established and a public information workshop completed include public participation in the project. Project Owner: Sussex County Government

SCOTT LECOUNT

MJ | SR. AVIATION PLANNER/FINANCIAL SPECIALIST

Mr. LeCount has nearly 25 years of experience and offers specialized expertise advising general aviation and small/non-hub commercial airports on business and management issues, specifically revenue growth strategies, lease and use terms and agreements, fair market rents, airline rate modeling, fee schedules/ rates and charges, minimum standards, and other policy and financial issues. Mr. LeCount's current work also includes statewide system plans, where he has served as technical lead/project manager in Maine, Nebraska, Vermont, and New Hampshire in the last five (5) years. Mr. LeCount's master planning work typically includes financial analysis to identify funding and implementation plans for the CIPs and advising on non-aeronautical development. Scott also has a B.A. Degree in Urban Planning from the University of Cincinnati.

RELEVANT EXPERIENCE

Greenville-Spartanburg International Airport Dynamic Master Plan & e-ALP Update, Greenville-Spartanburg International Airport, Greer, SC - Senior Airport Planner responsible for leading development of financial elements of Plan, including financial feasibility for funding the ACIP, and a financial model that evaluates and forecasts impacts of future growth scenarios for the Airport. This Plan includes scenario-based planning analyses and an innovative dynamic planning approach that provides quick feedback regarding possible scenarios and resultant impacts. GSP staff are able to analyze new opportunities and planning challenges proactively before they occur rather than undergoing time consuming and costly planning efforts in a reactionary manner. The Plan focuses primarily on landside access, circulation and auto parking facilities, air cargo facility development and operations, enhanced land development and obstruction planning and consolidation of previous planning efforts into a single electronic source for planning and GIS information. The plan incorporates adjustable forecasts, scenario-based planning, planning activity levels with specific trigger points and enhanced land development and highest or best use principles. Project Owner: Greenville-Spartanburg Airport Commission

Wilmington New Castle Airport Terminal Operational Capacity Assessment, Wilmington Airport, New Castle, DE - Senior Planner responsible for performing a terminal functional area analysis and financial planning. A terminal capacity assessment was conducted at the Wilmington Airport (ILG) to determine future needs. The existing aged passenger terminal was undersized for the increased air carrier service by Frontier Airlines that had been added in July 2013. The assessment included an inventory of existing terminal facilities and capacity analysis using International air Transport Association (IATA) Level of Service standards. As there was limited historical data for passenger services at ILG, forecast scenarios were prepared based on recent passenger booking data and the terminal functional area requirements were calculated based on a square footage basis. The analysis also included an estimate of parking requirements. Terminal and parking alternatives to address long-range needs were evaluated and developed based on cost, environmental constraints and constructability. A financial model based on a breakdown of eligible and non-eligible Airport Improvement Program costs and financing option was also prepared. Project Owner: Delaware River and Bay Authority

Bradford Regional Airport Business Park Strategy & Development Plan, Bradford Regional Airport, Smethport, PA Lead Planner responsible for making a case to pursue development of a business park at the Airport. This required analysis of short and mid-term financial performance and revenue generation over the period under several different tenant and absorption/lease-up scenarios. The Bradford Regional Airport Authority and McKean County Economic Development (MCED) identified a need to develop a business plan for a planned development on approximately 95 acres of land at the Airport. The plan considers opportunities on the identified site at the Airport and assists the agencies with building and maintaining efforts towards the pursuit of development

on the site that will provide economic benefits to the Airport and the community. Tasks within the study include the inventory of historic and current conditions affecting development at the Airport, a Strengths-Weaknesses-Opportunities-Threats (SWOT) analysis, a highest and best use analysis, the development of a baseline financial analysis, and the development of a recommended action plan and recruitment strategy. Project Owner: Bradford Regional Airport Authority

Cape Cod Gateway Airport Rates and Charges Study, Cape Cod Gateway Airport, Hyannis, MA - Senior Planner responsible for the analysis and development of a Rates & Charges Study, and for serving as lead technical expert on the design and development of an airline rate model. He also designed the spreadsheet-based financial model. Cape Cod Gateway Airport (formerly Barnstable Municipal Airport) management identified a need to improve the methods by which they establish Airport rates and charges during the annual budgetary cycle. MJ provided a spreadsheet-based financial model that analyzes and demonstrates a direct link between costs borne by the Sponsor and fees charged for use of the airfield and terminal areas. Additionally, the model includes added functionality to support the Sponsor's pricing policy for the fuel concession business, and distinctions rates to accommodate use by signatory and non-signatory operators, and the potential for applying seasonal premiums. The Study documentation provides the basis for a change in rate-making method, includes relevant information and guidance pertaining to FAA grant assurances and Airport Compliance Manual guidance for use by Airport Management and the Airport Commission. Project Owner: Town of Barnstable, Massachusetts

Middletown Regional Airport MRO Market Research and Marketing Collateral, Middletown Regional Airport, Middletown, OH - Lead Financial Planner responsible for technical budget and operating analysis, business case/scenario development and pro formas. MJ developed a pursuit strategy for the attraction of a Maintenance, Repair, and Overhaul business to the Airport. The City is currently working through an update to the Master Plan and has identified significant land for aeronautical use that can take advantage of the Airport's runway length, strong existing transportation and logistics network, and its strategic location between Cincinnati and Dayton Metro area. The MRO growth strategy is complemented by the City's success in establishing an on-Airport aviation maintenance program with a local college to build the local workforce. MJ developed a number of tools to aid the City in the pursuit and attraction of an MRO including: analysis of the MRO market; several conceptual site plans; development of marketing brochures/collateral; and a presentation that summarizes the MRO market to be used to win support from elected and appointed officials and other stakeholders. MJ also provided department support with the local development/investment groups, local Community Improvement Corporation, and the City Council during the project. Project Owner: City of Middletown

Nantucket Memorial Airport - On-Airport Housing Study, Nantucket, MA - The Nantucket Memorial Airport Commission had identified a need to study the feasibility of constructing housing at Nantucket Memorial Airport to accommodate airport employees considering the limited housing market in Nantucket. A primary goal for the Airport was to estimate the potential costs and revenues associated with a new employee housing development and assess the financial viability of the initial capital investment, on-going maintenance and operation, and long-term financial performance of the project under consideration. The goal of the project was to produce a benefit/cost model that would help the Airport make sound business decisions related to the proposed development. Project Owner: Nantucket Airport Commission

MEGAN E. CARTER-WITT, AICP

MJ | AVIATION PLANNER/FINANCIAL SPECIALIST

Megan's experience includes Airport Master Plans, Airport Layout Plan Updates, and sustainability planning. Her experience also includes utilizing AEDT software to analyze noise and air quality emissions and preparation of DBE program plans and achievement reports. She is thoroughly familiar with Airport Improvement Program requirements and preparation of FAA Part 139 Certification Manuals. During her time with a previous employer, Megan managed an airport noise complaint system.

RELEVANT EXPERIENCE

Monroe County FL Professional Engineering & Surveying Continuing Services Four to Five-Year Contract Monroe County, FL- MJ has successfully performed airport projects for Monroe County, providing engineering evaluations, planning, schematic design, design development, preparation of and design criteria reports, cost estimating, specifications, contract documents, bidding support, construction administration and inspections, plans review, environmental evaluations and permitting, and coordination, among others.

City of St. George - SGU Airport Master Plan, St. George Regional Airport, St. George, UT - This project represents the first Airport Master Plan developed for the St. George Regional Airport. The purposed of the Plan is to evaluate the growing needs of the Airport users as well as the aviation needs of the surrounding communities. The first step was to determine a method of forecasting, as there were fewer than ten years of historical data, and the existing facilities were already becoming constrained. A stakeholder committee was established and a public information workshop conducted to encourage public participation in the project. Project Owner: City of St. George

Cape Cod Gateway Airport Master Plan/Airport Layout Plan Update, Cape Cod Gateway Airport, Barnstable, MA - Junior Airport Planner responsible for gathering inventory data, forecasting, developing alternatives, analyzing facility requirements, and community engagement aspects of developing the Master Plan. McFarland Johnson was selected to create the Master Plan. The airport is unique in its seasonality and air service role supporting the Cape and Islands region of Massachusetts combined with environmental and community sensitivities. The Master Plan includes an airports GIS survey, scenario-based forecasts and capacity that are uniquely influenced by its seasonal service, a robust environmental overview, terminal building and apron review due to changing airline fleets, runway length evaluation, and review of non-standard geometry. Additional considerations are non-aviation revenue and income diversification and roadway access to the airport. Project Owner: Town of Barnstable, Massachusetts

Burlington Master Plan Update, Burlington International Airport, Burlington, VT - Junior Airport Planner responsible for developing the landside and road access requirements as part of the facility requirements section of the Master Plan Update. MJ is providing a dynamic analysis tool, facility requirements analysis and terminal development alternatives support as part of the comprehensive Airport Master Plan. The facility requirements analysis includes airside, landside and general aviation facility requirements focused on correcting non-standard geometry which was related to the close proximity of the crosswind general aviation runway to the terminal area. The terminal planning analysis was conducted for the baseline forecast scenario and 5 additional derivative scenarios focused on increased or decreased passenger air service. The 1950's era building has undergone many expansions and renovations resulting in many non-standard operating conditions that needed to be addressed and resolved as part of the facility requirements and subsequent alternatives analysis. Project Owner: Burlington International Airport

MEGAN E. CARTER-WITT, AICP

MJ | AVIATION PLANNER/FINANCIAL SPECIALIST

Erie International Airport, Tom Ridge Field, Dynamic Sustainable Master Plan Update, Erie International Airport, Tom Ridge Field, Erie, PA - This project involved the development of a Sustainable Master Plan Update (MPU). The airport recently extended its main runway (Runway 6-24) and has multiple projects scheduled for FAA geometry mitigation. The MPU considers increased airline and ULCC activity, cargo activity, geometry mitigation, and obstruction evaluation. A key requirement for the MPU was the development of the Airport Dynamic Analysis Tool (DAT). The DAT computer-based model links the aviation forecasts, facility requirements, the Airport Layout Plan (ALP) and financial models, allowing the airport to rapidly evaluate scenarios (e.g. new air carrier service, air cargo services, enhanced general aviation growth) to identify key facility requirements and financial implications of these various scenarios. Flexibility in analyzing future needs was critical due to the numerous opportunities that the airport is considering along with the high costs associated with needed maintenance at the airport. Understanding the financial capacity of the airport to take on new development projects, while ensuring that needed airfield projects are completed was an important part of the plan. The MPU also considers the airport's role in regional economic development initiatives and environmental sustainability. Coordination with both local and regional stakeholders is important to determine how the airport would deliver value towards initiatives planned or already underway. Project Owner: Erie Regional Airport Authority

Allegheny County Airport Master Plan Update, Allegheny County Airport, West Mifflin, PA - Junior Airport Planner This project involves the development of a Master Plan Update (MPU) to assure the Airport and its environs are safe and efficient, and evaluate the growing needs of airport users as well as the aviation needs of surrounding communities. The plan will identify existing conditions and develop an overview of environmental conditions, aviation forecasting, capacity and demand, alternatives, and implementation planning and financial feasibility. A Runway Safety Area (RSA) analysis will also be conducted. Together, these tasks will identify areas for future aviation and aviation-compatible development, fully evaluate RSAs and taxiway geometry based on recent FAA guidance, establish the most strategic use of the airport terminal building and ancillary structures, develop a financial model to consider impacts of future changes at the Airport, and provide a complete ALP set. Project Owner: Allegheny County Airport Authority

Greater Binghamton Airport Master Plan Update, Greater Binghamton Airport, Maine, NY - This project involves the preparation of a Master Plan Update to assure that the Greater Binghamton Airport and its environs are safe and efficient as well as to evaluate the changing needs of airport users and the aviation needs of the surrounding community. Initial tasks of the project included the acquisition of detailed airport mapping compliant with FAA Advisory Circular 150/5300-18B and data for development of a flexible, scenario-based Airport Master Plan Update and Airport Layout Plan. Baseline data will be collected and presented for use in subsequent planning analyses. The project includes development of an airport inventory, aviation forecasts, environmental overview and facility requirements. Project Owner: Broome County

Wilmington Airport Dynamic Master Plan, Wilmington Airport, New Castle, DE - With this complex and highly dynamic airport including 4 FBOs, an Air National Guard base, and intermittent periods of commercial service, this plan requires flexibility to take advantage of yet unknown opportunities or changes in market conditions. The plan considers the implications of introduction and expansion of low-cost airline service, which continues to exhibit highly variable growth. An important element of the plan is defining development nodes and evaluating how the growth of those nodes affects other areas of the airport and the financial outlook. In this regard, growth in the passenger terminal area is being evaluated against the GA development opportunities for additional FBOs and large corporate aviation tenants. Airside alternatives that consider the FAA's new airfield geometry requirements add a layer of complexity for the 3 runways at the airport. The dynamic scenario-based interface, combined with the comprehensive AGIS survey, provides a management tool for airport staff, creating flexibility to account for changes within the industry and the general economy. Project Owner: Delaware River and Bay Authority

CHRISTOPHER S. KOPEC, PE, LEED AP

MJ | SENIOR MECHANICAL ENGINEER & REGIONAL DIR. OF FACILITIES

Mr. Kopec's responsibilities include project management and the seamless incorporation of sustainable principles into the design of heating, ventilation, and air conditioning systems for institutional, medical, and commercial clients. His areas of specialty include building energy modeling, including analyzing heat transfer characteristics of building envelopes to optimize building energy performance, and working closely with architects to overcome aesthetic challenges without compromising system design. Mr. Kopec has also instructed LEED-accredited classes for office staff.

RELEVANT EXPERIENCE

Rental Car Wash Facility, Florida Keys Marathon International Airport, Marathon, FL - QA/QC Engineer responsible for oversight of M/E/P disciplines for this project, which included the planning, design and construction of a four-bay rental car wash and staging facility. All land use/site planning, civil and MEP design, construction administration and inspection services are being provided. Project Owner: Monroe County (FL)

Customs Border Patrol Facility Phase III Expansion, Key West International Airport, Key West, FL - QA/QC Engineer responsible for oversight of M/E/P subconsultants. Planning, design and construction administration services are being provided for an expansion to the existing Customs Border Patrol facility. Currently, the facility processes 15 passengers per hour. The expanded facility will accommodate 150 passengers per hour. Extensive coordination with federal agencies (i.e. DHS and CBP), as well as the FAA and FDOT is required. All civil, M/E/P design construction administration, estimation and inspection services will be provided. Project Owner: Monroe County (FL)

key west international airport concourse A terminal improvement program Planning programming and design - Key west, FL - Lead Engineer responsible for oversight of MEP disciplines.McFarland Johnson provided planning/programming, engineering design and permitting services for the Key West International Airport Concourse A Terminal Expansion Program. The project comprises of a new seven gate Concourse A facility totaling 48,802 SF, and space for gates/holdrooms, circulation, concessions, restrooms, TSA security checkpoint, baggage claim, and support areas. A new extended passenger bridge located post-security will connect the existing landside terminal building with the new Concourse A facility. The estimated cost of the terminal program is $85 million. Project Owner: Monroe County (FL)

Maintenance Facility & FBO Project Definition and Programming Report, Greenville-Spartanburg International Airport, Greer, SC - Project Manager responsible for development of the programming phase reports for the airport maintenance and FBO facilities. This project involves development of a project definition and program (PDP) report, including detailed planning and preliminary design drawings that outline the expansion of the existing Fixed-Based Operator (FBO) terminal and the expansion of the existing maintenance facilities, which may include new maintenance-related buildings. The Airport continues to experience significant growth in traffic. As a result, several support buildings need to be evaluated, to not only serve the needs of today, but to help serve future needs, as well. Project Owner: Greenville-Spartanburg International Airport

Schuylkill-Construct Hangar Project Engineering Design Services, Schuylkill County Airport, Pottsville, PA - Senior Mechanical Engineer and Facilities Group Manager responsible for quality assurance review. This project provided a 7,300 square foot hangar capable of housing corporate aircraft. The pre-fabricated metal clear span hangar includes a concrete pier/frost wall foundation, concrete floor and bottom rolling door. The hangar project is funded by a Penn DOT Bureau of Aviation Capital budget grant at a funding level of 50% State and 50% Local shares. During the project formulation and pre-design estimates completed by MJ, it was found that the

CHRISTOPHER S. KOPEC, PE, LEED AP

MJ | SENIOR MECHANICAL ENGINEER & REGIONAL DIR. OF FACILITIES

Hangar project originally funded at $200,000 state and $200,000 local was not sufficient to construct an aircraft hangar to the size meeting the airport's needs. MJ assisted the airport authority in securing additional grants at funding levels of $200,000 state and $200,000 local, thereby increasing the project budget from $400,000 to $800,000. Project Owner: Schuylkill County Airport Authority

Sustainable Master Plan Update, Buffalo Niagara International Airport, Buffalo, NY - Senior Mechanical Engineer and Task Leader responsible for energy and building audit review. This project involves the first-of-its-kind, comprehensive, Sustainable Airport Master Plan in the FAA Eastern Region. The primary goal of this project was not only to develop both air and landside infrastructure and facilities to meet the growing demand, but to identify and implement realistic sustainable targets and practices for current and future projects. The work includes improvements to existing air and landside facilities and recommendations for new and innovative ideas to enhance cost-effective operations, profitability and customer service at the airport. The Sustainability Plan established sustainability goals and targets for the airport, present a prospective inventory of cost-effective environmental initiatives, and establish a procedure by which environmentally-sustainable development and practices are to be integrated into the Master Plan and future airport planning. Project Owner: Niagara Frontier Transportation Authority

Village of Hamilton - Terminal Hangar Rehabilitation Design, Hamilton Municipal Airport, Hamilton, NY - Project Manager This project included design and bid phase services for upgrades to an existing terminal hangar, comprised of a 500 sf terminal structure with an attached 6,500 sf maintenance/aircraft storage hangar. The terminal structure was demolished and replaced with a new 1,200 sf building. Exterior improvements to the hangar structure included a new bi-fold door, a new roof, exterior building skin repairs and repainting, window replacement, wall and roof insulation upgrades, and exterior lighting upgrades. Interior improvements included a new emergency eyewash station, new gas fired domestic water heater, and natural gas heating equipment. The facility was also connected to the municipal water and sewer system. Funding for the project included grants received from the State of New York through the Aviation Capital Grant Program and the Multi-Modal #4 Grant Program, as well as a future grant anticipated through the FAA's Airport Improvement Program. Project Owner: Village of Hamilton

Plattsburgh Terminal Expansion & Renovation Preliminary Design & Environmental Assessment, Plattsburgh International Airport, Plattsburgh, NY - Senior Mechanical Engineer responsible for coordination and management of all M/E/P design tasks. Among other duties, Chris provided design guidance and review for the HVAC systems, including analysis of existing rooftop units, and design and specification of new rooftop units, heat pumps, and energy recovery units. This project involved an environmental assessment (EA) and preliminary design for a new, two-story, 87,731 SF Passenger Terminal Building addition, as well as renovations to the existing, 41,380 SF building. The EA included a compressed schedule with a Finding of No Significant Impact (FONSI) received within less than eight months from notice to proceed. The engineering effort included new and renovated architectural, civil, structural, HVAC, plumbing, fire protection, baggage handling, special systems, passenger boarding bridges and electrical systems. An environmental assessment, site improvements, and paving work, as well as relocation of existing utilities was also included. Analyses of access and parking were performed to define demand and determine the appropriate parking capacity. Based on these analyses, as demand warrants, expansion of existing parking lots was designed. Design also included intersection and roadway improvements for the existing entrance road, as well as reconfiguration of access roads to service the terminal. Project Owner: Clinton County

CHARLES M. HOWE, PE, LEED AP

MJ | SENIOR ELECTRICAL ENGINEER

Mr. Howe's experience in the electrical engineering field includes medium and low-voltage power distribution, fire detection and alarm systems, lighting and lighting control systems, communications, emergency power generation and security systems. His project management expertise encompasses all phases of design, design calculations, oversight and preparation of contract documents, QA/QC preparation of cost estimates, preparation of grant applications, review of payment reimbursement requests, and construction inspection.

RELEVANT EXPERIENCE

Key West International Airport Elevated Maintenance Facility Design, Permitting and Construction Services, Key West International Airport, Key West, FL - QA/QC Engineer responsible for quality review of the electrical portion of the documents. This project involves the construction of an elevated airport maintenance facility at the Airport. The scope of work includes construction of an elevated airport maintenance vehicle and storage facility area that is connected to the existing elevated airport parking deck. The deck will be approximately 100' x 100' to its furthest extent, although the footprint will not be square and will be configured to accommodate site restrictions. A portion of the deck is covered with a roof matching the existing terminal building. Project Owner: Monroe County

Monroe County - EYW Access Road CA, , Key West, FL - This project comprised a new airport access road with parking, drainage, and lighting upgrades. Around 500-feet of two-lane roadway, 140-feet of single-lane land road, 50 parking spots, 440 feet of 8-inch waterline and other miscellaneous items were built. Project Owner: Monroe County

Monroe County - EYW Terminal Expansion Design, , Key West, FL - McFarland Johnson provided engineering design services for the Key West International Airport Concourse A Terminal Expansion Program. The terminal program includes a new seven gate Concourse A facility totaling 48,802 square feet, and will include space for gates/holdrooms, circulation, concessions, restrooms, TSA security checkpoint, baggage claim, and support areas. A new extended passenger bridge located post-security will connect the existing landside terminal building with the new Concourse A facility. The new concourse is comprised of a single-story concrete structure that is supported by piers to align with the second level of the existing terminal, remain above storm surge and flood elevations, and is open below to accommodate airside operations. The estimated cost of the terminal program is $80 million. Project Owner: Key West International Airport

Monroe County - EYW Terminal Expansion Program Verification, Key West International Airport, Key West, FL - Senior Electrical Engineer responsible for verification of existing electrical field conditions, schematic design report recommendations, and 15% schematic design drawing review, as well as preparation of the electrical portion of the verification/findings report. This project involves program validation services, developing a findings report and providing preliminary engineering design services associated with a proposed terminal expansion at the Airport. The proposed expansion will incorporate a new Concourse A totaling 48,802 square feet into the terminal as well as a new extended passenger bridge. MJ developed the program validation based upon the review of the Concourse A Schematic Design Narrative Report and the 15% Schematic Design drawings produced by another consultant. A findings report was developed based upon the review of existing data, identification of design concerns, and confirmation of code compliance. The report also suggested architectural and engineering changes to the initial designs. Project Owner: Monroe County

CHARLES M. HOWE, PE, LEED AP

MJ | SENIOR ELECTRICAL ENGINEER

Greenville-Spartanburg International Airport Terminal Expansion Study, Greer, SC - Senior Electrical Engineer responsible for observation of existing electrical field conditions, review of existing electrical power demand on the existing systems; review of existing emergency power system and available capacity and preparing the electrical portion of the project definition and programming report.. This project entailed study and development of a project definition and programming (PDP) report that identifies a preferred commercial terminal development program to enable GSP to accommodate up to and beyond 3 million annual enplaned passengers. The resultant $170 million dollar program provides for two concourse expansions, eight additional aircraft gates, expanded commercial aircraft apron (including RON apron), an FIS facility, expanded outbound baggage system, an additional three-unit baggage claim, an expanded administrative suite and significant roadway modifications and terminal curb improvements. Project Owner: Greenville-Spartanburg Airport Commission

Runway Incursion Mitigation Project - Reconfigure Taxiway H, , Manchester, NH - This project consists of the design, permitting, bid phase, construction administration, and resident engineering services to reconfigure the northern portion of Taxiway H and Taxiway L pavements to mitigate the existing Hot Spot location at the Airport. The portion of Taxiway H to be reconfigured is located north of the intersection with RW 6-24 and connects to the Runway 17 End of Runway 17-35. The newly configured section of Taxiway H will be renamed to TW K to help minimize confusion from Air Traffic Control Tower directions. The basis of the geometric design to eliminate the existing Hot Spot is based on the preferred Taxiway H alternative recommended as part of the recently completed Airfield Geometry Review and Alternatives Analysis and Airport Layout Plan Update study. The project will also upgrade the existing Airfield Lighting Control and Monitoring System hardware and software, including a remote access option. Project Owner: Manchester-Boston Regional Airport

Wilkes-Barre/Scranton International Airport Taxiway B Extension Design & CI, Wilkes-Barre/Scranton International Airport, Avoca, PA - Senior Electrical Engineer responsible for providing QA/QC review and comments on electrical design as well as assisting with power and communications system design coordination. This project involves designs for the extension of Taxiway B on the Runway 4 approach end at the Airport. The scope of work also includes an environmental assessment, relocation of FAA-owned navigational facilities, coordination with the FAA, stormwater management, embankment fill borrow material staging and coordination, taxiway lighting and signage design, and relocation of the Air Traffic Control Tower Access Road. Project Owner: Wilkes-Barre/Scranton International Airport

Greater Binghamton Parallel Taxiway B Design, Bidding and Construction Administration, Greater Binghamton Airport, Maine, NY - This project involved the removal of “hot spot” Taxiway G, and extending Taxiway K to provide a full standard parallel taxiway to Runway 10-28 named Taxiway B. The project consisted of constructing 50’ wide by 1,830’ long new taxiway to complete the full parallel taxiway. A topographic survey and the implementation of a Geotechnical Investigation Program were included to evaluate the existing pavement thickness, soils, and presence of groundwater. This information was used to determine milling depths of the existing asphalt and overlay thicknesses for proposed asphalt. The project design efforts also included a review of current pavement markings, and other FAA Standards. Design profiling each existing Taxiways, H, K, L M, and P was required to ensure FAA standards for grades and cross slopes were met. Other work included the installation of new taxiway edge lights, electrical conduit and wiring, light bases, guide signs and foundations, pavement markings, closed drainage systems, and post construction stormwater management best practices. Construction activity was phased to minimize impacts to airport operations. Runway 10-28 was utilized as a temporary taxiway to maintain GA access to Runway 16-34. Construction within the Runway 16-34 safety area was completed during two weekends with 12-hour night shift periods, to accommodate flight schedules. Project Owner: Broome County

MICHAEL ECKHARDT, PE

MJ | SENIOR MECHANICAL ENGINEER

Mr. Eckhardt is a licensed mechanical engineer with over 25 years of experience in engineering design solutions for aviation, educational, industrial and commercial clients specializing in engineered plumbing systems and petroleum bulk storage/ dispensing systems. He has been the lead plumbing engineer for airport projects in throughout New York, New Hampshire, Massachusetts, and Connecticut involving terminal expansions, interior renovations, aircraft hangars, and snow removal equipment buildings. He has also led the design of aviation fueling projects at over a dozen airports in New York, Pennsylvania, and New Jersey. Mr. Eckhardt is also serving as the Engineering Project Manager for a terminal-wide HVAC System Replacement project at Buffalo Niagara International Airport.

RELEVANT EXPERIENCE

Pease - Terminal Expansion Design, Portsmouth International Airport at Pease, Portsmouth, NH - Senior Mechanical Engineer responsible for plumbing systems design. The Portsmouth International Airport at Pease is being expanded to include a new concourse and holdroom, a new expanded TSA checkpoint, a new baggage handling system and CBIS building, a new passenger boarding bridge, new concession space, and a new baggage makeup area. Additionally, the project includes improvements to access security, security cameras and paging for the expansion as well as the existing terminal. This $18M expansion includes 24,322 sf of new space. Construction completion is planned for late 2020 and is funded by grants received from the FAA and State of New Hampshire Department of Transportation. The FAA grants include a Supplemental Discretionary Grant as well as use of the airport's Entitlement Grant funding. The proposed improvements are in response to a Study completed in 2018, which identified deficiencies in facility requirements to support the current and planned growth in enplanements at the Airport for both domestic and international carriers. Project Owner: Pease Development Authority

Bradley Airport Terminal Bathroom Renovations, Bradley International Airport, Windsor Locks, CT - Lead Engineer responsible for coordinating with client, owner and code officials during design and construction. As featured on CBS Sunday Morning for the innovative, private, and touchless features that are particularly essential in times of COVID, the renovations of Bradley International Airport's bathrooms involved upgrades to 25 public restrooms within Terminal A. McFarland Johnson provided mechanical, electrical, plumbing and fire suppression system replacement and demolition design services for this project. MJ also provided designs for additional wayfinding signs in the terminal. Project Owner: Connecticut Airport Authority

Schuylkill-Construct Hangar Project Engineering Design Services, Schuylkill County Airport, Pottsville, PA - Project Engineer responsible for QA/QC review of electrical plans. This project provided a 7,300 square foot hangar capable of housing corporate aircraft. The pre-fabricated metal clear span hangar includes a concrete pier/frost wall foundation, concrete floor and bottom rolling door. The hangar project is funded by a Penn DOT Bureau of Aviation Capital budget grant at a funding level of 50% State and 50% Local shares. During the project formulation and pre-design estimates completed by MJ, it was found that the Hangar project originally funded at $200,000 state and $200,000 local was not sufficient to construct an aircraft hangar to the size meeting the airport's needs. MJ assisted the airport authority in securing additional grants at funding levels of $200,000 state and $200,000 local, thereby increasing the project budget from $400,000 to $800,000. Project Owner: Schuylkill County Airport Authority

Trenton-Mercer Airport New Terminal EA, Design & Construction, Trenton-Mercer Airport, West Trenton, NJ - This project requires preparation of an Environmental Assessment for construction of a new 125,000 SF terminal building, realigned access roads, relocation of the Aircraft Rescue and Firefighting (ARFF) building and an expansion of the vehicle parking lot. Key environmental concerns expressed by the public included noise, air quality, wetlands, floodplains, and stormwater. Project Owner: Mercer County

MICHAEL ECKHARDT, PE

MJ | SENIOR MECHANICAL ENGINEER

Village of Hamilton - Terminal Hangar Rehabilitation Design, Hamilton Municipal Airport, Hamilton, NY - This project included design and bid phase services for upgrades to an existing terminal hangar, comprised of a 500 sf terminal structure with an attached 6,500 sf maintenance/aircraft storage hangar. The terminal structure was demolished and replaced with a new 1,200 sf building. Exterior improvements to the hangar structure included a new bi-fold door, a new roof, exterior building skin repairs and repainting, window replacement, wall and roof insulation upgrades, and exterior lighting upgrades. Interior improvements included a new emergency eyewash station, new gas fired domestic water heater, and natural gas heating equipment. The facility was also connected to the municipal water and sewer system. Funding for the project included grants received from the State of New York through the Aviation Capital Grant Program and the Multi-Modal #4 Grant Program, as well as a future grant anticipated through the FAA's Airport Improvement Program. Project Owner: Village of Hamilton

Pease-Terminal Improvements Planning Portsmouth International Airport at Pease, Portsmouth International Airport at Pease, Portsmouth, NH - This study focused on the existing airport terminal building and ancillary needs in the medium-term (2018-2020) and long-term (2020 and beyond). The study considers the needs of both domestic and international carriers. This project optimized a wide mix of aircraft ranging from A320 to B747 at the existing apron with existing and proposed passenger boarding bridges. This included gate planning, aircraft movements to ensure adequate separation, support vehicle movements, and jet blast reviews for building impacts. Additionally, this project included determining the terminal needs for the short- and long-term capacity and identifying the facility requirements and deficiencies for the terminal building size, automobile parking, and drop off pick-up ramp. Project Owner: Pease Development Authority

Greater Binghamton Airport Master Plan Update, Greater Binghamton Airport, Maine, NY - This project involves the preparation of a Master Plan Update to assure that the Greater Binghamton Airport and its environs are safe and efficient as well as to evaluate the changing needs of airport users and the aviation needs of the surrounding community. Initial tasks of the project included the acquisition of detailed airport mapping compliant with FAA Advisory Circular 150/5300-18B and data for development of a flexible, scenario-based Airport Master Plan Update and Airport Layout Plan. Baseline data will be collected and presented for use in subsequent planning analyses. The project includes development of an airport inventory, aviation forecasts, environmental overview and facility requirements. Project Owner: Broome County

Watertown Terminal Apron Reconstruction Design, Watertown International Airport, Watertown, NY - The project involved the pavement rehabilitation of the 75,000 SF commercial apron at the Watertown International Airport. The commercial apron was originally constructed in the 1980's and was rehabilitated in 2003. The existing pavements were exhibiting noticeable wear due to the effects of service loads, weather and time and needed to be replaced or rehabilitated. This area is an intricate part of the airport's operations as it is where they service both commercial and often corporate aircraft. The project objectives include the assessment of the pavement condition to determine the limits of reconstruction and/or overlay; the development of pavement sections; the replacement of apron edge lighting; improvements to the apron operations lighting; replacement and/or improvements to the apron drainage system, to include glycol collection. All described revisions will be completed in accordance with the appropriate FAA Advisory Circular or directives. Project Owner: Jefferson County

CHAD E. PHILLIPS, PE

MJ | SENIOR STRUCTURAL ENGINEER

Chad is responsible for the overall management of numerous projects at McFarland Johnson's Burlington, VT office. He has many years of experience in the structural design and project management of many types of structures. These include industrial, educational, commercial, residential and government buildings, as well as water/wastewater treatment facilities. Chad's current responsibilities include acting as client liaison and providing project design and management, marketing, design review, quality control and construction observations. He has also served as a university instructor, teaching structural steel design, reinforced concrete design and other introduction to engineering courses. Chad also served for 11 years in the U.S. Coast Guard's Civil Engineering Unit in Miami, FL.

RELEVANT EXPERIENCE

Terminal Connectors Bomb Blast Analysis, Fort Lauderdale-Hollywood International Airport, Fort Lauderdale, FL - Project Engineer responsible for bomb blast analysis, modeling the existing and proposed terminals and elevated travelways to determine blast forces at various points along the building and presenting the final report to the client. McFarland Johnson is providing planning assistance under a term agreement for this client. To date, MJ has been involved in a number of task assignments, providing alternatives review and recommendations for projects such as: bomb blast analysis; departure curbs; arrival curb emergency vehicle parking; cell phone waiting lot; and air cargo center. Also provided bike path program development & recommendations, and on-site planning advisory services. Project Owner: Broward County

Key West International Airport Elevated Maintenance Facility Design, Key West International Airport, Key West, FL - Senior Structural Engineer. This project involves the construction of an elevated airport maintenance facility at the Airport. The scope of work includes construction of an elevated parking deck with a maintenance facility area. The deck will be approximately 100' x 100' to its furthest extent, although the footprint will not be square and will be configured to accommodate site restrictions. A portion of the deck is covered with a roof matching the existing terminal building. Project Owner: Monroe County (FL)

Terminal Revitalization, Elmira Corning Regional Airport, Horseheads, NY - Senior Structural Engineer responsible for quality assurance review of structural design plans, project coordination, budgeting, scoping and staff management. Chad identified the primary coordination issues that needed to be addressed early on. He selected the major structural systems and worked to design the critical lateral and vertical load carrying systems. Allowances were made for future loads, not yet determined and provisions made for future changes in configuration and loads as the rest of the design progressed even after the fabrication of the structural steel had begun. The design and construction of the $61.5M terminal expansion and renovation, funded through the NY Upstate Airport Economic Development and Revitalization and FAA grant monies, was accomplished with a fast-track approach in approximately 18 months. The project was designed and bid in phases to allow for continued operation of the facility while the terminal expansion was progressing. Project Owner: Chemung County

Terminal Expansion & Renovation, Plattsburgh International Airport, Plattsburgh, NY - Senior Structural Engineer responsible design and supervision of all structural project components. The renovations to the existing terminal required infill of existing open floor space in several locations. A structural analysis of the existing building was undertaken to determine the ability of the structural bracing systems to support the increased lateral load demands due to the increased mass of the building. The new expansions were designed for the wind and seismic loads of new construction as well as the existing building, bringing the entire structure into code compliance. This terminal expansion involved engineering design services for a two-story, 87,731 sf passenger terminal building addition, as well as renovation to the existing 41,380 sf terminal. Project Owner: Clinton County

CHAD E. PHILLIPS, PE

MJ | SENIOR STRUCTURAL ENGINEER

Pease-Terminal Improvements Planning Portsmouth International Airport at Pease, Portsmouth International Airport at Pease, Portsmouth, NH - Senior Structural Engineer responsible for quality assurance review of structural design plans, project coordination, budgeting, scoping and staff management. This study focused on the existing airport terminal building and ancillary needs in the medium-term (2018-2020) and long-term (2020 and beyond). The study considers the needs of both domestic and international carriers. This project optimized a wide mix of aircraft ranging from A320 to B747 at the existing apron with existing and proposed passenger boarding bridges. This included gate planning, aircraft movements to ensure adequate separation, support vehicle movements, and jet blast reviews for building impacts. Additionally, this project included determining the terminal needs for the short- and long-term capacity and identifying the facility requirements and deficiencies for the terminal building size, automobile parking, and drop off pick-up ramp. Project Owner: Pease Development Authority

Airport Monopole Tower Engineering Study, Edward F. Knapp State Airport, Berlin, VT - Project Manager responsible for structural engineering analysis of a series of monopole towers. Provide engineering study and structural analysis of towers to ensure modified pole configuration is structurally sound with the added weight of the platform materials, added wind loading and other structural considerations. Project Owner: Federal Aviation Administration

Burlington International Airport Terminal Energy Retrofit, Burlington International Airport, Burlington, VT - Project Manager responsible for structural evaluation of the existing structure and design of new structural framing to support new mechanical loads. The project consisted of retrofitting the existing mechanical systems at the Burlington International Airport terminal building to improve energy efficiencies. Project Owner: Burlington International Airportand engineering changes to the initial designs. Project Owner: Monroe County

ANTHONY J. SHUBA

MJ | DYNAMIC TECHNOLOGY SOLUTIONS & AUTOMATION MGR.

Mr. Shuba is a software engineering professional with more than 20 years of experience in the field. He promotes object-oriented approaches to real-time software development and is analytical and detail oriented. Mr. Shuba has advanced knowledge of the Java architecture and web-based solution design. He applies these skills in the development of innovative consulting solutions software, such as MJ's proprietary Dynamic Analysis Tool (DAT), obstruction visualization tools and grant administration software.

RELEVANT EXPERIENCE

Dynamic Master Plan, Fort Lauderdale-Hollywood International Airport, Fort Lauderdale, FL - Software Solutions Manager responsible for the design and development of the DAT database and web application. This Plan includes scenario-based planning analyses and an innovative dynamic planning approach that provides quick feedback regarding possible scenarios and resultant impacts. The plan incorporates adjustable forecasts, scenario-based planning, planning activity levels with specific trigger points. Project Owner: Broward County

Dynamic Master Plan & e-ALP Update, Greenville-Spartanburg International Airport, Greer, SC - Software Solutions Manager responsible for the design and development of the DAT database and web application. This Plan includes scenario-based planning analyses and an innovative dynamic planning approach that provides quick feedback regarding possible scenarios and resultant impacts. GSP staff can analyze new opportunities and planning challenges proactively before they occur rather than undergoing time consuming and costly planning efforts in a reactionary manner. The Plan focuses primarily on landside access, circulation and auto parking facilities, air cargo facility development and operations, enhanced land development and obstruction planning and consolidation of previous planning efforts into a single electronic source for planning and GIS information. The plan incorporates adjustable forecasts, scenario-based planning, planning activity levels with specific trigger points and enhanced land development and highest or best use principles. Project Owner: Greenville-Spartanburg Airport Commission

Dynamic Master Plan, Wilmington Airport, New Castle, DE - Software Solutions Manager responsible for the design and development of the DAT database and web application. With this complex and highly dynamic airport including 4 FBO's, an Air National Guard base, and intermittent periods of commercial service, this plan requires flexibility to take advantage of yet unknown opportunities or changes in market conditions. The dynamic scenario-based interface, combined with the comprehensive AGIS survey, provides a management tool for airport staff, creating flexibility to account for changes within the industry and the general economy. Project Owner: Delaware River and Bay Authority

Dynamic Master Plan and Airport Layout Plan Update, Wilkes-Barre/Scranton International Airport, Avoca, PA - Software Solutions Manager responsible for the design and development of the DAT databases and web applications. This project involves the development of a dynamic Airport Master Plan that utilizes an innovative approach to airport planning and provides for additional flexibility in airport planning management. The Dynamic Master Plan focuses primarily on landside access, parking and terminal issues, airfield geometry and enhanced commercial land development. The plan incorporates adjustable forecasts, scenario-based planning, planning activity levels with specific trigger points and an enhanced land development and marketing analysis based on highest or best use principles. The Dynamic Master Plan combines all the data collected with updated aerial mapping to produce an existing conditions ALP in keeping with FAA Airports GIS standards. The final product links forecast and market driven development variables to a dynamic and interactive financial plan ALP, making the final dynamic deliverables infinitely more useful to both the FAA and the airport. The land development tool enables the Airport to review and assess potential development opportunities to select for the highest and best use. Project Owner: Wilkes-Barre/Scranton International Airport

LAURA SAU

MJ | VISUALIZATION SPECIALIST

Ms. Sau has experience in 3D graphic model design and development, visualizations, video production and virtual reality. She utilizes her educational experience gained through a Bachelor's Degree in Architecture, as well as her work experience in construction and planning/zoning to develop ultra-realistic project visualizations to engage clients, stakeholders, and the public, which enables all parties to envision how a project will manifest.

RELEVANT EXPERIENCE

Strategic Real Estate Development Plan, Gerald R. Ford International Airport, Grand Rapids, MI - Visualization Specialist responsible for developing photorealistic graphics and 3D model video footage for proposal meetings. Gerald R. Ford International Airport (GRR), the second busiest commercial service airport in Michigan, is comprised of approximately 3,130 acres of land with approximately 900 acres of property available for lease and development. There are specific real estate development opportunities that require or are significantly enhanced by the presence of the Airport. MJ has been tasked with identifying these aviation/real estate relationships, determining which types of development are appropriate for and desired by the Airport and developing a Strategic Real Estate Development Plan to guide and facilitate desired aviation and non-aviation real estate development. To achieve this objective, MJ will prepare a master land use and site development plan for specific parcels on or adjacent to GRR based on current regional and national market trends and conditions obtained through a real estate market analysis. The unified master land use plan and associated development concepts will provide a framework for future development, evaluate development phasing, costs and financial impacts, identify a strategic implementation action plan and include a comprehensive marketing program and tools to target potential tenants. Project Owner: Gerald R. Ford International Airport Authority

Terminal Expansion Study, Greenville-Spartanburg International Airport Greer, SC - Visualization Specialist responsible for developing photorealistic graphics and 3D model video footage for proposal meetings. This project entailed study and development of a project definition and programming (PDP) report that identifies a preferred commercial terminal development program to enable GSP to accommodate up to and beyond 3 million annual enplaned passengers. The resultant $170 million dollar program provides for two concourse expansions, eight additional aircraft gates, expanded commercial aircraft apron (including RON apron), an FIS facility, expanded outbound baggage system, an additional three-unit baggage claim, an expanded administrative suite and significant roadway modifications and terminal curb improvements. Project Owner: Greenville-Spartanburg Airport Commission

Miscellaneous Land Planning Support, Greenville-Spartanburg International Airport, Greer, SC - Visualization Specialist responsible for developing photorealistic graphics for use in land development concepts. The Airport has a total of roughly 4,700 acres of land, with approximately 50% of that available for non-aeronautical development. MJ is providing land development and land use planning for various parcels within GSP's portfolio to prepare them for marketing to potential tenants. Parcel development; highest and best use analyses; roadway network and illustrative renderings and modeling are being provided under this task. Project Owner: Greenville-Spartanburg Airport Commission

South Island Apt - Starbuck Island Mixed Use Development Site Design, Green Island, NY, Village of Green Island, NY - Visualization Specialist responsible for developing photorealistic graphics of the pool area for use in public presentation meetings and 3D model video footage for a project commercial. The project consists of a mixed-use development that comprises of a multi-tenant, 2-story 26,300 s.f. commercial building that will contain office, retail and restaurant spaces with an outdoor sitting area; a 3,500 s.f. branch bank with drive thru lanes; and, four (4), four-story multifamily residential buildings containing approximately 276 units, all on an 11-acre island in the Hudson River. The project required permitting a 14' high sea wall with heavy slope stabilization along the banks of the Hudson River. Our services included the design and permitting for all components of the project which required preparing an Environmental Assessment Report, SEQRA documentation, site plans, coordination and obtaining permits from NYSEDC, USACOE, NYSOGS, and NYSDOS. Project Owner: South Island Apartments, LLC

WILLIAM A. HAYWARD, AIA, CSI-CDT, CCCA, CCS, LEED GA

BAKER | ARCHITECT

Mr. Hayward has extensive experience in aviation terminal additions, baggage handling systems and check point projects, and in particular renovation projects requiring phased construction while maintaining existing operations, involving multiple stakeholders and critical infrastructure elements. During his career he has worked on a myriad of project types and complexity involving over $2.7 billion in successful construction, including government facilities, aviation projects, office buildings, hotels, high-rise condominiums, medical, convention centers, parking garages and recreation and sports complexes. Project size has varied with construction costs for a single project up to $350 million. This has included a number of fast-tracked project schedules, utilizing design-build, design-bid-build, and construction management project delivery methods that were completed on time and within budget.

RELEVANT EXPERIENCE

Architectural, Engineering, and Planning Consultant Services, Tallahassee International Airport (TLH), Tallahassee, Florida-City of Tallahassee, Florida. Architect. Provided architectural support services. Michael Baker is providing full, in-house consulting and engineering services for various projects at the Tallahassee International Airport. These services entail the preparation of an airport master plan, the development of a sustainability master plan, the conducting of a foreign trade zone study, the design and reconstruction of the south apron and rehabilitation of the Airport Rescue and Fire Fighting station, annual training for Wildlife Hazard Management, an environmental assessment for the development of a solar farm, and inspections for stormwater pollution prevention compliance.

DFS Airport Terminal Development, DeFuniak Springs Airport (54J), DeFuniak Springs, Florida-City of DeFuniak Springs. Architect of Record. Architect of Record for the design of the new GA terminal and adjoining hangar. Michael Baker provided design and engineering services for the new general aviation (GA) terminal for DeFuniak Springs Airport. The terminal consists of a 7,500-square-foot FBO and terminal building and an adjoining 11,000-square-foot hangar to replace an existing FBO that has outlived its useful life. This facility will serve as the aviation gateway to this historical community. Michael Baker is providing architectural engineering for the project.

New General Aviation Center Project, Punta Gorda Airport (PGD), Punta Gorda, Florida-Charlotte County Airport Authority. Architect of Record. Architect of Record for the design of the new GA Terminal, including a new future restaurant, FBO, and fight training instructor offices. Michael Baker provided airfield engineering, civil engineering, architecture, structural engineering, environmental services, bidding services, construction administration, and grant support for the construction of the new PGD Air Center at Punta Gorda Airport to relocate the existing general aviation facility. This facility will replace the existing general aviation (GA) facility to make space for a future southern expansion of the Bailey Terminal. The new GA terminal will serve as a gateway to the community.

Tampa International Airport Restroom Improvements, Tampa, Floridaa-Hillsborough County Aviation Authority. Architect of Record. Served as the Architect of Record and Project Manager for the design and construction phases of the project. Michael Baker provided design-phase evaluations for two upgraded restrooms at the Tampa International Airport. For airsides A and E, a complete demolition of the current restrooms preceded the implementation of a unique, modern design that reflected the character and theme of each airside terminal. Michael Baker reviewed the facilities with the airport staff to ensure that the airport's high standards were met and that the maintenance staff could service the restrooms without having to shut them down completely. Additionally, passenger capacity was evaluated. Michael Baker created multiple design options prior to the development of the contract documents. To reduce the time the restrooms would be out of service, the project included phased and accelerated construction work activities.

KIM M. ALLERTON

ERS | DIVISION MANAGER

Ms. Allerton is Division Manager and Senior Environmental Scientist with Environmental Resource Solutions (ERS), A Division of SES Energy Services LLC. In addition to running the day to day operations of the business, she performs a myriad of environmental services. She maintains a strong rapport with the resource and regulatory agencies and coordinates with agencies on behalf of public and private clients. Ms. Allerton is a lead scientist who performs wetland assessments and delineations, environmental resource permitting, mitigation planning, Master Planning Studies, NEPA documents. She is an expert in aviation environmental planning and wildlife hazard assessment. Ms. Allerton brings 31 years of experience in the environmental consulting field with over 25 years related to aviation services. Her public sector experience is unsurpassed having evaluated and permitted hundreds of projects, including a multitude of aviation projects. Ms. Allerton has managed airport projects in Florida, Georgia, Missouri, Arkansas, Kansas, Texas, California, Hawaii and Mexico. Her extensive experience in the environmental consulting field has made her a well-respected expert. She has collaborated with a multitude of airports, local governments, transportation agencies, engineers and planners on hundreds of transportation-related projects including more than 300 aviation-related projects. Her experience includes, but is not limited to, wetland delineation and permitting, NEPA documentation, airport master planning, habitat and wildlife assessment, and endangered species assessments. She is a recognized expert and has provided testimony in the areas of wetland delineation, assessment and permitting

RELEVANT EXPERIENCE

Ocala International Airport (OCF) Misc. Ecological Service, Ocala, FL-Mr. Allerton oversaw multiple projects at OCF under engineering on-call contracts. From 2009-2017, ERS completed a Wildlife Hazard Assessment, Wildlife Hazard Management Plan, multiple annual Wildlife Hazard Training sessions, gopher tortoise surveys and assessments and consulted with OCF staff on Coyote issues.

Jacksonville Aviation Authority Environmental On-Call ,Jacksonville, Florida- Since 1999, ERS has served as the on-call ecological consultant for JAA. Since that time, Ms. Allerton has managed virtually all projects at all four of the airports controlled by JAA: Jacksonville International Airport (JIA), Jacksonville Executive at Craig, Herlong Recreational, and Cecil Field Airport. Projects include conceptually permitting over 160 acres of wetland impacts at JIA for their 20-year stormwater master plan, conducting a Formal Determination with SJRWMD on approximately 5,000 acres at Cecil Airport, completing Wildlife Hazard Assessments at Cecil and Jacksonville Executive, assisting with routine wildlife hazard monitoring pursuant to FAA requirements, developing and managing large-scale on-site conservation areas, and providing permitting assistance on an as-needed basis for any construction project involving impacts to wetlands or protected species. ERS was instrumental in establishing conservation easement language that satisfied FAA (with Part 77 tree clearing and wildlife management/abatement allowances), USACE and the State of Florida wetland regulators. In 2014, ERS successfully permitted 220 acres at Cecil Airport as a long-term protected gopher tortoise recipient site. In addition to serving as wetland mitigation, this area can accommodate more than 600 tortoises, with anticipated revenue to JAA exceeding $600,000. This contract requires extensive knowledge of long range airport planning goals/objectives and compatible adjacent land uses.

Atlanta Regional Airport (Falcon Field) Environmental Assessment, Peachtree City, Georgia- Ms. Allerton managed the completion of an Environmental Assessment for an Obstruction Clearing project at Atlanta Regional Airport. As part of the EA, ERS delineated jurisdictional wetlands within an approximate 218-acre project area and assessed over 9,000 linear feet of stream habitat. The proposed action included clearing trees on airport property within the 14 CFR Part 77 Primary Surface and off airport within the TERPS 20:1 approach at Runway 13 and the TERPS 30:1 approach at Runway 31. In addition, the action also included acquiring one avigation easement. ERS was responsible for extensive agency coordination, including U. S. Army Corps of Engineers (USACE), U.S. Fish and Wildlife Service, GDOT and FAA. The FONSI is anticipated in October 2020.

GEO-TECH, INC.

Craig A. Hampy,P.E.
Senior Project Engineer

Education/Degrees

- High School: Belleview High School, Belleview, FL
- College: Associate of Arts, Central Florida Community College, 2007
  Bachelor of Science in Civil Engineering, Florida State University, 2011

Professional Experience

November 2011 – Present

Project Engineer, Geo-Tech, Inc., Ocala, Florida

Engineering and project management of site evaluations, sinkhole remediation, geotechnical analysis, and design of foundation systems for various structures, roadways, and pavements. Project management with analysis and evaluation of engineering materials and testing, in addition to cost analysis for geotechnical services on major roadway expansion projects. Complete supervision and review of materials testing laboratory procedures and troubleshooting for a wide variety of complications found within construction procedures.

July 2011 – November 2011

Field Engineer, GSE Engineering, Gainesville, Florida

Sinkhole remediation monitoring, including: sinkhole inspections and reports. Geotechnical evaluations with technical report writing and data analysis and interpretation. Laboratory testing supervisor.

June 2005 – August 2007

Supervisor, Foundation Services of Central Florida, Ocala, FL

Sinkhole remediation supervisor, scheduled home inspections, worked on landscaping projects for the Department of Transportation, and acquired residential and commercial permits.

Certifications

- Florida Professional Engineer, Registration No. 83240
- Certified Stormwater Management Inspector

Technical Experience

- Ground Penetrating Radar (GPR) Evaluation & Data Interpretation
- Laboratory Testing
- Cone Penetration Test (CPT) Data Interpretation
- Technical Report Writing
- Site Plan Preparation
- Grout Monitoring
- Auger Cast Pile Monitoring

ROBERT C. MENTZER, JR.

HMMH | PRINCIPAL CONSULTANT

Robert Mentzer has specialized in airport environmental noise studies for airports for more than 25 years. He is a well-qualified Project Manager and Lead Technical Specialist. He has had these roles for several major airport environmental studies and Part 150 noise studies. His project experience ranges from general aviation airports such as TEB and FXE to major airports such as BOS, CLT, DEN and ORD. He also has extensive experience managing several airport noise on-call contracts. Mr. Mentzer has recently completed the Noise Exposure Map and Master Plan Update at Nashville International Airport and was the Noise lead for two EIS Re-Evaluations at Chicago O'Hare International Airport. He is currently involved in NEPA studies in Chicago and Nashville. Mr. Mentzer has led the preparation of noise contours for more than 50 airports, including noise elements of Part 150 Land Use Compatibility Planning Studies, Part 161 Noise and Access Restriction Studies, Environmental Assessments, Environmental Impact Statements, Airport Master Plan Studies, and other studies concerning airport noise.

RELEVANT EXPERIENCE

- **Chicago O'Hare Terminal Area Plan and Air Traffic Procedures EA, O'Hare International Airport, Chicago, IL (2019-present),** Noise Technical Lead
- **BNA Runway 2L Extension EA, Nashville International Airport, Nashville, TN (2020-present),** Project Manager
- **BNA Terminal Expansion EA, Nashville International Airport, Nashville, TN,** (2019-2021), Principal in Charge
- **Runway/Taxiway EA, Smith Reynolds Airport, Winston-Salem, NC** (2019-2021), Principal in Charge
- **BNA Runway 2R-20L Closure CATEX, Nashville International Airport, Nashville, TN** (2019), Project Manager
- **Written Re-Evaluation EIS, Piedmont Triad International, Greensboro, NC** (2018), Project Manager
- **Runway Weight Limit EA, Fort Lauderdale Executive, Fort Lauderdale, FL** (2016 - 2018), Assistant Project Manager
- **Chicago O'Hare EIS Fly Quiet Reevaluation, O'Hare International Airport, Chicago, IL** (2017-2018), Noise Modeling Lead
- **Bowling Green Runway Extension EA, Bowling Green-Warren County Regional Airport, Bowling Green, KY** (2017), Project Manager
- **Terminal E Modernization EA, Logan International Airport, Boston, MA** (2015-2016), Project Manager
- **Chicago O'Hare EIS Reevaluation, O'Hare International Airport, Chicago, IL** (2015), Noise Modeling Lead
- **Terminal E Renovations EA, Logan International Airport, Boston, MA** (2015), Project Manager & Noise Lead
- **Proposed Hangar Development EA, Worcester Regional Airport, Worcester, MA** (2014), Project Manager & Noise Lead
- **FAA North Texas OAPM EA, North Texas Metroplex** (2012-2014), Noise Technical Lead
- **Runway Extension EA, Watertown International Airport, Watertown, NY** (2012), Principal-in-Charge
- **T.F. Green Airport Improvement Program EIS, Providence, RI** (2004-2012), Project Manager and Lead Technical Analyst

PHILIP M. DEVITA, CCM

HMMH | DIRECTOR, AIR QUALITY

Mr. Philip DeVita leads HMMH's Air Quality practice. He is an American Meteorological Society Certified Consulting Meteorologist with more than 30 years of experience in air quality permitting and modeling, wind turbine and solar evaluation, air emissions characterization, and meteorological monitoring. His expertise includes atmospheric dispersion modeling to support permitting and siting studies, indirect source analysis, feasibility studies, and consequence analyses for hazardous chemical releases. Mr. DeVita has conducted air quality impact assessments for a variety of transportation projects as well as analyses of power and industrial sources using AERMOD, EDMS/AEDT, MOVES, SGHAT, CAL3QHC and CALPUFF. He also has prepared greenhouse gas and sustainability analyses under the MEPA Greenhouse Gas Emissions Policy, emissions inventories, source registrations, and air plan applications for various industrial sources.

RELEVANT EXPERIENCE

- **Port Authority of New York and New Jersey, JFK International. Airport Redevelopment Program, Construction Carbon Assessment Master Planning (2019-2020),** Renewable Energy Expert
- **Nashville International Airport Concourse A (CAGE) Environmental Assessment (2020),** Air Quality Technical Lead
- **DTW Solar Feasibility Study (2019-2020),** Project Manager
- **VALE Application for STL Gate Electrification (2021),** Air Quality Technical Lead
- **Smith Reynolds Airport (INT) Parallel Taxiway Q and Taxiway L Air Quality Environmental Assessment (2019),** Air Quality Technical Lead
- **George Bush International Airport, Taxiway Construction and Runway Closure NEPA, (2019),** Air Quality Technical Lead
- **JFK International Airport, American Airlines Terminal 8 Environmental Assessment, (2019),** Air Quality Technical Lead
- **Trenton-Mercer Airport, New Terminal, and Roadway Improvement Environmental Assessment, (2019),** Air Quality Technical Lead
- **LaGuardia Air Train EIS, (2019-present),** Air Quality Technical Lead
- **Philadelphia International Airport Parcel G Parking Lot CATEX, Philadelphia, PA (2019)**, Air Quality Technical Lead
- **Reagan National Airport Roadway Improvement Environmental Impact Statement, (2018-present),** Air Quality Technical Lead
- **St Louis International Airport Pre-Conditional Air and Ground Power VALE, (2018-2019),** Air Quality Technical Lead
- **Smith Reynolds Airport Taxiway Q EA, (2019)**, Air Quality Technical Lead
- **Phoenix Sky Harbor International Airport Sustainable Management Plan Update, AZ (2017-present),** Renewable Energy Expert
- **L.G. Hanscom Field 2017 Environmental Status & Planning Report (ESPR), MassPort, Boston MA (2017-present),** Air Quality Technical Lead
- **ACRP 02-76: Optimizing the Use of Electric Pre-Conditioned Air (PCA) and Ground Power Systems at Airports (2017-present),** Air Quality Lead
- **RE-PHL: Philadelphia International Airport Energy and Emissions Reduction Strategy, Philadelphia, PA (2017-2018),** Renewable Energy Expert

DOUGLAS C. BAÑEZ

HUBPOINT | AIR SERVICE DEVELOPMENT

Doug Bañez is Founder and Managing Director of Hubpoint Strategic Advisors, LLC – a consultancy serving the aviation, transportation, and logistics sectors. During his 30-year career, Doug has led client engagements in North America, Latin America, Asia and the Middle East in the areas of business strategy, marketing, competitive positioning, and regulatory support. For the aviation community, Doug focuses on economic analyses of airline and airport issues, with particular emphasis on passenger air service development, aviation networks, traffic forecasting, and air cargo market assessments. Doug is a veteran of industry-leading aviation and transportation consulting firms and applies best-practices learned over his career to Hubpoint's client and partner engagements. Throughout his career, Doug has worked with small and non-hub U.S. airports on air service development matters including airports in Jacksonville, NC; Wilmington, DE; Fayetteville, NC; Lewiston, ID; El Paso, TX; Niagara Falls, NY and Mesa, AZ. At the same time, he has led passenger air service development initiatives at large airports including Phoenix Sky Harbor, Washington Dulles, and San Diego. This experience provides Doug with valuable perspective on the unique challenges faced by airports of varying size and operational complexity.

RELEVANT EXPERIENCE

- Developed a strategic plan for air service development efforts at Wilmington Airport (ILG) in Delaware. Led efforts to target and pursue Frontier Airlines and other Ultra Low Cost Carriers (ULCCs). ULCC strategy focused on cost and traveler convenience advantages at ILG compared to larger nearby airports in Philadelphia and Baltimore. Ultimately, Frontier started service to Orlando in February 2021. Provide presentation materials and on-site support for ILG's meetings with airlines at industry air service conferences.

- Lead air service development strategy and advisory services for Albert J. Ellis Airport (OAJ) located in Jacksonville, NC. OAJ seeks additional airlines and scheduled nonstop destinations to augment service by two incumbent network carriers. Perform detailed analysis of OAJ O&D and onboard traffic, current services and potential airline/route priorities. Develop air service presentation materials aimed at target airlines. Arrange and lead airline headquarters meetings for OAJ and provide on-site support for airline meetings at air service conferences. Executed a leakage study for OAJ which is in close proximity to four other commercial airports. Advised development of air service incentive program.

- Provided passenger air service development advice to Lewiston-Nez Perce County Regional Airport (LWS) located in Lewiston, ID. Developed comprehensive air service strategic plan for LWS assessing the current situation and identifying prioritized targets for potential air service – by route and by airline. Perform aviation market analysis and stakeholder outreach to the local community on an ongoing basis. Led headquarters meeting with a major regional airline to promote opportunities at LWS and substantiate the need for additional capacity and flight frequencies. Subsequently, the airline successfully added a fourth daily regional jet frequency and is currently considering further service enhancements at LWS.

- Advise North Carolina's Fayetteville Regional Airport (FAY) regarding air service development strategies to attract new non-stop passenger services. Initial target markets included Washington, DC and Dallas-Fort Worth. Work involved quantifying the impact of current and future travel related to nearby Fort Bragg. Conducted community outreach and traveler surveys to understand leakage factors. Led headquarters and JumpStart meetings with commercial airlines to promote non-stop services to FAY. Subsequently, air services were initiated at FAY to Washington Reagan National Airport (DCA) and Washington Dulles International Airport (IAD). Led development of FAY's application for Small Community Air Service Development Program (SCASDP) grant through the U.S. DOT.

TRAVIS P. BARRINEAU, P.S.M.

RMB | PROFESSIONAL SURVEYOR

R.M. Barrineau and Associates, Inc. (The Company) is licensed by the State of Florida to provide surveying and mapping services. The Company was incorporated in 1988, in Marion County, FL and has been serving Central Florida for 34 years. R.M. Barrineau and Associates, Inc., provides surveying and engineering support services for engineers, architects, contractors, attorneys, lending institutions and government agencies. The Company has provided consultant surveying services at the Ocala International Airport for topographic surveying services for the demolition of the old terminal and the design and construction of the new terminal; construction staking of runway and lighting projects; sketches of descriptions for lease parcels; numerous hangars and as-built surveys. R.M. Barrineau and Associates, Inc. works with civil engineering firms to provide surveying and mapping services for site design. The Company works with site contractors and utility contractors to provide construction layout and as-built surveys for projects ranging from small underground utility installations to shopping centers and 458,000 square foot warehouse buildings. The staff of R.M. Barrineau and Associates, Inc. work with developers in providing surveying services for acquisition of parcels and in platting both residential and commercial subdivisions. Additionally, the staff are skilled in completing ALTA/NSPS Land Title Surveys and reviewing title documents for major commercial land acquisitions. .

RELEVANT EXPERIENCE

PROJECTS AT OCALA INTERNATIONAL AIRPORT

- Project Surveyor for Topographic Survey for New Terminal Building at Ocala International Airport and Construction Staking for Terminal: Provided vertical and horizontal control; SPC's; Civil 3D file
- Project Surveyor for ALTA/NSPS Land Title Survey for four new hangar sites at Ocala International Airport: establish boundaries for the lease parcels; topographic data for parcels; prepare metes and bounds descriptions for the parcels; Civil 3D file
- Project Surveyor for numerous individual hangars at Ocala International Airport: topographic data; metes and bounds descriptions for lease parcels; SPC's; Civil 3D file

MICHAEL WEBBER

WEBBER | AIRPORT & CARGO PLANNING SPECIALIST

In a 31-year career, Michael Webber has led marketing departments of two airports, as well as consulted for numerous airport operators and civil aviation authorities. Consulting assignments include market analyses, forecasts, facilities and strategic plans. Clients have included the four largest international air cargo gateways in the U.S., as well as multiple airports in Africa, Asia, Latin America and the Middle East. On a consulting basis, he managed cargo affairs for Airports Council International – North America (ACI-NA) and was an on-call consultant for IATA (International Air Transport Association). He has completed cargo assignments for the World Bank and U.S. Transportation Security Administration (TSA), and co-authored an air cargo facilities planning guide for the Transportation Research Board (TRB). Project descriptions and client assignments are listed below.

RELEVANT EXPERIENCE

CARGO STRATEGIC PLANNING

- Port Authority of New York & New Jersey, multiple airports (EWR & JFK) (2021)
- Los Angeles World Airports, Los Angeles, CA (Multiple, latest in 2019)
- Charlotte-Douglas International Airport, Charlotte, NC (2018)
- Xi'an Xianyang International Airport, Shaanxi Province, China (2018)
- Vancouver International Airport, Richmond, BD, Canada (2016)
- Tocumen International Airport, Panama (2014).
- JFK International Airport, New York, NY (Multiple, latest 2012)
- New Cargo Airport Study, Ceará, Brazil (2011)

MASTER PLANNING & STRATEGY

- San Francisco International Airport, San Francisco, CA (2019-2020)
- Dallas/Ft. Worth International Airport, Dallas, TX (Multiple, latest in 2020)
- Juan Santamaria International Airport, San Jose, Costa Rica (2019)
- Punta Huete Logistics Center, Managua, Nicaragua (2019)
- Chicago Airport System, Chicago, IL (Multiple, latest in 2018)
- Kempegowda International Airport (BLR), Bangalore, India (2018)
- Reno-Tahoe International Airport, Reno, NV (2017)
- Calgary International Airport, Calgary, AB (2013)

McFarland Johnson
1522 PENMAN ROAD, SUITE #14
JACKSONVILLE BEACH, FL 32250

Florida Department of Transportation

RON DESANTIS
GOVERNOR

605 Suwannee Street
Tallahassee, FL 32399-0450

KEVIN J. THIBAULT, P.E.
SECRETARY

June 12, 2021

John Mafera, Regional Director of Aviation
MCFARLAND-JOHNSON, INC.
d/b/a MCFARLAND JOHNSON
4651 Sheridan Street, Suite 300B
Hollywood, Florida 33021

Dear Mr. Mafera:

The Florida Department of Transportation has reviewed your application for prequalification package and determined that the data submitted is adequate to technically prequalify your firm for the following types of work:

Group 2 - Project Development and Environmental (PD&E) Studies

Group 3 - Highway Design - Roadway

3.1 - Minor Highway Design

Group 6 - Traffic Engineering and Operations Studies

6.1 - Traffic Engineering Studies
6.2 - Traffic Signal Timing

Group 7 - Traffic Operations Design

7.1 - Signing, Pavement Marking and Channelization
7.2 - Lighting
7.3 - Signalization

Group 13 - Planning

13.3 - Policy Planning
13.4 - Systems Planning
13.6 - Land Planning/Engineering

Your firm is now technically prequalified with the Department for Professional Services in the above referenced work types. The overhead audit has been accepted, and your firm may pursue projects in the referenced work types with fees of any dollar amount. This status shall be valid until June 30, 2022 for contracting purposes.

Approved Rates

Home/ Branch Overhead	Field Overhead	Facilities Capital Cost of Money	Premium Overtime	Reimburse Actual Expenses	Home Direct Expense	Field Direct Expense
179.53%	161.50%	0.072%	Excluded	No	4.01%	17.36%*

*Rent and utilities excluded from field office rate. These costs will be directly reimbursed on contracts that require the consultant to provide field office.

Per Title 23, U.S. Code 112, there are restrictions on sharing indirect cost rates. Refer to Code for additional information.

Should you have any questions, please feel free to contact me by email at carliayn.kell@dot.state.fl.us or by phone at 850-414-4597.

Sincerely,

Carliayn Kell
Professional Services
Qualification Administrator

Work Type	Qualifier Name	Level Approved	Date Approved	Reviewer	Other Comments
2					
	Zachary Staff	SS	12/7/2015	R. Jackson	
	Jeffrey Wood	NS	12/7/2015	R. Jackson	
	Scott Faulkner	PE	12/19/2016	R. Jackson	
3.1					
	Scott Faulkner	PE	1/11/2017	D. Amato	
6.1					
	Scott Faulkner	PE	12/19/2016	H. Castillo	
6.2					
	Scott Faulkner	PE	6/12/2020	J. Ponce	
7.1					
	Scott Faulkner	PE	12/19/2016	H. Castillo	
7.2					
	Charles Howe	PE	6/2/2021	D. Amato	
7.3					
	Scott Faulkner	PE	12/19/2016	H. Castillo	
13.3					
	Zachary Staff	AICP	6/11/2020	D. Romero	
13.4					
	Matthew T. O'Brien	PE	11/1/2017	G. Sokolow	
	Scott Faulkner	PE	1/23/2017	A. Young	
	Zachary Staff	AICP	1/23/2017	A. Young	
13.6					
	Matthew T. O'Brien	PE	11/2/2017	L. Washburn	
	John Mafera	PLAN	12/19/2016	L. Washburn	Must qualify in conjunction with a PE

Laura E. Doud

From: Amato, David <David.Amato@dot.state.fl.us>
Sent: Wednesday, June 2, 2021 7:23 AM
To: Kell, Carliayn; Bull, Bobby
Cc: Walls, Kelly
Subject: RE: McFarland-Johnson, Inc. - 7.2

Carliayn,

Please see completed table below.

Thanks,

David S. Amato

Florida Department of Transportation
Roadway Design Engineer
605 Suwannee Street, MS 50
Tallahassee, FL 32399
Office (850)414-4792
FAX (850)414-5261

From: Kell, Carliayn <Carliayn.Kell@dot.state.fl.us>
Sent: Friday, May 28, 2021 9:18 PM
To: Amato, David <David.Amato@dot.state.fl.us>; Bull, Bobby <Bobby.Bull@dot.state.fl.us>
Cc: Walls, Kelly <Kelly.Walls@dot.state.fl.us>
Subject: McFarland-Johnson, Inc. - 7.2

Good afternoon,

Please review the attached resume for work type 7.2 and return to me by email with your determination at your earliest convenience.

Consultant Prequalification Technical Review Summary

Firm Name: **McFarland-Johnson, Inc.**
Submitted: **5/28/2021**
Return by: **6/11/2021**

Work Type Pursued: **7.2**

Status	Qualifying Staff	Florida License #	Level Requested	Determination (Approved or Insufficient)	Level Approved	Reviewer Comments
New	Charles Howe	82052	PE	Approved	PE	NA

Please don't hesitate to contact me with any questions or concerns.

Sincerely,

Carliayn Kell

Carliayn Kell
Qualification Administrator
Professional Services
FDOT Procurement Office
605 Suwannee Street, MS20
Tallahassee, FL 32399-0450
Ph: 850.414.4597 | carliayn.kell@dot.state.fl.us
Prequalification Information |Procurement Internet | File Transfer Protocol

SUBCONTRACTOR LIST

**DBE includes any Federally designated disadvantaged business.*

Firm Name	Firm Location (City, State)	Description of Work to be Performed	Participation % (of Total Contract Value)	MBE	DBE*
				Mark "X" if using an MBE or DBE firm	
Environmental Resource Solutions (ERS)	Jacksonville, FL	Environmental Design & Mitigation	7		X
HMMH	Orlando, FL	Air & Noise Quality	6		X

Exhibit C - Average Rates
McFarland Johnson, Inc.

Job Classification	Average Contract Rate	Multiplier	Fully Burdened Hourly Rate
P09- Vice President	$93.74	325.0000%	$ 304.66
P08-Regional Office / Division Manager	$96.26	325.0000%	$ 312.85
P07-Senior Project Manager	$83.00	325.0000%	$ 269.75
P06-Sr. Proj.Engineer/Planner/Envrmntlst	$65.00	325.0000%	$ 211.25
P05-Proj.Engineer/Planner/Envrmntlst	$61.14	325.0000%	$ 198.71
P04-Sr.Engineer/Planner/Envrmntlst	$51.20	325.0000%	$ 166.40
P03-Assistant Engineer/Planner/Envrmntlst	$41.80	325.0000%	$ 135.85
P02/P01-Jr. Engineer/Planner/Envrmntlst	$35.44	325.0000%	$ 115.18
T05-Technician Supervisor	$49.40	325.0000%	$ 160.55
T04-Sr. Technician	$40.04	325.0000%	$ 130.13
(T02-T01)-Assistant Technician	$29.00	325.0000%	$ 94.25
(T02-T01)-Assistant Technician	$18.50	325.0000%	$ 60.13
I04 - Resident Inspector	$52.32	325.0000%	$ 170.04
I03 - Sr. Inspector	$47.62	325.0000%	$ 154.77
(I02-I01) - Inspector	$40.04	325.0000%	$ 130.13

Subconsultants

SES Energy Service LLC, ERS Division

Job Classification	Average Contract Rate	Multiplier	Fully Burdened Hourly Rate
Project Manager 3	$ 87.29	303.138%	$ 264.61
Chief Scientist	$ 65.00	303.138%	$ 197.04
Senior Environmental Specialist	$ 49.92	303.138%	$ 151.33
Senior Environmental Specialist	$ 49.00	303.138%	$ 148.54
Senior Environmental Specialist	$ 49.33	303.138%	$ 149.54
Senior Environmental Specialist	$ 47.46	303.138%	$ 143.87
Senior Scientist	$ 41.76	303.138%	$ 126.59
GIS Specialist	$ 33.53	303.138%	$ 101.64

Subconsultants

SES Energy Service LLC, ERS Division

Environmental Specialist	$ 36.21	303.138%	$ 109.77
CADD/Computer Technician	$ 31.77	303.138%	$ 96.31
Scientist	$ 28.85	303.138%	$ 87.46
Scientist	$ 28.88	303.138%	$ 87.55
Technician Aid	$ 19.35	303.138%	$ 58.66
Senior Environmental Specialist	$ 47.50	303.138%	$ 143.99

Michael Baker International, Inc.

Job Classification	Average Contract Rate	Multiplier	Fully Burdened Hourly Rate
Architect	$ 76.43	291.200%	$ 222.56
Senior Architect	$ 62.84	291.200%	$ 182.99
Architect	$ 40.52	291.200%	$ 117.99
Senior Planner	$ 34.97	291.200%	$ 101.83
Office Manager/EEO/RCS	$ 115.39	291.200%	$ 336.02
Designer	$ 40.63	291.200%	$ 118.31
Designer	$ 44.27	291.200%	$ 128.91

HELLOSIGN

Audit Trail

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