



# City of North Port



P3 for Police Department Headquarters, Wastewater Facility Expansion & Renovation, and Solid Waste Transfer Station



**FLORIDA  
DEVELOPMENT  
SOLUTIONS**

# TABLE OF CONTENTS

**LETTER OF TRANSMITTAL**

**GENERAL QUALIFICATIONS & BENEFITS OF P3 APPROACH**

**TAB 1: POLICE DEPARTMENT HEADQUARTERS**

**TAB 2: WASTEWATER FACILITY EXPANSION & RENOVATION**

**TAB 3: SOLID WASTE TRANSFER STATION**

**TAB 4: FINANCING**



# LETTER OF TRANSMITTAL

# LETTER OF TRANSMITTAL

To: Ms. Bellia

From: Florida Development Solutions (FDS)

**RE: Unsolicited Proposal to Deliver the City of North Port Police Department Headquarters; Wastewater Facility Expansion & Renovation; Solid Waste Transfer Station**

Dear Ms. Bellia,

On behalf of Florida Development Solutions, LLC (FDS), thank you for the opportunity to submit this conceptual unsolicited proposal to the City of North Port in accordance with Florida's Public-Private Partnership (P3) statute, F.S. 255.065, and consistent with the City's Charter provisions governing P3 delivery. We are pleased to present a tailored and flexible approach to the design, construction, and financing of the three critical infrastructure projects recently approved by City referendum:

- **New Police Department Headquarters**
- **Solid Waste Transfer Station**
- **Water/Wastewater Improvements and Replacements**

This proposal outlines an alternative delivery method that allows the City to advance any or all of these projects efficiently and cost-effectively, with the added flexibility of selecting from two proven financing structures—a 501(c)(3) lease-back or a Certificate of Participation (COP). A side-by-side comparison of these options is included in the pages that follow for your consideration.

You will also find a summary of our strategic team assembly for each of the three projects, each tailored based on our understanding of the current stage of development:

For the Police Department Headquarters, where design and contractor selection has already occurred through a competitive process, we are proposing a full Design-Build approach, integrating the previously selected architect and construction manager as part of our formal team under this P3 structure. This ensures continuity, avoids duplication, and allows for an immediate and efficient transition into the delivery phase.

For the Solid Waste Transfer Station and Water/Wastewater Improvement projects, we understand that design work is already well underway and nearing completion. In these cases, we have intentionally left the designers on the Owner's side to preserve project momentum. Our role would be focused on design-assist and coordination, ensuring seamless integration with construction and financing activities under the P3 delivery.

Of course, all team lineups and delivery roles can be further refined and finalized once the City makes a formal determination to move forward with a specific project or financing structure.

Throughout this process, FDS remains committed to transparency, value, and public accountability. With over 99 years of combined experience in delivering public-sector projects across Florida, our team brings the technical capability, financial strength, and local insight needed to execute each project with excellence. Our goal is to serve as a trusted partner to the City—delivering community-enhancing facilities that are functional, durable, and fiscally responsible.

We appreciate your thoughtful consideration of this proposal and look forward to the opportunity to further discuss how this model can help bring these important voter-approved initiatives to life.

Sincerely,



Tom Iarossi

Executive Director

Florida Development Solutions, LLC



# GENERAL QUALIFICATIONS & BENEFITS OF P3 APPROACH



# GENERAL QUALIFICATIONS & BENEFITS OF P3 APPROACH



**FLORIDA  
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## **APPROACH TO PROJECT DELIVERY**

Florida Development Solutions, LLC (FDS) brings a development-driven, City-aligned approach to delivering the three public infrastructure projects envisioned by the City of North Port. As a potential Public-Private Partnership (P3) development partner, we have made it our priority to fully understand not only the scope of each proposed project but

also the context and team dynamics that the City has already established.

## **RESPECTING YOUR PROCESS AND PARTNERS**

FDS recognizes that the City of North Port has already undertaken a thoughtful and diligent process to select design and construction professionals for each of the three identified projects. We have conducted outreach and met directly with these chosen teams. As a result, we fully support the City's judgment and can confidently confirm that our development approach is built around utilizing and collaborating with the same design and construction partners that the City has previously identified as most qualified for each specific initiative.

Rather than disrupt or duplicate efforts, our role is to enhance and streamline--bringing value through expert coordination, supervision, and flexible project financing. We see our role not as a replacement but as a complement to the design and construction teams the City has already entrusted with these projects.

## **SEAMLESS PROJECT MANAGEMENT**

Our development approach emphasizes a headache-free experience for the City. We start by aligning with the City's procurements procedures, governance frameworks, and preferred workflows. We then assume responsibility for integrating development-specific procedures such as financing strategy, delivery schedule oversight, and supervision of design-build performance. This allows City staff and stakeholders to focus on project vision and outcomes--while we manage the complexity.

From initial planning to final delivery, our development leadership ensures that each project:

- Proceeds with minimal disruption to municipal operations.
- Respects and leverages existing relationships and decisions made by the City.
- Maintains transparency in both cost and scope control.
- Adheres to an efficient and achievable schedule.
- Provides tailored financial strategies that are flexible to the City's short- and long-term needs.



# GENERAL QUALIFICATIONS & BENEFITS OF P3 APPROACH

## COLLABORATIVE DISCOVERY AND PLANNING

Upon engagement, we will begin each project with a discovery phase involving key City stakeholders and the established A/E and construction teams. This collaboration will:

- Identify updated program requirements and technical needs.
- Evaluate site constraints and opportunities.
- Confirm future growth projections and operational workflows.
- Create reliable cost models and identify value engineering opportunities.

## DEVELOPMENT OVERSIGHT AND RISK MANAGEMENT

Our role throughout the design and construction process includes:

- Establishing project-wide communication protocols and decision-making hierarchies;
- Monitoring design to ensure compliance with programmatic needs and fiscal targets;
- Facilitating design charrettes and end-user interviews to ensure stakeholder buy-in;
- Supervising procurements, permitting, and third-party coordination to avoid schedule delays;
- Providing full lifecycle cost analysis and sustainability alignment; and
- Maintaining rigorous documentation, reporting, and quality control.

We track every activity with proven tools—meeting logs, design task lists, risk registers, milestone schedules, and coordinated BIM execution plans—all in collaboration with the City’s project manager.

## FINANCING SOLUTIONS TAILORED TO NORTH PORT

FDS brings seasoned municipal finance partners to the table who understand Florida statutes and P3 mechanisms. Upon establishing cost parameters, we will work hand-in-hand with the City’s financial team to explore flexible financing structures that may include:

- Developer-funded models with leaseback, Certificate of Participation Financing or availability payments
- Tax-exempt lease-purchase structures
- Hybrid financing that leverages grants or other subsidies
- Debt structures and preserve municipal credit and cash flow.

Each financial package is presented transparently, with side-by-side comparisons so City leadership can make informed decisions that align with fiscal goals and infrastructure projects.

## COMMITTED THROUGH CLOSEOUT AND BEYOND

Our commitment extends beyond ribbon-cutting. FDS leads a comprehensive project closeout process that includes punch list resolution, building system training, commissioning oversight, and full transition support. We ensure every operational detail is addressed—whether it’s public safety facility systems, redundant utilities, or specialized equipment—so the City of North Port can take full ownership with confidence.

At every step, our approach remains consistent: we honor the City’s prior decisions. We respect the teams you’ve already trusted. And we bring added value by managing complexity, coordinating delivery, and offering creative, responsible financing.

The City of North Port is growing rapidly. These projects are vital to that growth. FDS is ready to support the City with a development partnership that is respectful, strategic, and built to deliver.



# GENERAL QUALIFICATIONS & BENEFITS OF P3 APPROACH

## EXECUTIVE SUMMARY

There are many benefits to partnering with Florida Development Solutions (FDS) on this project. FDS has the expertise in using the P3 delivery process. FDS has specific technical expertise in the areas needed to have a successful outcome with the various public entity projects named throughout the package submission for the City of North Port. We have put together a team that is trusted and known to the City of North Port. Our record of on-time and on-budget project delivery helps us to rise above our competition.

## PROJECT DISCOVERY

FDS has reviewed the needs associated with the City's various public safety and utility project initiatives. Once selected, we will meet with staff to gain the final updates and specific details of the projects. During this phase, we will consider all project site benefits and challenges.

Each of our expertly selected design and construction teams will be involved in these early meetings with the city staff to explore the expertise of both public and private partners. This collaborative team will bring their training and experience to these discovery phase meetings to vet all challenges and determine a plan of action at this early stage.

To provide the city an accurate estimate, we must do the upfront work (at our risk) to determine the makeup of the site, land on the correct design with no change orders, and determine the correct materials, specialty equipment, and finishes. Once this is completed, we will have a better understanding as to which flexible finance package the city may want to consider.

There are many components that go into the design, construction and finish of this type of structure. It is vital to allocate room for future growth and consider current and future technology and how it will integrate with space needs and employee efficiencies. This is detailed further in this proposal. Throughout the proposed facilities our focus will be on the current needs and future expansion. The City of North Port is one of the fastest growing cities in Florida, and with that comes a greater need for future infrastructure planning.

At completion of the Project Discovery, the FDS team will work with the city to review the project details and incorporate any changes that may be needed. It is important at this stage to take the time and get the plan right on the front end and avoid any costly delays. We will then finalize project costs and give the city a Not to Exceed/Stipulated Sum.

## FINANCING

Once a final estimate has been established FDS will work with the City Finance team to determine which finance option may work best for the delivery of each project proposal. We work with government finance experts who deliver tailored finance options based on the City's financial scope of needs.

## CONSTRUCTION

Once the contract documents and financing are finalized, we move into the construction phase of the project. This is another area where the FDS team excels. Our unique qualifications and local knowledge help remain further ahead of our competitors. The FDS team will perform the site improvements and construct the various facilities presented.

The FDS team's excellent past performance on many other projects helps to assure each and every project will be completed on time and on budget.

## POST-CONSTRUCTION CLOSE-OUT

The post construction close-out is often one of the most overlooked areas in the project. FDS does not consider the project completed until all punch lists are completed and more importantly, we have educated our client on every operational aspect of the given project facility.





# GENERAL QUALIFICATIONS & BENEFITS OF P3 APPROACH

Our design team will begin each of our projects with a Synergetic Design Process that incorporates input for all project stakeholders to make sure your vision is met.

Prior to the start of the project, “we do our homework before showing up on site”. This includes the review of existing documentation of which we are aware and the request of additional information which may be crucial to the project. Questionnaires are developed and distributed in a hierarchy (each questionnaire will target the level of information desired). An overview of long-term issues, objectives from upper-level staff and other agency needs, as well as the detailed input of specialists for various components of the project, are considered. With this approach, our design team assists in defining the overall goals for the project and establishing a context for input from mid-level management and end-users, as well as other members of the City and consultant project team.

Tours of similar facilities have proven to be beneficial. Much can be learned regarding the needs and desires of a staff while touring recently completed facilities and dialogging with peers. While we realize there are a number of issues in common for public works & utilities facilities, we also recognize that each municipality and its facility needs are unique and that the most appropriate solution for one municipality expertise for your new project.

## PROJECT KICK OFF

An initial project meeting will be held and we believe its important for all stakeholders. It will also be important for a core group of users to be established as the decision makers. This ensures that our team works as a partner and establishes a process allowing decisions to be made during critical meetings keeping the project on schedule. This initial meeting covers topics such as project management, lines of communication (and other resources access), project milestones schedule, key staff availability for interviews/meetings, review of the work plan, and identification of key issues and goals of the project team representatives. Deliverables are defined in the project work plan and formalized with client input. This work plan and associated project schedule are used to guide the process and gauge progress. It will also establish appropriate milestones and important presentations to other stakeholders and decision makers.

The work plan is important to both the client and the consultant team as a communication and accountability tool to aid in keeping the project on track. With numerous project participants and stakeholders, it is paramount to keep all parties informed and assure understanding along the way. Meetings will be established on the basis of the entire team’s availability but usually occur weekly or bi-weekly throughout the design validation process.

In addition, we have included some strategic partners to guarantee that your project’s visions are met in a cost effective manner and within an expedited timeline. Our proposed team including our civil engineers, environmental engineers, geotechnical engineers, structural engineers, MEP & Fire engineers have been working together for years.

Establishing a clear communication plan will help organize the flow of information between the FDS team and the project stakeholders. Our team will track all project activity using thorough organizational tactics and tools such as: sign in sheets,



# GENERAL QUALIFICATIONS & BENEFITS OF P3 APPROACH

meeting minutes, action items list, BIM execution plan, design items task list, schedules, field reports & punch lists. A general map of the design steps for your projects includes:

**1. Programming.** Following the kickoff meeting seminars are held to provide a context for the requirements of the new facility and subsequent staff interviews gaining in-depth knowledge of the project. The given Architecture or Engineering team will use a series of presentations and charrettes to communicate that the user groups support and direction are incorporated into the project.

The previously developed questionnaires will be used to assist in gathering important project planning details about the function of every aspect of the facility.

The success of any facility design begins with an understanding of the day-to-day operations and a well-defined needs assessment.

Our team utilizes three techniques to gather the data and information necessary to understand the facility operations and to develop a comprehensive needs assessment. The first step is to develop and distribute a questionnaire to selected facility staff. The questionnaire contains requests for empirical data required to understand operations.

Examples of information requested include:

- Hours of operation
- Staff count
- Types of shops required
- Types and quantities of materials stored
- Types and quantities of rolling stock

We feel it will be important to go through our process listed below to help better understand your operations and needs before finalizing a design for your new projects.

Our initial space needs analysis will provide square footage projections at multiple milestones such as 5, 10, and 20 years allowing the City to determine the appropriate sized facilities while determining an appropriate budget. This information will be assimilated into a draft space program document to be presented to staff.

Our synergetic design process focuses on the understanding of your day-to-day operations as this will inform and help to set up the basis for a design that enhances your operational efficiency and work-flow.

Our team will review and validate the program to confirm there are no desired client revisions through a series of interviews. Following the first round of interviews, we will present its preliminary findings. This provides the team with the opportunity to share with the City of North Port, the new ideas and concepts that have been generated thus far and will ultimately reveal





# GENERAL QUALIFICATIONS & BENEFITS OF P3 APPROACH

the direction of the project. The validation process also aids in the understanding of vital project information, leading to confident decision-making.

Additionally, the validation interviews allow the consultant team to make certain it has accurately heard the client and for both consultant and client to test the information developed. Once this process has been completed, the basis for initial and future space needs, demands on infrastructure, along with the operational requirements, and spatial adjacencies allow for reasonable project costing.

**2. Design Development.** When the design concept is finalized we will begin to develop a more detailed set of drawings and specifications. All building systems such as electrical, mechanical, fire and structural will be integrated into the drawings at this point. At this point we will also take the opportunity to meet with the aHj to collaborate on a courtesy review of the documents. This initial review will allow the AHJ to issue any major concerns early in the project so it can be addressed without affecting the budget or schedule later on. A given facility can operate 24-7 and will require materials that accommodate this. All materials selected must be cost effective, maintenance friendly and must last a long time. Our interior designer, will work with the City to utilize their extensive public safety, public works, municipal, administration and warehouse building experience to create an accurate environment for your new campus.

Our civil engineer will work closely with the design team to study all aspects of your site including environmental, utilities and permitting requirements. Early permitting applications and conversations will begin now to help expedite the site development process. Using this site information will assist in developing a master plan with secure and unsecured zones for public and private use. During this phase we now have enough technical information to begin visualizing your goals through 3-D imagery, sketches and models. This is a hands on collaborative process done through workshops and charrettes.

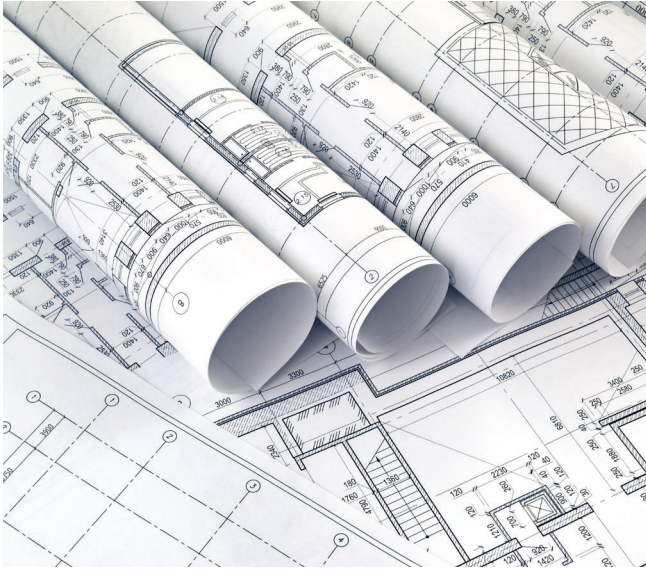
At the end of this phase we will have developed a master plan, floor plans and building imagery for approval by all necessary parties.

**3. Construction Documents.** Once we reach the construction document phase, the project design should be finalized and the design team is focused on the development of construction details and coordination with the specifications. Many times





# GENERAL QUALIFICATIONS & BENEFITS OF P3 APPROACH



a 90% construction document set is submitted to allow the City a final opportunity to make any necessary changes. In the nature of a true P3 design build, our given GC for each project will at the same time perform an estimate verification to make sure the project is still on budget while maintaining your vision and overall goals.

FDS and team will remain involved with every aspect of the project throughout construction. While we have the capability for off-site electronic meetings, we feel meetings in person are more effective. We will attend construction meetings as necessary to appropriately complete the project. Our tasks during construction administration typically involve: shop drawing reviews, submittal reviews, RFI reviews, construction quality evaluation, site safety evaluation, payment application reviews, change order reviews and all required close out documents.

All communication on the given project will be directed through the City's Project Manager. We find that this single line of

communication helps to keep the project organized and leaves little room for miscommunication.

## COMPLIANCE WITH LOCAL CODES

As a locally based firm, we are very familiar with the applicable Florida Building Codes that serve as the cornerstone of our P3 design builds. Our local team brings to the table experience with local design preferences and City specific requirements including the City Fire Marshall, AHJ, Life Safety requirements and utilities. The extent of your project's permitting will depend on the specifics of the site (i.e. presence of protected species or vegetation, etc.) We will also utilize our experience from our hundreds of public entity, projects to develop a set of guidelines for developing a facility plan. As a utility facility planner, our sole focus is developing these facility types and we are intimately aware of the myriad of code and safety standards that ultimately influence a given facility's design and construction.

## QUALITY CONTROL

We look at quality control through a lens of "assurance" to the City that the documents and product we deliver will be reliable and exceed your expectations. To do this we have developed a very detailed check list document for every project design phase. This checklist helps us to:

- Keep the project in budget
- Cost effective detailing
- Clear and precise specifications
- Consistent internal design team coordination meetings
- Early courtesy code reviews with AHJs
- Appropriate testing requirements within documents
- Utilize our long-standing knowledge of City standards
- Establish clear & early permitting schedule

# PROJECT TEAM APPROACH

Florida Development Solutions (FDS) has undertaken a thorough review of the City’s original Request for Proposals (RFP) for the new Police Department Headquarters, Water / Wastewater, and Solid Waste Transfer Station projects alike. This effort was focused on developing a strong understanding of the project’s scope, strategic goals, and the ideal qualifications and experience the City is seeking in its project delivery team. With this insight, we are happy to report that FDS made a deliberate decision to partner with the very design and construction professionals previously selected through a competitive public process—in teaming with Schenkel Shultz as the design lead and Ajax Building Company as the contractor for the Police Department HQ, Ajax as the contractor for the Water/ Wastewater project as well with the option to include Stantec as the design professional upon approval, and Kokolakis as the contractor for the Solid Waste Transfer Station with the option to include GeoSyntec as the design professional upon approval for this project as well. This ensures continuity, preserves the integrity of the prior procurement effort, and maximizes the community benefit through a team that has already proven its alignment with the City’s goals. For the purpose of the following approach section, FDS will be utilizing the full design build methodology currently being applied to new Police Department Headquarters project as an example of our overall system of approach as a means of qualifying our group for what will ultimately be applied to all three projects if selected.

The trio of —FDS, Schenkel Shultz, and Ajax—brings to the table over \$2 billion in public safety facility experience within the State of Florida alone, including specialized expertise in high-tech environments, emergency response centers, and complex municipal operations. With our design-build-integrated approach, we are committed to working closely with all stakeholders to translate the City’s vision into a cutting-edge, resilient facility that not only supports present-day police operations but is adaptable for future needs, including advanced training and technology integration.

## DELIVERY STRATEGY

Our proposal transitions the City’s current effort into a fully integrated Design-Build model that alleviates administrative burden and accelerates progress toward construction. FDS will oversee and unify all aspects of the project—Development, Financing, Design, Preconstruction, Construction, and Closeout—under a single, transparent delivery structure. This approach enables real-time collaboration, streamlines communication, and ensures that every element, from permitting to final punch list, is thoughtfully coordinated with the City’s objectives in mind.

Our goal is to serve not just as a design-builder, but as a trusted advisor and partner to the City of North Port. Our fiduciary responsibility to taxpayers is front and center in everything we do—from early-phase estimating and value engineering to long-term operational cost planning. We pride ourselves on being a team that works for you, and with you, at every stage of the process.

## LEADERSHIP & OPERATIONS MANAGEMENT

Each of our major projects is led by a dedicated Operations Manager. For this engagement, Jordan Wise of Ajax will serve as the primary point of contact in managing day-to-day execution and coordination of the finalized design from groundbreaking through warranty. Jordan will work closely with Tom Iarossi of FDS, who will lead Preconstruction and Risk/Safety oversight to ensure cross-discipline consistency and alignment with City goals.

## EARLY-STAGE COMMUNICATION & STAKEHOLDER INTEGRATION

To kick off the engagement, our team will host a formal Partnering & Integration Workshop, bringing together City leadership, key staff, our design team and consultants, and any additional stakeholders.

This initial meeting is essential to foster shared understanding, set expectations, and align the group under a collaborative delivery culture. It’s also the foundation for proactive communication protocols that will persist throughout the project’s lifecycle. While we recognize that the design is already underway, it will still be important to reinforce these aspects under the new arrangement and make sure all stakeholders are on the same page moving forward with revised milestones, schedules, and deliverables expected.

# PROJECT TEAM APPROACH

## COST CONTROL & ESTIMATING

As your turnkey Design-Build partner, cost control is integral to our process from Day One. Our methodology includes a rigorous budget validation and estimating process at every design milestone. These include:

- Conceptual Estimate: Created early to validate the feasibility of the project within the defined budget using a Target Value Design (TVD) approach.
- Systems Cost Analysis: Comparative evaluation of building systems (e.g., HVAC types, structural systems) for both first cost and long-term implications.
- Life Cycle Cost Analysis: Long-term performance modeling to help the City make informed choices balancing up-front investment and operational efficiency.
- Detailed Estimate: A comprehensive line-item analysis using current market pricing, local supplier input, and accurate quantity take-offs.
- Final Estimate: The product of our estimating, value engineering, and competitive bidding efforts, aligning design intent with financial reality.

Our team has a strong track record of delivering projects on or below budget, driven by early planning, transparent reporting, and strong value engineering discipline. Nothing in this regard changes now under the P3 arrangement. The City will establish the budget for the project based on the final financial terms, and it will then be the our team's assignment to deliver a project that meets the full program intent within that budget and as approved by the City prior to commencement.

## SCHEDULING & MILESTONE MANAGEMENT

The key to maintaining a design schedule and owner's vision is the open line of communication and the creation of realistic milestones that identify all critical path activities and decisions required.

Our team is familiar with City of North Port's facilities review process, the permitting process, bidding and VE processes. The key to making sure your new facility is designed and permitted within an expedited schedule will be utilizing both of our Civil Engineers on the team, establishing early communication with all permitting agencies, early site & permitting construction document packages and a consistent schedule with established bi-monthly design meetings.

Another successful strategy that will help to expedite your project is relying on the unparalleled knowledge our team offers of utility related facilities.

During the early phases of the project building systems, materials and the building's exterior account for 70% of the total construction cost of a project. In most instances, this can be even more true for these types of facilities since they are heavy laden with complex systems & operations. Understanding the details and intricacies of these systems becomes incredibly important in developing cost effective designs.

During our project kick-off meeting, we will sit down with the entire team and City to create a "master schedule" for the project. This schedule will start from NTP and run through construction completion. All milestones, critical dates, reviews, permitting, vacations, holidays and anything having an effect on the project will be documented. Most scheduling challenges are centered around collaboration of multiple agencies that are the end users for the new facility. This can be addressed with smaller, more focused meetings with each agency and a lot of communication.

Timely delivery is critical. We use collaborative schedule development, where input is gathered from all project partners—City representatives, the design team, subcontractors, and suppliers. Our scheduling system is managed through Primavera P6, which allows for:

- Full cost loading and resource forecasting
- Critical path management and milestone tracking
- Dynamic schedule updating and reporting

This software allows real-time decision-making, schedule impact analysis, and communication with stakeholders—key to staying on track.



# PROJECT TEAM APPROACH

## CRITICAL CONSIDERATIONS/ESSENTIAL FACILITIES

With extensive experience with similar facilities, our team understands the importance and critical use nature of public safety facilities, due to their fundamental mission to support the community during events or deteriorated service conditions.

The Team's approach is based on a comprehensive evaluation of anticipated needs including: enhanced structural capacity, emergency or redundant power supply, redundant communication and data distribution, back up HVAC, as well as potable water and sanitary conveyance to support the facility occupants for extended periods.

Our team has also been successful in securing grants (FE-MA/AARA) including state and federal sources to subsidize enhanced protection or Communication Center functions. In addition, our team's experience includes protection of facilities' from potential terrorist activities including application of FEMA 426 – Reference Manual to Mitigate Potential Terrorist Attacks.

This standard addresses critical design features including:

1. Vulnerability Checklist assessment
2. Security systems
3. Standoff distances for blast protection including adherence to UFC-4-010-02 DoD Minimum anti-Terrorism Standoff Distances
4. CPTED – Crime Prev. Through Environmental Design
5. HVAC design considerations, including integration of Centers for Disease Control (CDC) and Prevention, NIOSH
  - a. Elevation of fresh air intakes
  - b. Isolate HVAC zones
  - c. HVAC system quick shutoff features
  - d. Ducted air returns
6. Electrical design considerations including:
  - a. Separate and isolated emergency and normal electrical panels and conduits
  - b. Secure emergency generators and fuel storage
  - c. Accommodations for back-up generator connection and manual transfer switch
  - d. Coordination of site lighting for CCTV
  - e. Illumination of building access points
7. Fire Protection features include:
  - a. Protection from single point of failure
  - b. Separate dual pump arrangement (electric and diesel)
8. Communication systems to include:
  - a. Redundant communication systems
  - b. Separate conduit for communication and alarm systems
  - c. Mass notification system
  - d. Telecommunications equipment – Space must be allocated for communications and information processing equipment.

## VALUE ENGINEERING

Our structured value engineering process typically yields 2–7% in savings, with some projects achieving up to 15%. We will:

- Generate a robust list of cost-reduction opportunities (often 50+ ideas).
- Evaluate each for feasibility, cost/benefit impact, durability, and constructability.
- Vet recommendations collaboratively with the City team to finalize selections that preserve program quality while maximizing value.

# PROJECT TEAM APPROACH

## CONSTRUCTION COST CONTROLS

During construction, we maintain strict financial discipline via:

- Subcontractor bid controls
- Monthly cost reports and forecast updates
- Transparent change order reviews
- Tight contingency management

## SUBCONTRACTOR & VENDOR STRATEGY

Our subcontractor management plan includes:

- Prequalification of at least three firms per trade based on experience, safety, financial health, and past performance.
- Specific outreach to WMBE and local firms to ensure broad and inclusive participation.
- Bid package coordination and Pre-Bid Conferences to clarify scope, site conditions, safety expectations, and schedule alignment.
- A Pre-Award Meeting to verify accuracy and completeness before final contract execution.

Key specialty vendors with proven public safety experience include:

- Patterson Pope – Evidence & weapons lockers
- Arrowhead – Forensic processing and lab systems
- Genetec & Stanley – Access controls and surveillance
- AVI-SPL – Audiovisual systems
- Motorola Solutions – Radio systems
- Nichols Life Safety – Bi-Directional Amplifier (BDA) systems
- All-Digital – Cellular boosting solutions
- Kohler, Cummins, Caterpillar – Emergency power generation

## TECHNOLOGY INTEGRATION

We employ leading-edge project and cost management platforms:

- CMiC – Enterprise-level financial and project controls
- Procore – Cloud-based collaboration hub for RFIs, submittals, drawings, inspections, meeting logs, and daily reports

These platforms ensure every team member, from the City to the subcontractors, works from the same live information—boosting transparency, accountability, and efficiency.

## BUILDING INFORMATION MODELING (BIM)

Our entire team utilizes BIM software in the development of our design, construction documents and specifications. We will establish a BIM execution plan with the City, at the start of the project to ensure the City and our construction team are all on the same page on the level of detailed construction documents that will be prepared. The type of drawings prepared utilizing BIM are superior in that they are more coordinated, thorough, efficient, contain more information and generally help to save schedule time since drawings can be completed and coordinated faster. This model can be issued to the contractor at every project milestone helping to increase project productivity and accuracy. During construction, the model can be used for “clash detection” eliminating in the field unforeseen errors which decreases change orders and save taxpayer dollars. Other technology that helps us produce efficient, accurate & detailed documents is: I-phones, I-pads, portable laptops, Revit (BIM), AutoCad, Sketchup, project meetings, on occasion it may be necessary to utilize other web-based communication platforms such as Microsoft Teams. For project reviews and coordination, we will issue a team wide invite to a Bluebeam review session allowing efficient, accurate & real time reviews of the construction documents.

Our knowledge and technical abilities will allow the project to be developed at an increased pace while still maintaining accuracy, quality and the City’s vision.

# PROJECT TEAM APPROACH

We employ BIM/VDC across all phases of design and construction. Benefits include:

- Clash detection and coordination
- Construction sequencing and logistics planning
- Design visualization and constructability reviews
- Quantity take-offs and prefabrication planning
- As-built documentation and future renovation support

Primary tools include: Revit, Navisworks, BIM 360, Civil 3D, and Lumion.

## SAFETY PLANNING & TRAINING

Before any operation begins, our team conducts Pre-Task Planning to review hazards, required equipment, and safety protocols. All new workers undergo Safety Orientation and receive specialized training as required. Site-specific safety plans will also consider adjacent occupied spaces and community interface.

## ELECTRONIC AS-BUILTS

As part of closeout, FDS provides Photo Electronic As-Builts—linked to floorplans and ceiling plans—to allow easy future reference to concealed systems. Delivered via USB and PDF, these records are invaluable for long-term facility management.

## LOCAL COMMITMENT & TEAM PRESENCE

The project will be managed locally from Ajax’s Sarasota County office (425 Commercial Ct, Suite J, Venice, FL 34292). Tom Iarossi – FDS will oversee the project in its entirety while Jordan Wise - Ajax will be the design-build day-to-day point of contact for detailed operational efforts covering design coordination, on-site operations from preconstruction through warranty, with additional support available remotely or in-person as needed.

## RELEVANT PROJECT EXPERIENCE

Another benefit of our team is not only the relevant experience with building recent Police Department

Headquarters within the state of Florida, but also their internal experience with one another in doing so.

Our proposed operations staff has deep, relevant experience on complex public safety projects, including:

- City of St. Petersburg Police Department Headquarters
- City of Clearwater District 3 Operations & Training Center
- City of Tallahassee Police Headquarters

This familiarity with similar operational, security, and training needs ensures a head start in planning, execution and ultimately allows us to hit the ground running on day one with no learning curve.

At every step, FDS, Schenkel Shultz, and Ajax remain aligned around one mission: delivering a Police Headquarters that embodies excellence in design, execution, and long-term value. Through a proven, unified P3 / Design-Build-Finance model and the leadership of professionals who’ve done this work before, we are prepared to deliver a facility that serves the City of North Port for decades to come.



## GENERAL QUALIFICATIONS - COMPANY BIOS



**FLORIDA  
DEVELOPMENT  
SOLUTIONS**

### **Florida Development Solutions, LLC**

Florida Development Solutions, LLC is a premier development firm specializing in public-private partnership (PPP) development, consulting, and construction opportunities. Our mission is to provide innovative and alternative delivery solutions tailored to meet the diverse needs of our clients across the state of Florida. In doing so, we deliver exceptional value by implementing our knowledge and expertise to bridge the gap between the public and private sectors, ensuring successful project outcomes for our clientele.



**SCHENKEL  
SHULTZ**

### **Schenkel Shultz Architecture**

Recognized for their work and contributions in planning and design for public safety, aviation, and education, Schenkel Shultz has extensive experience designing public safety facilities such as the North Port Police Department Headquarters and the North Port Emergency Operations Center. Additionally, Schenkel Shultz has completed numerous public safety projects on the west coast including the Charlotte County Sheriff's District 4 Headquarters, Training Facility and K9 Unit projects. ***Schenkel Shultz is the selected architect on the Police Department Headquarters.***



### **Ajax**

With over \$1.4 billion in Public Safety experiences, Ajax is the leader in CMAR services for police stations, forensic labs, evidence storage, and training spaces within hurricane-hardened buildings. Ajax has been the CMAR on police headquarters for the cities of St. Petersburg, Daytona Beach, Dade City, Clermont, and Venice. Ajax is also currently completing the City of Tallahassee Police Headquarters. Ajax is also a member of the FPCA (Florida Police Chief Association) and the TBPCA (Tampa Bay Police Chief Association). ***Ajax is the selected contractor for the following projects: Police Department Headquarters and the Wastewater Facility Expansion & Renovation.***



**KOKOLAKIS  
CONTRACTING**

### **Kokolakis Contracting**

Kokolakis Contracting is a leader among commercial contractors nationwide. From local municipalities to large Federal clients, Kokolakis has built some of the most visible architectural landmarks in the country, creating a strong foundation with solid relationships. The firm provides services in preconstruction, cost estimating, value engineering, construction management, design-build, general contracting, and building maintenance for an array of market segments. ***Kokolakis is the selected contractor for the Solid Waste Transfer Station.***



# GENERAL QUALIFICATIONS - RESUMES



**TOM IAROSSI**  
PRESIDENT / EXECUTIVE DIRECTOR



Tom brings decades of construction experience, from managing residential crews to leading commercial divisions for national firms. With a Master’s in Building Construction, he now applies a collaborative, operations-informed approach to development. Focused on transparency and accountability, Tom bridges public- and private-sector strengths to deliver streamlined, goal-driven project solutions.

## RELEVANT P3 EXPERIENCE

### Sumter County Schools, P3 Educational Support Center (Sumterville, FL)

This \$25 million, 47,494 SF project consists of a new Educational Support Center to include a Vehicle Maintenance Area, Facility Storage, Metal & Wood Fabrication Shops, and Administrative Offices. The scope also includes adding a fueling station, bus wash, covered parking areas, and all site improvements aspects over a 15-acre greenfield site including stormwater conveyance systems, force main, lift station, and 233 new surface parking spaces.

### Polk County Schools P3 New Poinciana High School (Poinciana, FL)

This \$187 million, 200,000 SF, three-story tilt-up project includes innovative technology and lab spaces with integrated security features to create a truly 21st century high school facility. This school design includes classrooms, labs, maker spaces, collaborative learning spaces, a gymnasium, a cafeteria, new baseball stadium, new administration spaces, music and art suites, bus loop, parent traffic loop, and a central energy plant.

### Lee County Schools P3 Cafferata K8 (Cape Coral, FL)

This \$100M, 141,500 GSF prototype school was designed for 1,500 students with a high-performance envelope targeting an EUI of 25 or less and .20 CFM per envelope SF. Flexible, reconfigurable learning spaces support individualized education. Ultimately our design and team was utilized to establish the preconstruction and P3 engagement

activities for this first of its kind project for the state and serves as another example of a successful ongoing public sector P3 engagement.

### City of Cape Coral, P3 Jaycee Park Renovation (Cape Coral, FL)

This \$20 million project for planned renovations includes waterfront enhancements; playground revitalization; new picnic and gathering areas; more family-friendly amenities including a 5,000 SF splash pad, beach volleyball courts, corn hole lanes and ping pong tables; pathway improvements; landscaping and green space; and parking and accessibility upgrades. The parking area has been redesigned to improve traffic flow, safety and convenience for visitors. ADA-compliant features have also been incorporated to ensure greater accessibility for individuals with disabilities.

| ADDITIONAL RELATED PROJECT EXPERIENCE  | VALUE    |
|--|----------|
| Charlotte County Sheriff’s Administration / Hardened 911 Facility (Port Charlotte, FL) | \$30 M   |
| Charlotte County District 3 Office and Evidence Building (Port Charlotte, FL)          | \$11.2 M |
| Charlotte County Fire Stations 2 & 5 (Punta Gorda, FL)                                 | \$10 M   |
| Town of Longboat Key, Longboat Key Fire Stations 91 & 92 (Longboat Key, FL)            | \$10 M   |
| City of North Port Fire Training Tower (North Port, FL)                                | \$1.5 M  |
| Hillsborough County NW Regional Water Reclamation Facility (Tampa, FL)                 | \$193 M  |
| City of Tampa Howard F. Curren Advanced Wastewater Treatment Plant (Tampa, FL)         | \$240 M  |
| City of Punta Gorda, Shell Creek WTP Reverse Osmosis Addition (Punta Gorda, FL)        | \$24 M   |

*These projects represent the individual experience of Tom Iarossi.*

## GENERAL QUALIFICATIONS - P3 PROJECT EXPERIENCE



### P3 HECTOR A. CAFFERATA K-8 SCHOOL

Cape Coral, FL

**Year Completed:** Est. 8/2026

**Project Owner:** Lee County Schools

**Cost:** \$100M+

**Size:** 141,500 SF

**Description:**

The prototype is highly efficient accommodating 1500 students within 141,500 GSF of new construction. The school is designed with a high-performance envelope to achieve a goal of 25 or less Energy Utilization Index (EUI) and .20 cfm (cubic foot per minute) per envelope square footage. Flexible internal spaces are adaptable, expandable, and easy to reconfigure to create classroom environments that facilitate learning at the speed of each individual student. The project will include a standalone gymnasium building and site amenities include separate parent and bus loops with aluminum-covered canopies along with parking spaces and a parent queue which will be able to double stack around 285 cars on to mitigate traffic burdens to surrounding community traffic. *This design and team was utilized to help establish the initial preconstruction and P3 engagement activities for this first-of-its-kind project and is an example of an ongoing P3 engagement.*

*\*This is the individual experience of Tom Iarossi.*





## GENERAL QUALIFICATIONS - P3 PROJECT EXPERIENCE



### P3 NEW POINCIANA HIGH SCHOOL

Poinciana, FL

**Year Completed:** Est. 5/2028

**Project Owner:** Polk County Public Schools

**Cost:** \$187M

**Size:** 200,000 GSF

**Description:**

This exciting three-story tilt-up project includes innovative technology and lab spaces with integrated security features to create a truly 21st century high school facility. This school design includes classrooms, labs, maker spaces, collaborative learning spaces, a gymnasium, a cafeteria, new baseball stadium, new administration spaces, music and art suites, bus loop, parent traffic loop, and a central energy plant.

*\*This is the individual experience of Tom Iarossi.*



## GENERAL QUALIFICATIONS - P3 PROJECT EXPERIENCE



### P3 SUMTER COUNTY SCHOOLS EDUCATIONAL SUPPORT CENTER

Sumterville, FL

**Year Completed:** Est. 12/2025

**Project Owner:** Sumter County Schools, FL

**Cost:** \$20 M

**Description:**

This project consists of a new Educational Support Center to include a Vehicle Maintenance Area, Facility Storage, Metal & Wood Fabrication Shops, and Administrative Offices. The scope also includes adding a fueling station, bus wash, covered parking areas, and all site improvements aspects over a 15-acre greenfield site including stormwater conveyance systems, force main, lift station, and 233 new surface parking spaces.

*\*This is the individual experience of Tom Iarossi*





## GENERAL QUALIFICATIONS - P3 PROJECT EXPERIENCE



### P3 CITY OF CAPE CORAL JAYCEE PARK

Cape Coral, FL

**Year Completed:** Est. 7/2026

**Project Owner:** City of Cape Coral, FL

**Cost:** \$20M

**Size:** 12 acres

**Description:**

The planned renovations include waterfront enhancements; playground revitalization; new picnic and gathering areas; more family-friendly amenities including a 5,000 SF splash pad, beach volleyball courts, corn hole lanes and ping pong tables; pathway improvements; landscaping and green space; and parking and accessibility upgrades. The parking area has been redesigned to improve traffic flow, safety and convenience for visitors. ADA-compliant features have also been incorporated to ensure greater accessibility for individuals with disabilities.

The two playgrounds will be fully upgraded with modern, safe equipment. The main playground will feature 5,000 SF of interactive play areas, with 40 inclusive elements for accessibility. Shade sails will provide full coverage, ensuring a safe, comfortable environment for all children.

These renovations will transform Jaycee Park into a more modern, functional, and enjoyable destination, offering improved spaces for recreation, relaxation, and community gatherings. The park's updated amenities will make it an even more attractive sport for both locals and visitors alike.

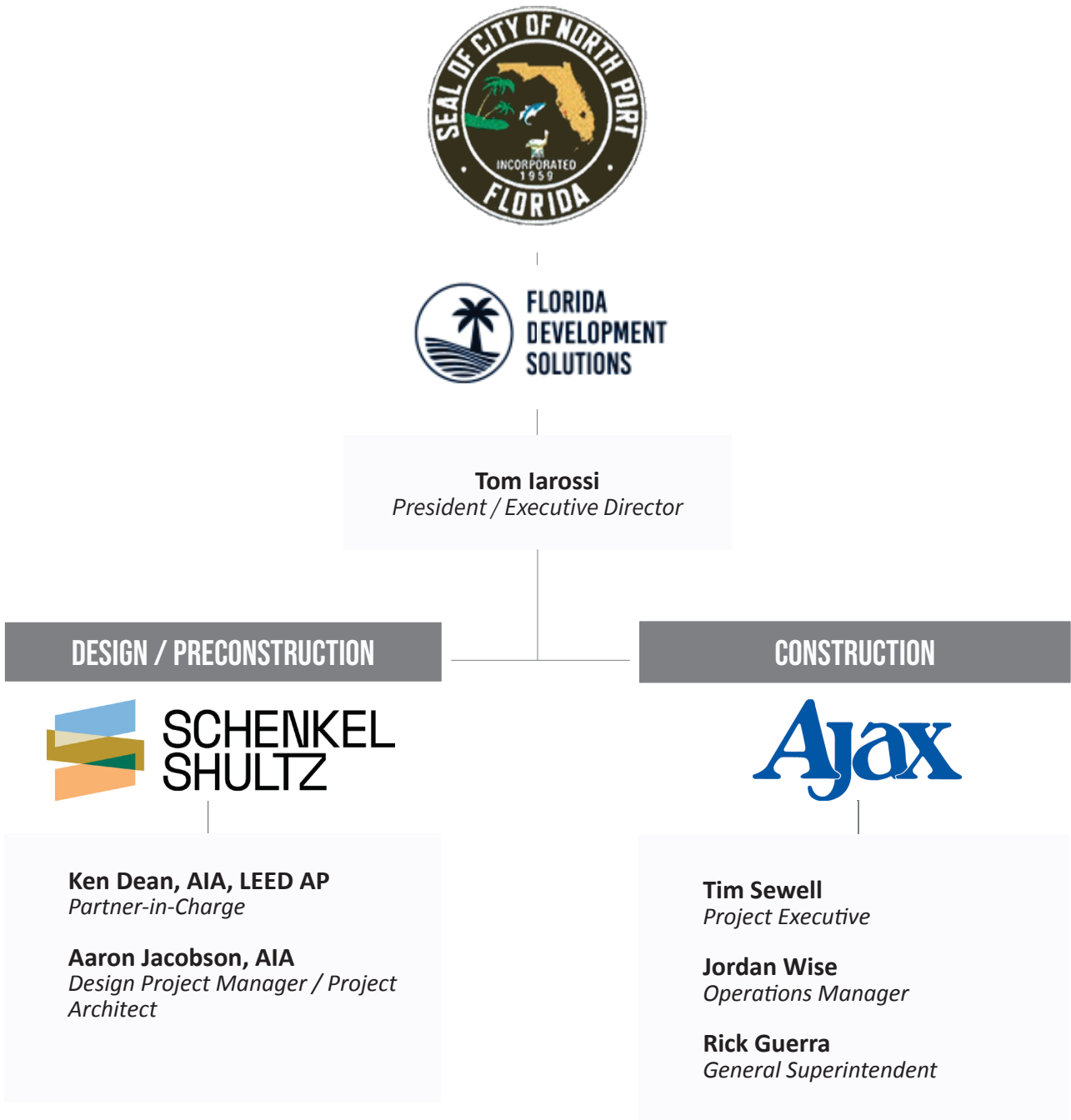


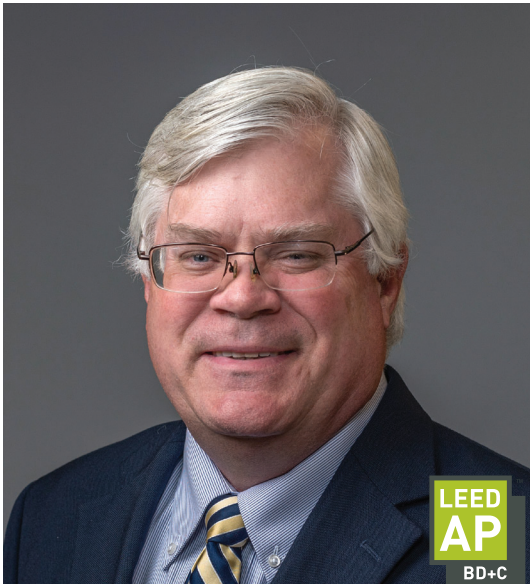
*\*This is the individual experience of Tom Iarossi*

# **TAB 1:**

# **POLICE DEPARTMENT HEADQUARTERS**

ORGANIZATIONAL CHART FOR POLICE DEPARTMENT HEADQUARTERS PROJECT





# TIM SEWELL

PROJECT EXECUTIVE / REGIONAL DIRECTOR

## PROFILE

Tim is the Regional Director for Ajax and will serve as the Project Executive overseeing the construction activities from pre-construction to close-out. He brings the experience of working with projects with occupants, phased projects managing the logistics on tight sites and exterior remodeling. Most importantly, Tim’s relationship with subcontractors and knowledge of materials will ensure a successful project.

### EDUCATION

B.S CIVIL ENGINEERING TECHNOLOGY  
SOUTHERN COLLEGE OF TECHNOLOGY

### YEARS OF EXPERIENCE

JOINED AJAX - 2018  
STARTED IN CONSTRUCTION - 1988

### CERTIFICATIONS

CERTIFIED GENERAL CONTRACTOR (FL)  
LEED AP BD+C

## EXPERIENCE

|   |              |            |
|---|--------------|------------|
| Orlando Sanford International Airport<br>Major Terminal Expansion & Renovation  | \$60,000,000 | 50,000 SF  |
| Pasco County Schools<br>Angeline Academy of Innovation                          | \$52,967,894 | 187,000 SF |
| Hillsborough County Public Schools<br>Robinson High School (REF Year 3)         | \$48,778,259 | 245,160 SF |
| Greater Orlando Aviation Authority- BP-432<br>Checked Baggage Inspection System | \$46,000,000 | 200,000 SF |
| Pasco County Schools<br>Crews Lake Middle School                                | \$36,700,000 | 205,000 SF |
| Pasco County Schools<br>Land O’ Lakes High School Renovation                    | \$22,000,000 | 156,000 SF |
| Pasco County Schools<br>Paul R. Smith MS (MS DD)                                | \$22,000,000 | 180,000 SF |
| Hillsborough County<br>Tampa Bay History Center                                 | \$20,000,000 | 60,000 SF  |
| Charlotte County<br>Justice Center Renovation                                   | \$15,778,536 | 64,735 SF  |
| Argonaut Development Group, Inc.<br>Salt Ponds Condominiums                     | \$14,120,000 | 220,000 SF |
| Menorah Manor Nursing Home Addition   | \$5,200,000  | 55,000 SF  |





# JORDAN WISE

PROJECT EXECUTIVE

## PROFILE

As Operations Manager, Jordan oversees Ajax’s construction projects in Central and South Florida and is responsible for ensuring all of Ajax’s resources are available to assist each of our project teams in the region. His expertise in construction methods and insight of labor and material trends will help the team properly manage the subcontractor and procurement processes. In addition to Jordan’s managerial role, he will be second set of eyes overseeing the quality of construction, while ensuring the project is progressing within budget and on time.

**EDUCATION**  
B.S IN CONSTRUCTION MANAGEMENT  
UNIVERSITY OF FLORIDA

**YEARS OF EXPERIENCE**  
JOINED AJAX - 2010  
STARTED CONSTRUCTION - 2010

## EXPERIENCE

|   |              |            |
|---|--------------|------------|
| Sarasota County<br>Administration Center                            | \$84,805,420 | 122,000 SF |
| Pasco County Schools<br>K-8 “LL”                                    | \$68,670,132 | 180,000 SF |
| Pasco County Schools<br>Angeline Academy of Innovation              | \$52,967,894 | 187,000 SF |
| Pasco County Schools<br>Cypress Creek Middle School                 | \$39,104,384 | 191,936 SF |
| Leon County / City of Tallahassee<br>Public Safety Complex          | \$29,994,543 | 94,600 SF  |
| Sumter County<br>Public Safety Buildings<br>Bushnell & Villages     | \$29,739,515 | 65,898 SF  |
| University of Florida<br>College of Business, Graduate Studies      | \$17,875,856 | 70,000 SF  |
| University of Florida<br>College of Business, Undergraduate Studies | \$17,368,250 | 55,000 SF  |
| Florida A&M University<br>Tucker Hall & Charles Winterwood Theatre  | \$17,100,000 | 77,536 SF  |
| College of Coastal Georgia<br>Campus Center                         | \$10,691,738 | 47,698 SF  |

POLICE DEPARTMENT HEADQUARTERS - AJAX RESUMES



RICK GUERRA  
GENERAL SUPERINTENDENT

PROFILE

Rick oversees the day-to-day operations of the on-site construction activities for projects throughout the Region. Understanding the construction methods, systems and approaches that are being utilized throughout the region ensure each of Rick’s project are operating in the most cost effective and efficient manner. Rick brings specific project experience to the entire team with many of his projects police headquarters, EOC’s and Training facilities.

**PROJECT TITLE**  
GENERAL SUPERINTENDENT

**YEARS OF EXPERIENCE**  
JOINED AJAX - 2002  
STARTED IN CONSTRUCTION -1982

**CERTIFICATIONS**  
FLORIDA CERTIFIED CARPENTER  
OSHA CERTIFIED  
CPR & FIRST AID TRAINED

|   |               |            |
|---|---------------|------------|
| City of St. Petersburg<br>Police Department Headquarters                        | \$62,162,731  | 294,112 SF |
| Monroe County<br>Emergency Operations Center                                    | \$32,286,866  | 25,799 SF  |
| Florida Department of Corrections<br>Lake Correctional Mental Health Unit       | \$158,163,339 | 350,000 SF |
| Brevard County<br>Emergency Operations Center (EOC)                             | \$28,538,763  | 48,412 SF  |
| City of Tallahassee<br>Police Headquarters                                      | TBD           | 170,000 SF |
| City of Clearwater Police Department<br>District 3 Operations & Training Center | \$11,245,816  | 22,128 SF  |
| City of Venice<br>Public Safety Facility  | \$11,961,171  | 31,421 SF  |
| Sarasota County<br>Emergency Operations Center                                  | \$15,314,000  | 40,502 SF  |
| Manatee County Sheriff's Office<br>Fleet Services Facility                      | \$12,000,000  | 27,435 SF  |
| City of North Port<br>Fleet Building Reroof                                     | \$ 523,325    | 38,709 SF  |
| PD Evidence Storage Emergency Repair  | \$85,839      |            |
| HQ Emergency Roof Replacement   | \$1,000,000   |            |

# POLICE DEPARTMENT HEADQUARTERS - SCHENKELSHULTZ RESUMES



## AARON JACOBSON, AIA

Design Project Manager /  
Project Architect



Aaron has 25 years in the architecture industry and a strong understanding of project design development on a variety of complex projects. As a Principal at Schenkel Shultz, Aaron has focused on delivering successful projects for clients, including the City of North Port since joining the firm, providing him with knowledge of their design standards. He will hold the consistent role of being your day-to-day point of contact and will remain actively engaged from design through construction.

### EDUCATION

ROP Certificate in Architectural  
Drafting,  
Clovis High School

### REGISTRATIONS/LICENSES

Registered Architect, ME #ARC5498

### EXPERIENCE

25 years total  
3 years with Schenkel Shultz

### RELEVANT EXPERIENCE

**Police Department Headquarters** – City of North Port / 183,200 SF / \$120 M / **experience with the City of North Port** / 3-story facility / public lobby, multi-purpose community meeting and training room, locker and fitness rooms, 911 communications center and police administrative spaces

**Fire Station No. 81 Redesign** – City of North Port / 21,500 SF / \$15 M / **experience with the City of North Port** / new fire house and administrative spaces / includes dorms, 4 apparatus bays, kitchen training facilities, offices and conference rooms / integrated aircraft medical support for surrounding areas

**EOC Facility** – City of North Port / 16,539 SF / \$9.2 M / **experience with the City of North Port** / includes a central Emergency Operations room, a 311 call center, a joint information center, over 30 private bunk rooms, traditional offices, a training room, conference rooms and a lobby/reception area for the public

**Fire Administration Facility** – Sarasota County Government / 17,680 SF / \$8.2 M / **public safety design experience** / 2-story facility / administration and support spaces, offices for fire, EMS, code enforcement and communications, conference and meeting rooms, storage, break room and public lobby

**Sheriff's Administrative Headquarters Building** – Charlotte County / 62,411 SF / \$37.3 M / **public safety design experience** / 3-story building / essential facility / admin support spaces, public reception space, community meeting room and dining room / 911 Emergency Operations and Communications Center

**D4 Sheriff's Office, Training Facility, K9** – Charlotte County / 12,000 SF / \$9.3 M / **public safety design experience** / headquarters office space, training room with ability to subdivide - large enough for 80 people, fitness center, locker rooms, breakroom, secure main lobby, K9 kennel area for short-term care

**Fire Station No. 23** – Sarasota County Government / 9,969 SF / \$8 M / **public safety design experience** / essential hardened facility / includes 3 apparatus bays, triage and storage spaces for EMS, administrative offices, storage, fitness area, kitchen and dining space, day-room and sleeping quarters

# POLICE DEPARTMENT HEADQUARTERS - SCHENKELSHULTZ RESUMES



**KEN DEAN, AIA, LEED® AP**  
Partner-in-Charge



As a Partner in the firm, Ken is responsible for the overall accountability of our team and ensures the appropriate firm resources are committed to meeting the needs of every client. With over 53 years of experience, Ken has completed more than 55 municipal and public safety projects. This experience includes several projects for the City of North Port, giving him firsthand knowledge of their expectations and design standards. Ken's local presence and relationships, supplemented by his extensive knowledge, make him an invaluable asset to this project.

## EDUCATION

Bachelor of Science in Architecture,  
University of Florida

## REGISTRATIONS/LICENSES

Registered Architect, FL #5955  
LEED® Accredited Professional

## EXPERIENCE

53 years total  
22 years with Schenkel Shultz

## RELEVANT EXPERIENCE

**Police Department Headquarters** – City of North Port / 183,200 SF / \$120 M / **experience with the City of North Port** / 3-story facility / public lobby, multi-purpose community meeting and training room, locker and fitness rooms, 911 communications center and police administrative spaces

**Fire Station No. 81 Redesign** – City of North Port / 21,500 SF / \$15 M / **experience with the City of North Port** / new fire house and administrative spaces / includes dorms, 4 apparatus bays, kitchen training facilities, offices and conference rooms / integrated aircraft medical support for surrounding areas

**EOC Facility** – City of North Port / 16,539 SF / \$9.2 M / **experience with the City of North Port** / includes a central Emergency Operations room, a 311 call center, a joint information center, over 30 private bunk rooms, traditional offices, a training room, conference rooms and a lobby/reception area for the public

**Fire Administration Facility** – Sarasota County Government / 17,680 SF / \$8.2 M / **public safety design experience** / 2-story facility / administration and support spaces, offices for fire, EMS, code enforcement and communications, conference and meeting rooms, storage, break room and public lobby

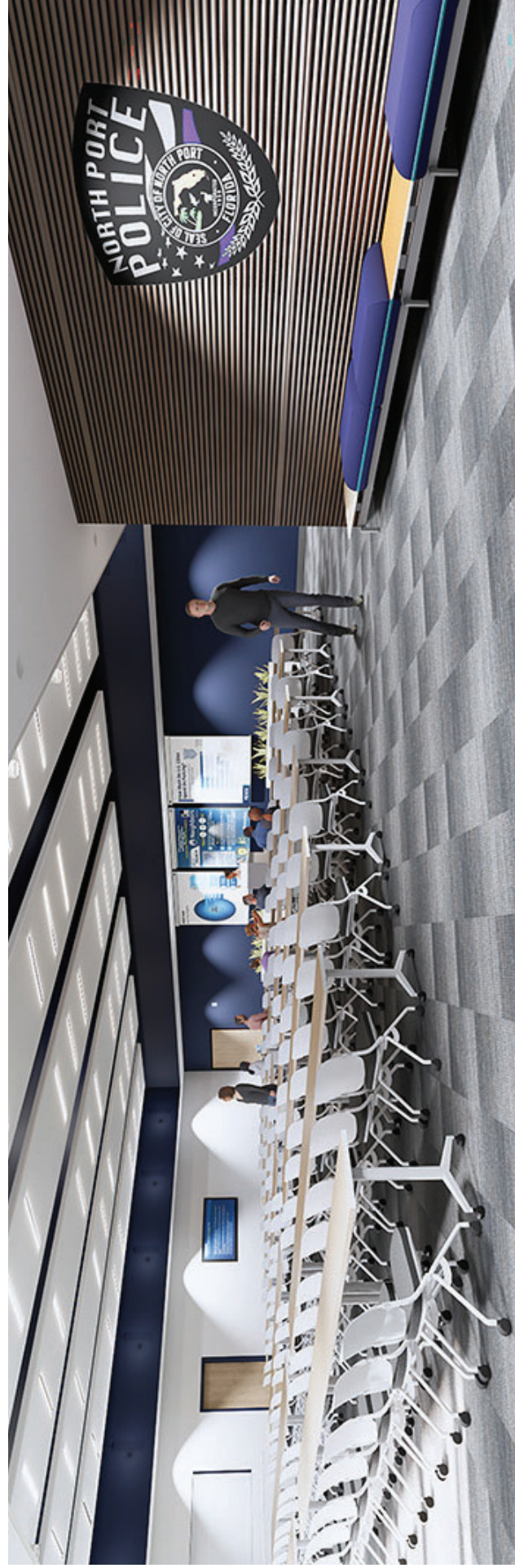
**D4 Sheriff's Office, Training Facility, K9** – Charlotte County / 12,000 SF / \$9.3 M / **public safety design experience** / headquarters office space, training room with ability to subdivide - large enough for 80 people, fitness center, locker rooms, breakroom, secure main lobby, K9 kennel area for short-term care

**Fire Station No. 2** – Parish Fire District / 10,000 SF / \$6.2 M / **public safety design experience** / fire station and 4-story training tower / includes 3 apparatus bays, training rooms, fitness center, community room, administration offices, decontamination areas, commercial kitchen, dayroom, dining room and exterior patio

**Fire Station No. 9 & Fueling Facility** – Sarasota County Government / 9,969 SF / \$7 M / **public safety design experience** / essential hardened facility / includes 3 apparatus bays, EMS, fitness area, kitchen and dining, dayroom, dorms and a county wide fueling station / includes safety measures to protect crew from carcinogens



# POLICE DEPARTMENT HEADQUARTERS - SCHENKEL SHULTZ RENDERINGS

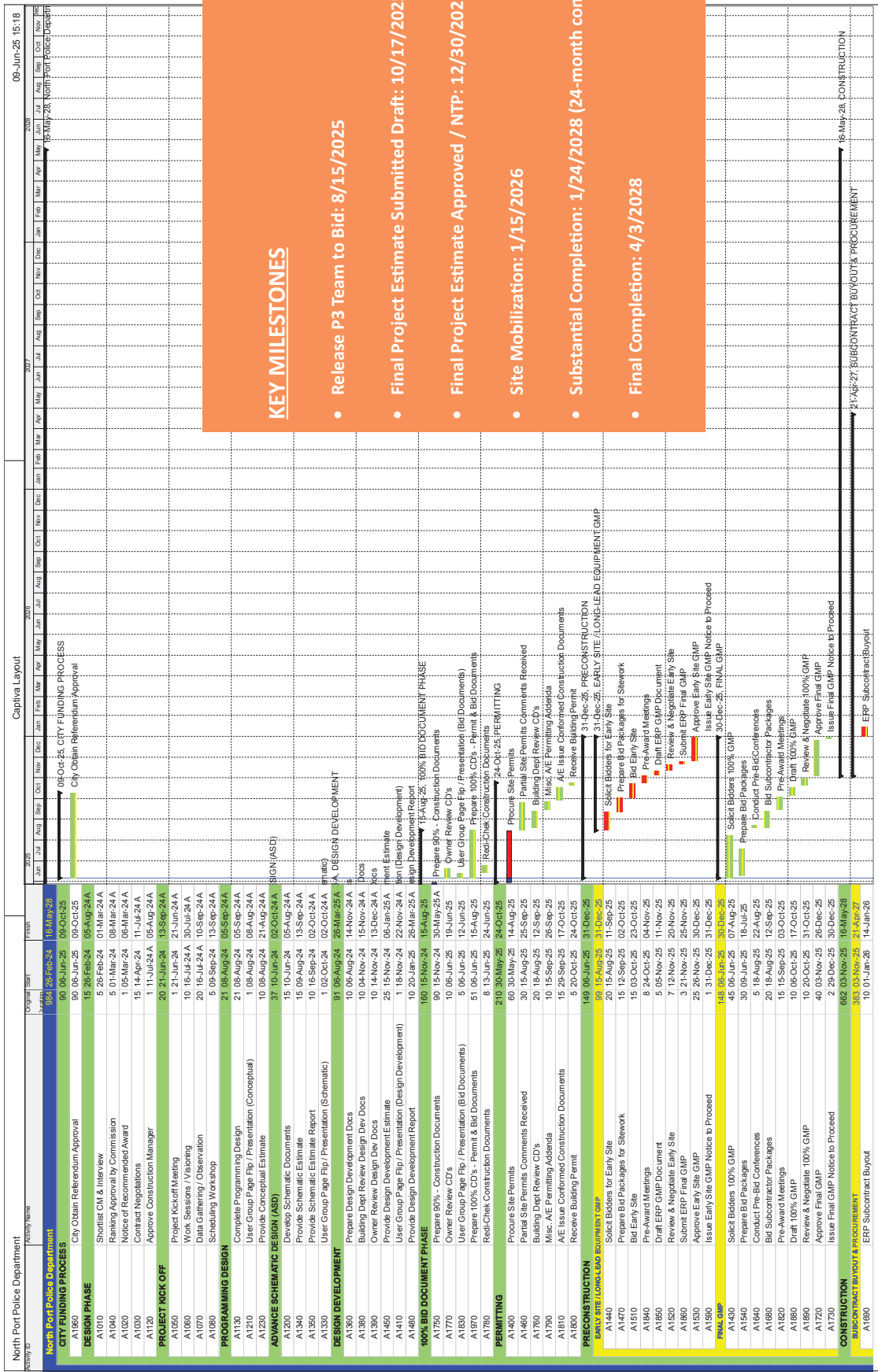




# POLICE DEPARTMENT HEADQUARTERS - SITE PLAN



POLICE DEPARTMENT HEADQUARTERS - PROJECT SCHEDULE



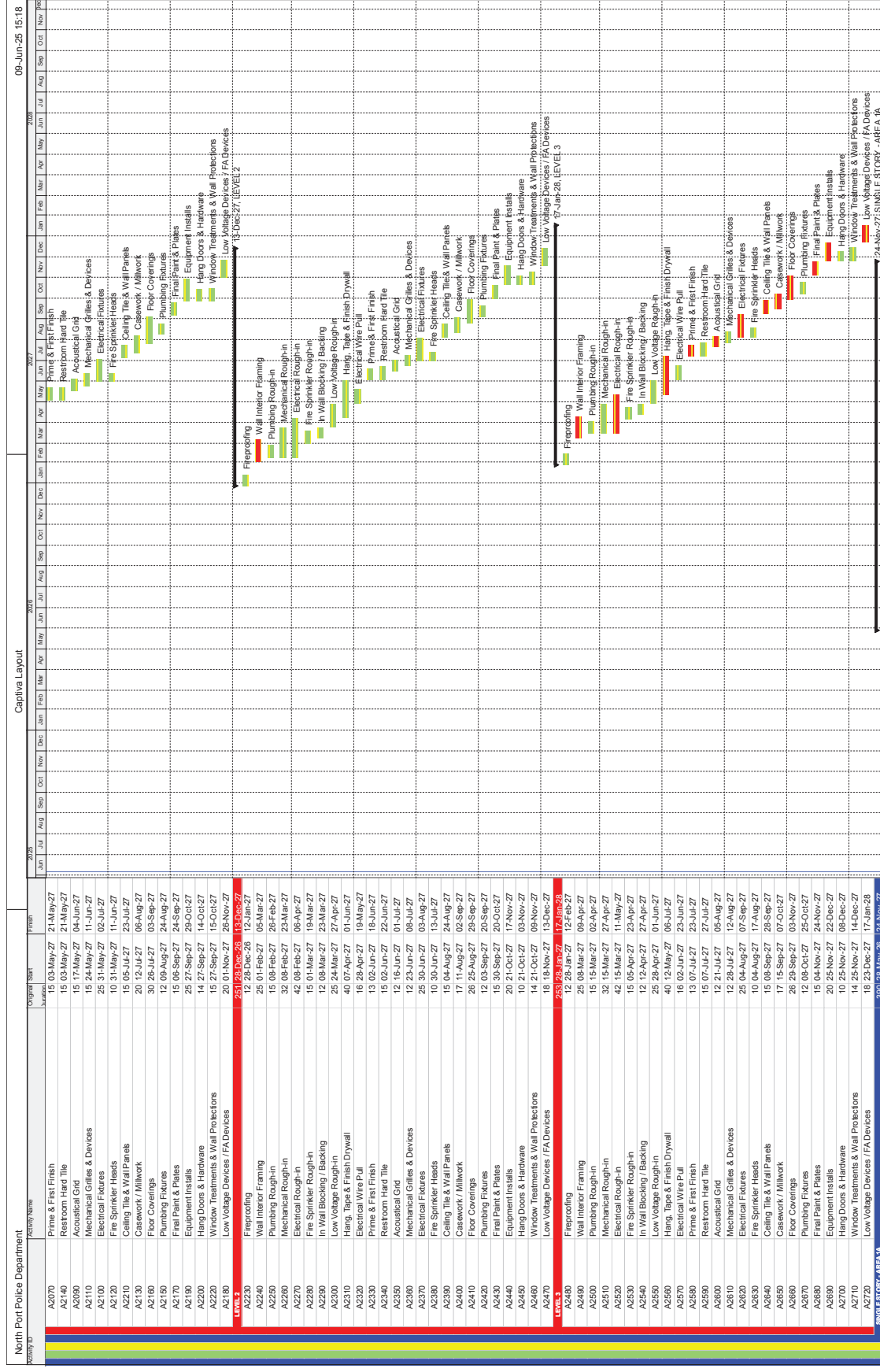


**POLICE DEPARTMENT HEADQUARTERS - PROJECT SCHEDULE**

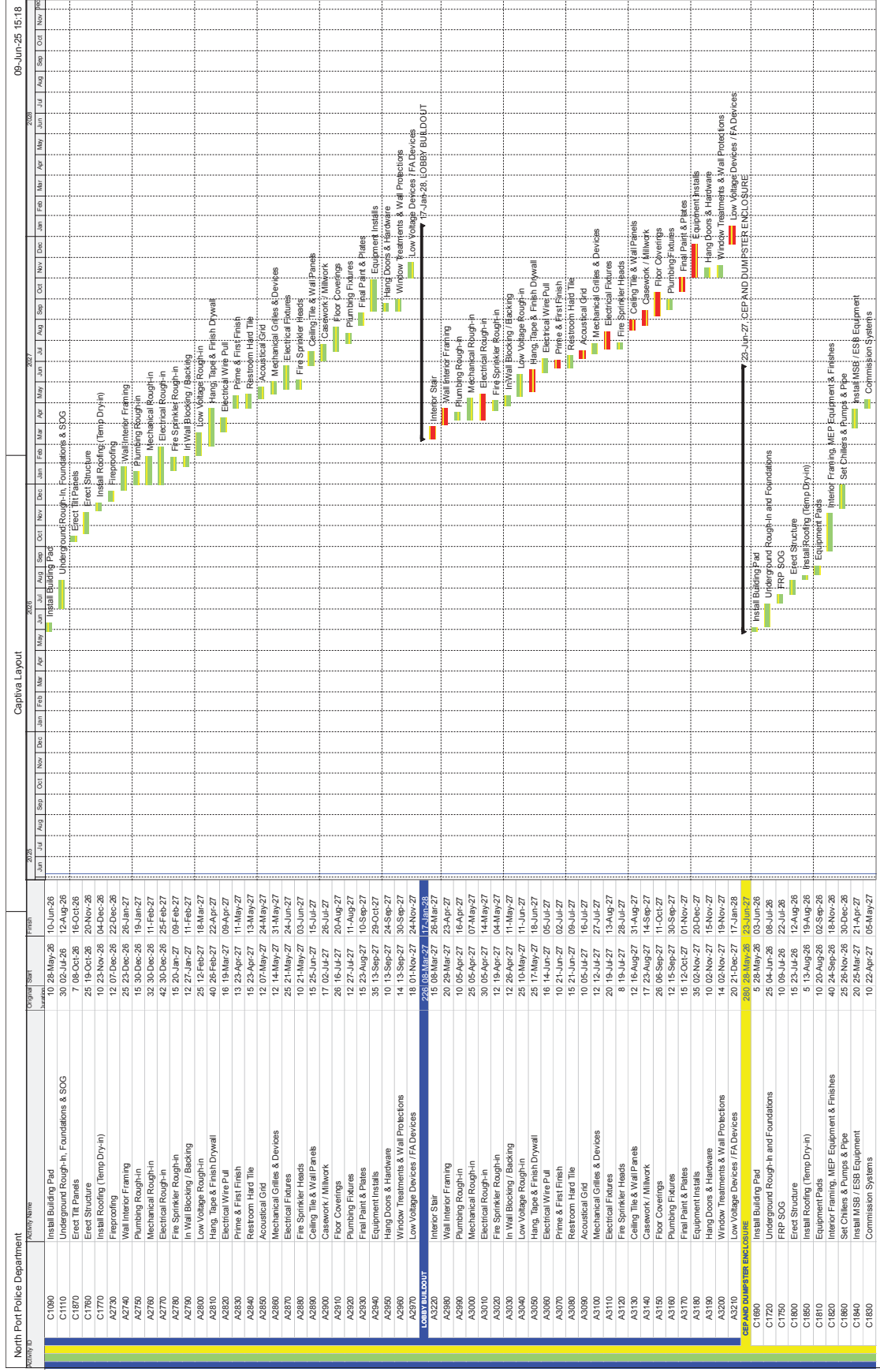
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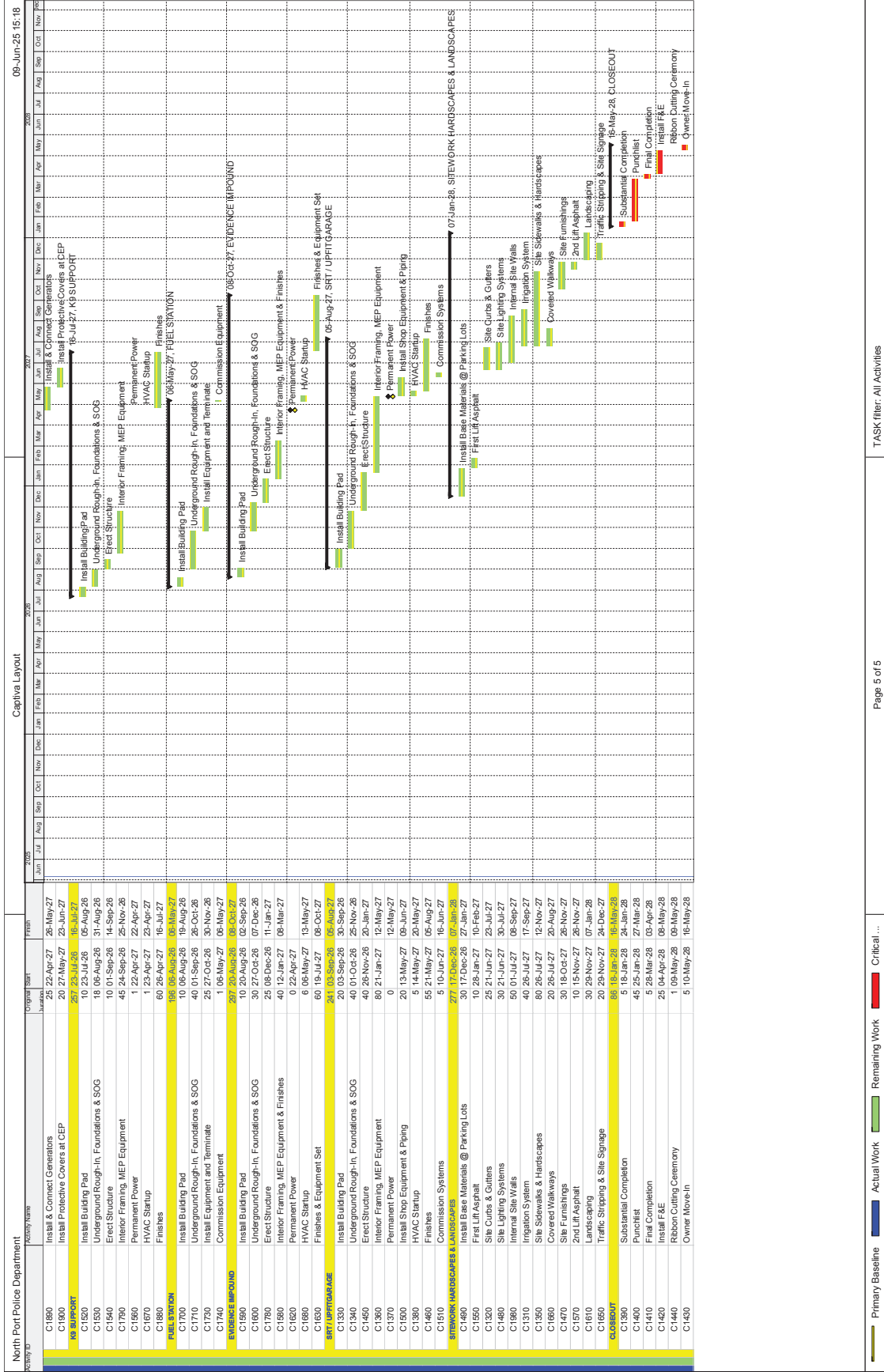
## POLICE DEPARTMENT HEADQUARTERS - PROJECT SCHEDULE



## POLICE DEPARTMENT HEADQUARTERS - PROJECT SCHEDULE



POLICE DEPARTMENT HEADQUARTERS - PROJECT SCHEDULE





# POLICE DEPARTMENT HEADQUARTERS - AJAX PROJECT EXPERIENCE



## CITY OF ST. PETERSBURG POLICE DEPARTMENT HEADQUARTERS

*St. Petersburg, FL*

The City's new Police Headquarters consisted of a new main building with an Administrative Wing and a Property & Evidence Wing, a parking structure and a central energy plant (CEP) on a 6.3 acre site. The main building is a three story, 170,000SF structure. This building houses the Property and Evidence Management Division, Forensics, Mobile Field Force, Vehicle Evidence Processing, Administrative Services, the Communications Center which serves as the backup 911 center, the City's Emergency Operations Center and other Police divisions.

Work also included a central energy plant, 321 car, four level structured parking facility, surface site parking, secured perimeter fencing and access control system, and site civil requirements. The facility integrates leading edge technology, communication and audio visual systems. There are 1,450 photo voltaic panels on the roof of the parking garage which generate enough power to run the systems in the garage and one third of the building space. The entire facility will be designed to a 195 mph wind design criteria. The project was designed within Green Globes protocol to produce a building with green construction, operation and management.



### PROJECT DESCRIPTION:

Construction Management at Risk

\$62,162,731

294,112 SF

May 2017 - May 2019

### OWNER:

City of St. Petersburg

### POINT OF CONTACT:

Mike Kovacsev

727.893.7780

michael.kovacsev@stpete.org

### RELEVANCE:

Same Proposed Team

Multiple Stakeholders

Forensics Labs

Property & Evidence

Emergency Operations Center

Hardened Facility - 195 MPH

MEP System Redundancies

Data Center





# POLICE DEPARTMENT HEADQUARTERS - AJAX PROJECT EXPERIENCE



September 18, 2018

To Whom It May Concern

Re: Recommendation for Ajax Building Corporation

I would like to take this opportunity to acknowledge the work that Ajax Building Corporation has done and is performing for the City of St. Petersburg. This firm is currently under contract with the City of St. Petersburg for two Construction Manager at Risk agreements for which they were selected competitively. The two projects are the \$61 million new St. Petersburg Police Headquarters and the \$5.3 million St. Petersburg Police Training Facility/Firing Range.

Both projects included pre-construction services which resulted in a Guaranteed Maximum Price proposal within the City's budget for construction. During pre-construction services Ajax provided leadership and guidance assuring us that these projects were well coordinated and would be constructed on schedule.

We are pleased with the services Ajax has provided to the City of St. Petersburg and look forward to successful completion of these critical facilities. Should you have any questions, please feel free to contact me at 727- 893-7913.

Sincerely,

Raul Quintana, AIA

City Architect

cc: Bill Byrne, Ajax



P.O. Box 2842  
St. Petersburg, FL 33731-2842  
T: 727-893-7171



# POLICE DEPARTMENT HEADQUARTERS - AJAX PROJECT EXPERIENCE



## CITY OF CLEARWATER POLICE DEPARTMENT DISTRICT 3 OPERATIONS & TRAINING CENTER

*Clearwater, FL*

The Clearwater Police Department District 3 Operations & Training Center is a new 21,625 SF concrete tilt-wall facility built to withstand a Category 5 hurricane equipped with redundant services necessary for this essential facility. This new facility houses an Emergency Operations Center, police training classrooms, simulation training space, offices, workout space and locker rooms, as well as a 6,100 cubic feet underground stormwater vault under the parking lot. The existing K9 training/boarding building, seizure & impound yard and 100-yard outdoor firing range remained occupied and fully accessible during the construction duration. The existing firing range training classroom buildings also remained in use, for the first phase of the work with a temporary access drive and parking area completed during the initial phase. The construction was phased to commission the new systems and integrate the audio visual components and video walls to facilitate the relocation of operational areas into the new buildings which then allowed the site areas being used for the temporary training areas to be demolished and the balance of the sitework completed.



### PROJECT DESCRIPTION:

Construction Management at Risk

\$11,245,816

22,128 SF

April 2021 - September 2022

### OWNER:

City of Clearwater

### POINT OF CONTACT:

Tara Kivett

727.562.4758

[tara.kivett@myclearwater.com](mailto:tara.kivett@myclearwater.com)

### RELEVANCE:

Emergency Operations Center

Police Training

Category 5

Redundant Systems

Multiple Users



# POLICE DEPARTMENT HEADQUARTERS - AJAX PROJECT EXPERIENCE



## CITY OF CLEARWATER

POST OFFICE BOX 4748, CLEARWATER, FLORIDA 33758-4748  
600 CLEVELAND STREET, SUITE 600, CLEARWATER, FL 33755  
TELEPHONE (727) 562-4040 FAX (727) 562-4052

CITY MANAGER

February 25, 2024

Lori Rice Turner  
AJAX Building Company, LLC  
109 Commerce Boulevard  
Oldsmar, Florida 34677

RE: Letter of Reference

Dear Mrs. Turner,

This letter is to attest to the City of Clearwater's positive experience with AJAX Building Company, LLC (AJAX) for their recent construction of the City of Clearwater Police Department District Three Operations and Training Center, a 21,625 square foot, hurricane rated category 5 building. From the design phase to completion, and post-completion, AJAX has worked as a partner to ensure this construction process was a success.

From the date of award on July 16, 2020, the staff with AJAX worked to make sure they had a complete understanding of the Clearwater Police Department's needs from this project as well as the budget constraints. This project included multiple difficult issues to address with the site and the phasing of the project to ensure the continuity of our operation. At the completion of the project on September 16, 2022, AJAX delivered us a facility on time which is within budget, and that we are proud to occupy.

AJAX performance on this project and past city projects have proven them to be a reliable construction partner that we would consider for future projects. Should you have any additional questions, please feel free to contact me directly at (727) 562-4046 or at [daniel.slaughter@myclearwater.com](mailto:daniel.slaughter@myclearwater.com).

Sincerely,

Daniel Slaughter, Assistant City Manager  
City of Clearwater

Brian J. Aungst Sr., Mayor

Mark Bunker, Councilmember  
Kathleen Beckman, Councilmember



David Allbritton, Councilmember  
Lina Teixeira, Councilmember

"Equal Employment and Affirmative Action Employer"

# POLICE DEPARTMENT HEADQUARTERS - AJAX PROJECT EXPERIENCE



## UNIVERSITY OF FLORIDA PUBLIC SAFETY BUILDING & CENTREX BUILDING RENOVATION *Gainesville, FL*

This project involved the demolition of the old UFPD/WRUF building including the adjacent evidence compound and all associated non-critical site utilities to make way for the brand new 50,972 SF facility that accommodates all current and future operational needs. The facility will serve as the main on-campus shelter-in-place facility in the event of natural or man made emergencies. Components of the building include evidence processing, gym and locker room, training spaces, emergency management and dispatch, media briefing space, K-9 facilities, armory, interview rooms and office areas.

The program also included a complete 5,000 SF renovation of the Centrex Building for UF Emergency Management. This houses the UFPD's dispatch and the Department of Emergency Management. A part of the renovation was associated with the UF security operation center, however the UFPD dispatch remained in operation 24/7/365 during the construction process until they were moved into their new space in the new facility.

While the plan included complete demolition of the 1928 structure, in accordance with the Florida Department of State Historic Preservation Office mandates noteworthy historic building components were salvaged and incorporated into the new public safety building, thus commemorating its significance both to the UF campus and to Gainesville.



**PROJECT DESCRIPTION:**  
Construction Management at Risk  
\$21,582,528  
50,972 SF  
March 2021- April 2023

**OWNER:**  
University of Florida

**POINT OF CONTACT:**  
Robert Hatker  
352.294.3572  
rhatker@ufl.edu

**RELEVANCE:**  
Public Safety Facility  
Secure Facility  
On Campus Shelter  
Evidence Processing  
Emergency Management / Dispatch  
Training Rooms  
K-9 Facilities



# POLICE DEPARTMENT HEADQUARTERS - AJAX PROJECT EXPERIENCE



February 13, 2025

Mr. William Byrne  
Ajax Building Company, LLC.  
109 Commerce Blvd.  
Oldsmar, FL 34677

SUBJECT: Final Construction Management Evaluation for UF-200

Dear Mr. Byrne:

The University of Florida conducts annual evaluation of all firms providing construction management services to the university. Currently, evaluations at the University of Florida are performed annually each July. As such, your firm has been evaluated relative to the phase of work provided within the past year.

Enclosed is the evaluation form indicating the rating of your company as prepared by the university. We hope that this form will be beneficial to our construction managers in understanding their performance on our projects. The evaluation is a 3- or 4-page form showing the breakdown of the criteria used by the Owner remarks for each of the categories indicated and what the expectations are of our professional managers and their teams. This evaluation uses scoring criteria,

- 1) Need Improvement
- 2) Meet expectation
- 3) Exceed Expectation
- 4) Not Applicable

The evaluation comments/expectations page presents you with information regarding your performance and expectations for the next evaluation as they are applicable. The rules provide for an appeal process, so if you feel that your company has been rated unfairly you may appeal this rating by sending written notice stating the basis for your appeal. To be considered, this office must receive your notice within 30 days of receipt of this letter

We hope our evaluation form is helpful to you in giving you feedback about your performance on your project at the University of Florida. Should you have any questions regarding the evaluation, please feel free to contact our office.

Sincerely,

Jennifer Meisenhelder  
Associate Director of Construction

Attachment

# POLICE DEPARTMENT HEADQUARTERS - AJAX PROJECT EXPERIENCE



## VOLUSIA COUNTY SHERIFF'S EVIDENCE FACILITY

*Deland, FL*

The Volusia County Sheriff's Office Evidence Section's mission is to preserve and protect all property in its possession. It provides support to Sheriff's Office, and other law enforcement agencies such as federal agencies, Fish and Wildlife Conservation Commission, Department of Natural Resources, Highway Patrol and area municipalities.

The new site is a secured compound with the Storage Evidence Facility storing evidence, property, fire arms, drugs, vehicles, etc. The building includes offices, a lobby, forensics lab, walk-in biohazard material storage cooler and a covered loading dock. It contains an intake/process area for goods/materials, as well as a staging area for processing evidence purging, archiving or distribution. In addition, the compound includes a vehicle wash, vehicle fueling, razor wire fencing and electronic sliding secure vehicle gates, a helipad and detainee cells. A portion of the facility was hardened to protect it against 200 mph winds.



### PROJECT DESCRIPTION:

Construction Management at Risk  
\$12,065,005  
29,646 SF  
February 2018 - April 2019

### OWNER:

Volusia County

### POINT OF CONTACT:

Laura Laser  
386.736.5967 X12323  
llaser@volusia.org

### RELEVANCE:

Evidence & Storage  
Multiple Stakeholders  
Forensics  
Secure Facility  
Hardened Facility - 200 MPH





# POLICE DEPARTMENT HEADQUARTERS - AJAX PROJECT EXPERIENCE



## CITY OF TALLAHASSEE

### POLICE DEPARTMENT HEADQUARTERS & EVIDENCE STORAGE FACILITY

*Tallahassee, FL*

The new Tallahassee Police Department Headquarters will replace the existing facility, which has been occupied since 1972 and steadily outgrown, on a 12 acre city owned site located at 1940 N. Monroe Street (previously Northwood Centre Mall). The new facility will be a state-of-the-art public safety campus built to satisfy the Department needs well into the future and is currently identified to include the following key elements:

- 137,672 SF, four (4) level Police Department Headquarters building constructed of structural steel framed with composite metal deck with concrete fill at elevated levels, built-up roofing assembly over beam / metal deck at roof level with perimeter being precast hung wall panels / storefront / curtainwall assemblies.
- 37,170 SF, single level Firing Range building constructed of structural steel columns, steel beams & truss girders with metal roof deck, built-up roofing assembly with perimeter being concrete tilt-wall panels / storefront windows at non-range locations.
- 32,627 SF single level Fleet Maintenance & Rolling Asset building constructed of pre-engineered metal building (PEMB) with exterior metal panels and roof panels.
- 9,493 SF of a single level Central Utility Plant building, with built in redundancies and emergency power capabilities for the entire campus, constructed of concrete tilt-wall panels, built-up roofing on metal roof deck at a portion and with protective steel / mesh at open areas.
- The associated sitework will include perimeter fencing, site utilities, parking, landscaping and irrigation.

In addition to the much-needed replacement space for the Department, this project will greatly benefit the community including a 364 seat public meeting room with break-out rooms/ catering capabilities, multiple vaults and specialized secure areas, forensic/biohazard/DNA Laboratories, and a Tallahassee Police Department Museum.

#### PROJECT DESCRIPTION:

Construction Management at Risk

\$160,088,862 (budget)

151,683 SF | 350-space Parking Garage | 30,000 SF Range

March 2021 - December 2026 (estimate)

#### OWNER:

City of Tallahassee, FL

#### POINT OF CONTACT:

John K. Powell

850.891.8551

John.Powell@TalGov.com

#### RELEVANCE:

Evidence & Storage

Multiple Stakeholders

Forensics

Secure Facility

Hardened Facility - 200 MPH



# POLICE DEPARTMENT HEADQUARTERS - AJAX PROJECT EXPERIENCE



## CITY OF ST PETERSBURG POLICE TRAINING CENTER *St. Petersburg, FL*

This project consisted of renovations to a 7,192 SF existing building with an addition of 11, 173 SF to the existing City's indoor firing range, adjacent to an active city sports complex. The existing building interiors were completely demolished to reconfigure the space to house classrooms, simulation training, tactical vehicle storage and an armory with weapons and ammunition storage. The addition now accommodates a new 10 lane, full tactical training 50 yard indoor firing range. Specialized indoor firing range systems include a range recirculating ventilation system with state of the art laminar airflow, acoustical measures with ceiling baffles and PEPP wall panels, intelligent targeting systems, and a rubber bullet containment trap. The facility was designed and built to meet sustainability requirements achieving USGBC LEED Silver certification.



### PROJECT DESCRIPTION:

Construction Management at Risk  
\$5,404,978  
18,365 SF  
November 2017 - December 2018

### OWNER:

City of St. Petersburg, FL

### POINT OF CONTACT:

Raul Quintana  
727.893.7913  
raul.quintana@stpete.org

### RELEVANCE:

Multiple Stakeholders  
Forensics  
Secure Facility  
Hardened Facility - 200 MPH



# POLICE DEPARTMENT HEADQUARTERS - AJAX PROJECT EXPERIENCE



## CITY OF DAYTONA BEACH POLICE DEPARTMENT HEADQUARTERS *Daytona Beach, FL*

The 3-story, 98,000 SF Daytona Beach Police Facility houses administrative offices, conference rooms, a community room for special meetings, holding cells, evidence rooms, K-9 training area, a garage forensics unit to process vehicles used in crimes and a crime lab for preliminary DNA testing. One of the most unique features of the crime lab is a row of narrow evidence lockers called “blood rooms” where blood-stained clothes collected at crime scenes can be hung to dry.

The facility also houses Daytona Beach’s Emergency Operations Center which serves as the “nerve center” during emergency activation. Working space is provided for all disaster response support functions by various emergency representatives within the City of Daytona Beach jurisdiction. An audio-visual system, integrated with the EOC’s computer network, has the capability to keep the emergency staff current on developing situations during emergencies, while also providing an excellent training facility with many different applications.



**PROJECT DESCRIPTION:**  
Construction Management at Risk  
\$20,579,713  
98,278 SF  
May 2007 - December 2008

**OWNER:**  
City of Daytona Beach, FL

**POINT OF CONTACT:**  
Thomas Huger  
386.631.0350  
tahuger@yahoo.com

**RELEVANCE:**  
Multiple Stakeholders  
Forensics  
Secure Facility  
Hardened Facility - 200 MPH



# POLICE DEPARTMENT HEADQUARTERS - AJAX PROJECT EXPERIENCE



## CITY OF DADE CITY NEW CITY HALL & POLICE STATION *Dade City, FL*

The new City Hall and Police Department were constructed as two separate state-of-the-art facilities in the City's historic downtown area. The buildings were joined by a focal entry canopy that rises above both structures, on the same site where City Hall once stood, but was torn down because of safety concerns. Elements included City Commission chambers, administrative offices, a new 911 dispatch room, secure CSI storage and records, as well as a police sally port and secure holding cells and processing areas.

The site offered some interesting challenges. There was a ten-foot change in elevation from east to west so building entries were stair-stepped to accommodate this feature. To maintain design continuity, structural brick walls facing public streets were made to mimic the red brick facades of the surrounding historic buildings. Additionally, Ajax coordinated with the City for an existing street to be vacated for full site development.



**PROJECT DESCRIPTION:**  
Construction Management at Risk  
\$5,931,842  
98,278 SF  
May 2007 - December 2008

**OWNER:**  
City of Daytona Beach, FL

**POINT OF CONTACT:**  
Thomas Huger  
386.631.0350  
tahuger@yahoo.com

**RELEVANCE:**  
Multiple Stakeholders  
Forensics  
Secure Facility  
Hardened Facility - 200 MPH

# POLICE DEPARTMENT HEADQUARTERS - AJAX PROJECT EXPERIENCE



## CITY OF DADE CITY

*"Proud Heritage, Promising Future"*

Camille Hernandez, Mayor  
Eunice M. Penix, Mayor Pro-Tem  
Scott Black, Commissioner  
Charlene C. Austin, Commissioner  
James D. Shive, Commissioner

William C. Poe, Jr., City Manager  
Leslie Porter, Finance Director  
Angelia Guy, City Clerk  
Karla S. Owens, City Attorney

April 13, 2016

Mr. William Byrne  
Ajax Building Corporation  
109 Commerce Blvd.  
Oldsmar, FL 34677

Dear Mr. Byrne,

I would like to extend gratitude on behalf of Dade City for Ajax's tremendous role in the construction of City of Dade City's municipal complex. From design services to managing the construction, the unwavering professional conduct, dedication, level of experience and knowledge of the project, materials and systems demonstrated by Ajax employees must be applauded.

We, the design team of four City employees, worked closely often and for long periods of time with the architect and construction manager. We discussed everything – and Ajax provided us with information, alternate options and considerations – so we could make the best decision for our project, before and during construction, helping us maximize our dollars and the return while remaining within our budget.

Consideration for our community was important to us on this project. Ajax solicited local contractor participation to involve local businesses and construction activities were carefully coordinated to minimally impact routine downtown operations for our citizens and commerce.

Lastly, I would like to commend you for your role in our project. As president of the company, you attended multiple meetings and always were well versed on our current status. I can honestly say it was a true pleasure to work with you and your team.

Sincerely,

William C. Poe, Jr.  
City Manager

**Established 1889**

P.O. BOX 1355 • 38020 MERIDIAN AVE • DADE CITY, FL 33526-1355 • (352) 523-5050 FAX (352) 521-1422



## State of Florida Department of State

I certify from the records of this office that AJAX BUILDING COMPANY, LLC is a limited liability company organized under the laws of the State of Florida, filed on June 27, 2019, effective May 7, 1962.

The document number of this limited liability company is L19000160919.

I further certify that said limited liability company has paid all fees due this office through December 31, 2023, that its most recent annual report was filed on April 12, 2023, and that its status is active.

*Given under my hand and the  
Great Seal of the State of Florida  
at Tallahassee, the Capital, this  
the Seventeenth day of April, 2023*



*[Signature]*  
Secretary of State

Tracking Number: 6010621749CU

To authenticate this certificate, visit the following site, enter this number, and then follow the instructions displayed.

<https://services.sunbiz.org/Filings/CertificateOfStatus/CertificateAuthentication>

**AJAX IS CURRENTLY AWAITING ITS RENEWED  
CERTIFICATE OF STATUS/CORPORATE CHARTER REGISTRATION**



Ron DeSantis, Governor

Melanie S. Griffin, Secretary



### STATE OF FLORIDA DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION

**CONSTRUCTION INDUSTRY LICENSING BOARD**  
THE GENERAL CONTRACTOR HEREIN IS CERTIFIED UNDER THE  
PROVISIONS OF CHAPTER 489, FLORIDA STATUTES

**WELLS, APPLING SPEAKES V**

AJAX BUILDING COMPANY, LLC  
1080 COMMERCE BOULEVARD  
MIDWAY FL 32343

**LICENSE NUMBER: CGC1520391**

**EXPIRATION DATE: AUGUST 31, 2026**

Always verify licenses online at [MyFloridaLicense.com](https://myfloridalicense.com)

ISSUED: 06/05/2024

Do not alter this document in any form.

This is your license. It is unlawful for anyone other than the licensee to use this document.



# AJAX BONDING LETTER

**WillisTowersWatson** 

April 17, 2025

**Re: Bonding Capacity Reference Letter**

To Whom It May Concern,

Ajax Building Company, LLC is a highly regarded and valued client of Travelers Casualty and Surety Company of America, incorporated in CT, (A.M. Best Financial Strength Rating of A++ (XV) and Liberty Mutual Insurance Company incorporated in MA, (A.M. Best Financial Strength Rating A (XV), as Co-Sureties, and Travelers Casualty and Surety Company of America will act as lead surety and have the pleasure of extending surety credit to Ajax Building Company, LLC. The Sureties are licensed and authorized to transact business in All 50 States. During Ajax Building Company, LLC's history, the company has developed a strong and successful track record of completing projects on time, without claims and within the available budget

We have determined that Ajax Building Company, LLC is capable of obtaining a performance bond and a payment bond for the Project, and the Surety for, Ajax Building Company, LLC is prepared to provide a Performance and Payment bond for the Project in the form and amount required by the Agreement. The Surety has, in the past, considered and provided bonding for individual projects in excess of \$1,500,000,000 and provided surety support for uncompleted work programs in excess of \$5,000,000,000.

Our consideration and issuance of bonds is a matter solely between the Ajax Building Company, LLC and ourselves, and we assume no liability to third parties or to you by the issuance of this letter. The Surety reserves their right to review for any adverse changes to the contract terms and conditions, bond forms, appropriate contract funding and any other underwriting considerations at the time of the request.

We trust this information meets your satisfaction. If there are further questions, please feel free to contact me.

Sincerely,



Laurie Pflug,  
Attorney-in-Fact for  
Travelers Casualty and Surety Company of America  
One Tower Square, Hartford, CT 06183  
Liberty Mutual Insurance Company  
175 Berkeley Street, Boston, MA 20116

Willis Towers Watson Insurance Services  
West, Inc.  
500 N. Akard St., Suite 4300  
Dallas, TX 75201  
612 702-4259  
Laurie.pflug@willistowerswatson.com

POLICE DEPARTMENT HEADQUARTERS - SCHENKELSHULTZ LICENSES



Schenkel Shultz Architect License  
License Number AR94736



Kenneth Dean Architect License  
License Number AR0005955



Aaron Jacobson Architect License  
License Number ARC5498



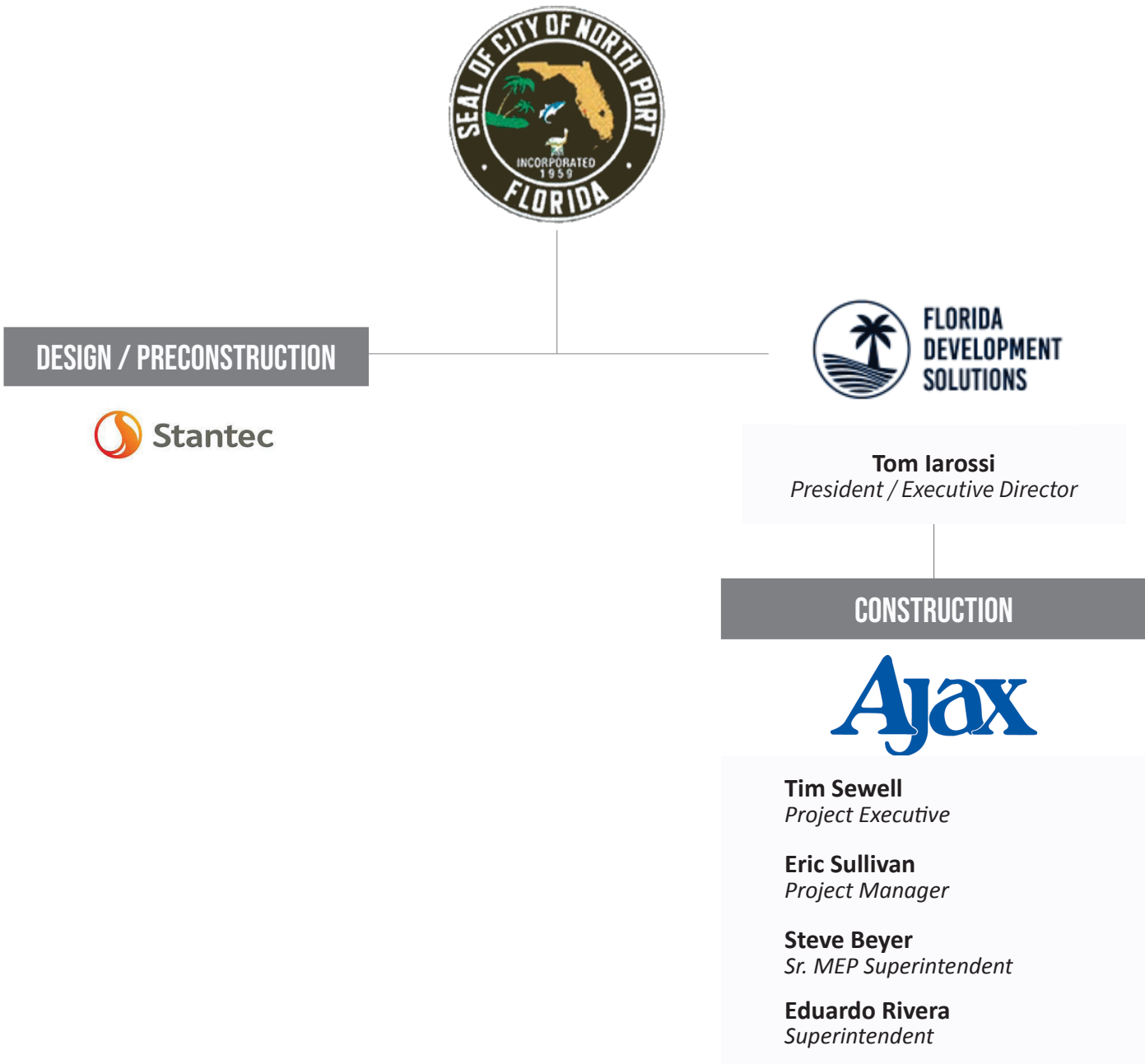
## POLICE DEPARTMENT HEADQUARTERS - AJAX REFERENCES

|   |  |  |
|---|--|--|
| 1 | <b>CLIENT:</b> City of St. Petersburg<br><b>MIKE KOVACSEV</b> , <i>Assistant Chief</i><br>One 4th Street North<br>St. Petersburg, FL 33701<br>727.893.7780   Fax: N/A<br>michael.kovacsev@stpete.org   | <b>CITY OF ST. PETERSBURG<br/>POLICE DEPARTMENT HEADQUARTERS</b><br>Completed: May 2019<br>Involvement in Project: Construction Manager at Risk<br>Construction: \$62,162,731                                  |
| 2 | <b>CLIENT:</b> City of Clearwater<br><b>TARA KIVETT</b> , <i>Engineering Construction Manager</i><br>100 S Myrtle Ave<br>Clearwater, FL 33756<br>727.562.4758   Fax: N/A<br>tara.kivett@myclearwater.com   | <b>CITY OF CLEARWATER POLICE DEPARTMENT<br/>DISTRICT 3 OPERATIONS &amp; TRAINING CENTER</b><br>Completed: September 2022<br>Involvement in Project: Construction Manager at Risk<br>Construction: \$11,245,816 |
| 3 | <b>CLIENT:</b> Monroe County<br><b>CARY VICK</b> , <i>Director of Project Management</i><br><i>Monroe County Engineering</i><br>1100 Simonton Street, Suite -2-216<br>Key West, FL 33040<br>305.295.4339   Fax: N/A<br>vick-cary@monroecounty-fl.gov | <b>MONROE COUNTY<br/>EMERGENCY OPERATIONS CENTER</b><br>To Be Completed: March 2024 - <i>In Progress</i><br>Involvement in Project: Construction Manager at Risk<br>Construction: \$32,286,866                 |
| 4 | <b>CLIENT:</b> University of Florida<br><b>ROBERT HATKER</b> , <i>Project Manager</i><br>300 SW 13th Street<br>Gainesville, FL 32611<br>352.294.3572   Fax: 352.846.3124<br>rhatker@ufl.edu  | <b>UNIVERSITY OF FLORIDA<br/>PUBLIC SAFETY BUILDING &amp; CENTREX BUILDING<br/>RENOVATION</b><br>Completed: April 2023<br>Involvement in Project: Construction Manager at Risk<br>Construction: \$21,582,528   |
| 5 | <b>CLIENT:</b> Volusia County<br><b>LAURA LASER</b> , <i>Senior Architect</i><br>123 West Indiana Avenue, 4th Floor Room 402<br>Deland, FL 32720<br>386.736.5967 X 12323   Fax: 386.822.5736<br>llaser@volusia.org                                   | <b>VOLUSIA COUNTY<br/>SHERIFFS EVIDENCE FACILITY</b><br>Completed: April 2019<br>Involvement in Project: Construction Manager at Risk<br>Construction: \$12,065,005  |

# TAB 2: WASTEWATER FACILITY EXPANSION & RENOVATION

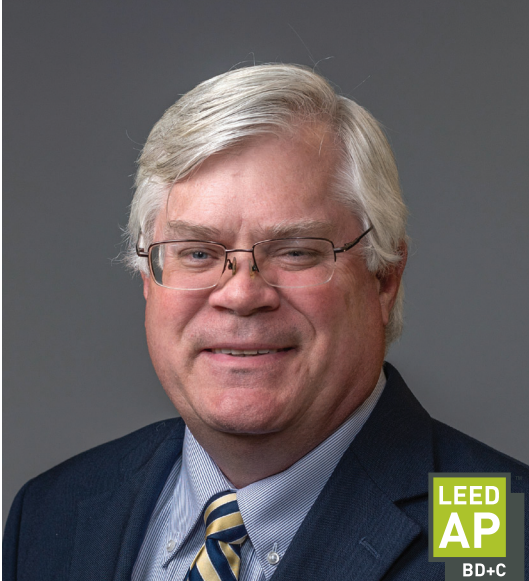
# ORGANIZATIONAL CHART FOR WASTEWATER FACILITY EXPANSION & RENOVATION PROJECT

This project is currently being viewed at Developer/GC only with the Designer remaining on the Owner side.  
Option to convert to full Design-Build following discussion.





# WASTEWATER FACILITY EXPANSION & RENOVATION - AJAX RESUMES



## TIM SEWELL

PROJECT EXECUTIVE / REGIONAL DIRECTOR

### PROFILE

Tim is the Regional Director for Ajax and will serve as the Project Executive overseeing the construction activities from pre-construction to close-out. He brings the experience of working with projects with occupants, phased projects managing the logistics on tight sites and exterior remodeling. Most importantly, Tim’s relationship with subcontractors and knowledge of materials will ensure a successful project.

### EDUCATION

B.S CIVIL ENGINEERING TECHNOLOGY  
SOUTHERN COLLEGE OF TECHNOLOGY

### YEARS OF EXPERIENCE

JOINED AJAX - 2018  
STARTED IN CONSTRUCTION - 1988

### CERTIFICATIONS

CERTIFIED GENERAL CONTRACTOR (FL)  
LEED AP BD+C

### EXPERIENCE

|  |               |                          |
|--|---------------|--------------------------|
| Orlando Utilities Commission<br>Southwest WTP- Self Performed Concrete Package                 | \$3,400,000   | 20 MGD                   |
| Orlando Utilities Commission<br>Ozination Facility   | \$4,000,000   | 150,000 SF               |
| City of North Port<br>City Hall & Police Station   | \$13,290,000  | 100,000 SF               |
| Greater Orlando Aviation Authority<br>BP-439 Landside Emergency Power Expansion                | \$9,080,000   | 7,500 SF                 |
| Hillsborough County Aviation Authority<br>Airside F Boarding Bldgs, PCA, AHU & GPU Replacement | \$14,670,000  | 13 existing PBB replaced |
| Gopher Resources- EnviroFocus Technologies<br>Recycling Facility                               | \$94,000,000  | 300,000 SF               |
| Gopher Resources- EnviroFocus Technologies<br>Hygiene Building                                 | \$5,330,000   | 62,000 SF                |
| PERC Water Corporation<br>Santa Paula Water Recycling Facility                                 | \$27,000,000  | 3.4 MGD                  |
| Bluewater Property Group<br>Bluewater Amazon SWF1  | \$109,000,000 | 200,000 GPD              |
| Tom’s of Maine<br>WWTP Addition  | N/A           | 2,000 SF                 |

# WASTEWATER FACILITY EXPANSION & RENOVATION - AJAX RESUMES



## ERIC SULLIVAN

PROJECT MANAGER

### PROFILE

Eric, a Sarasota resident, will be on the project site 100% of the time responsible for all on-site project management from pre-bid through punch-list completion. He will develop cost and scheduling initiatives and monitor the success of those initiatives as well as daily monitoring the project. Eric will also be responsible for all on-site activities, including cost control analysis, scheduling, materials procurement, subcontractor pre-qualification and management, local participation programs, structure analysis, and quality assurance, as well as the Owner Direct Purchase Program. Eric’s experience working in and with Sarasota County makes him an ideal team leader.

### EDUCATION

B.S. CIVIL ENGINEERING  
WENTWORTH INSTITUTE OF TECHNOLOGY

### YEARS OF EXPERIENCE

JOINED AJAX - 2022  
STARTED IN CONSTRUCTION - 1992

### CERTIFICATIONS

OSHA 30

### EXPERIENCE

|  |               |            |
|--|---------------|------------|
| 3 MG Water Treatment Plant<br>Deltona, FL                            | \$1,800,000   | 3 MGD      |
| 1.5 MG Water Treatment Plant<br>Labelle, FL                          | \$840,000     | 1.5 MGD    |
| Sarasota Memorial Hospital<br>CIP Bed Tower                          | \$150,000,000 | 10 stories |
| City of Orlando<br>Orlando Airport Automated People Mover<br>Complex | \$75,000,000  | 85,000 SF  |
| Pasco County Schools<br>Kirkland Academy High School                 | \$70,000,000  | 184,000 SF |
| Hernando County Schools<br>Hernando High School                      | \$41,000,000  | 220,000 SF |
| Edison Pembroke Pines<br>(Class A Office Complex)                    | \$38,000,000  | 340,000 SF |
| Hernando County Schools<br>Winding Waters K-8                        | \$34,250,000  | 184,000 SF |
| Sarasota Memorial Hospital<br>Vertical Expansion                     | \$13,000,000  | 44,000 SF  |
| Ritz Carlton Tower   | \$11,000,000  | 18 stories |
| Sarasota County<br>South County Courts/R. L. Anderson Building       | \$6,000,000   | 40,000 SF  |
| City of Sarasota<br>Federal Building                                 | \$600,000     | 12,000 SF  |

# WASTEWATER FACILITY EXPANSION & RENOVATION - AJAX RESUMES



## STEVE BEYER

SENIOR MEP SUPERINTENDENT

### PROFILE

Steve will assist the Superintendent with the overall construction of the project, while his expertise with mechanical systems will have him focus on the MEP trades. His primary responsibility will be to ensure the project is constructed in compliance with the design documents, within budget and on schedule. He will also assist in planning the work schedule, determining manpower levels, and material quantities.

### EXPERIENCE

#### YEARS OF EXPERIENCE

JOINED AJAX - 2014  
STARTED IN CONSTRUCTION - 1982

#### CERTIFICATIONS

OHSA 30  
FIRST AID & CPR CERTIFIED  
ISPE GMP FUNDAMENTALS

|  |               |            |
|--|---------------|------------|
| City of Fort Worth<br>Westside Water Treatment Plant                     | \$52,000,000  | 36,000 SF  |
| Florida State University<br>Earth Ocean and Atmospheric Sciences         | \$50,209,189  | 135,000 SF |
| Florida State University<br>Student Union                                | \$123,454,925 | 269,000 SF |
| Florida A&M University<br>Center for Access and Student Success Building | \$32,338,289  | 89,493 SF  |
| North Texas Water Management District                                    | \$125,000,000 | N/A        |
| Hillsborough County Schools<br>Thonotosassa Elementary Renovation        | \$35,000,000  | 65,000 SF  |
| Gainesville, GA Public Safety Building & Fire<br>Station No.1            | \$25,000,000  | 79,000 SF  |
| Peterson Air Force Base Medical Clinic<br>Renovation                     | \$19,000,000  | 46,000 SF  |
| Fort Buchanan NOSC Drill Hall and Building<br>Renovations                | \$19,000,000  | 35,000 SF  |



# WASTEWATER FACILITY EXPANSION & RENOVATION - AJAX RESUMES



## EDUARDO RIVERA

### SUPERINTENDENT

#### PROFILE

---

Eduardo’s primary function will be to coordinate and supervise all onsite subcontractor activities, but he will also be involved in key elements of the preconstruction process. During construction, he will oversee the total construction effort to ensure that the project is constructed in accordance with programmed design, budget and schedule. Eduardo will review the construction plan and schedule daily to coordinate the subsequent jobsite activities. The constant review process identifies issues early, before they become problems in the project schedule.

#### EDUCATION

B.S CIVIL ENGINEERING  
UNIVERSITY OF PUERTO RICO, MAYAGUEZ

#### YEARS OF EXPERIENCE

JOINED AJAX - 2022  
STARTED IN CONSTRUCTION - 2000

#### CERTIFICATIONS

OSHA 30 & CPR

#### EXPERIENCE

---

|  |              |
|--|--------------|
| SF Water Management Expansion 2<br>Belle Glades, FL              | \$6,000,000  |
| Disney<br>Coronado Springs Resort Renovation                     | \$65,000,000 |
| UF Proton Trophy Institute<br>Proton Therapy Expansion           | \$15,000,000 |
| PR Highway Authority<br>PR #2 Expressway Conversion              | \$15,000,000 |
| Miami Dade County<br>Pinecrest Community Center Bldg Expansion   | \$5,000,000  |
| USCE<br>Hunter AF Base Taxiway Modifications                     | \$5,000,000  |
| Air Force<br>Homestead Air Reserve Base Buildings Rehabilitation | \$2,500,000  |
| Orange County Public Schools<br>Timber Creek High School GMP 2   | \$2,500,000  |

# WASTEWATER FACILITY EXPANSION & RENOVATION - AJAX PROJECT EXPERIENCE



## BLUEWATER PROPERTY GROUP BLUEWATER AMAZON SWF1

Rock Tavern, NY | \$109 million

The Bluewater Amazon SWF1 Water Treatment and Wastewater Facilities project encompassed the ground-up construction of an extensive distribution facility designed to handle a maximum flow rate of 200,000 gallons per day. The project's scope included a comprehensive sitework package, notable for its large retaining walls and the installation of a CON/SPAN Bridge. Additionally, it involved the intricate relocation of an existing historical home, alongside the development of both a water treatment facility and a wastewater treatment facility.

## TOM'S OF MAINE WASTEWATER TREATMENT PLANT ADDITION

Sanford, ME

After an extensive preconstruction period, the Ajax team completed this 2,000 SF wastewater treatment plant addition on to an existing manufacturing facility.





## WASTEWATER FACILITY EXPANSION & RENOVATION - AJAX PROJECT EXPERIENCE



### PERC WATER CORPORATION SANTA PAULA WATER RECYCLING FACILITY

Santa Paula, CA | \$27 million

The Santa Paula Water Recycling Facility spans an approximately 35-acre site, which includes three percolation ponds (covering 16 acres total), seven open acres incorporated into the design to leave space for future use by the city of Santa Paula and an 11,000 SF entry water feature/pond. The innovative design utilizes a footprint of less than two acres of a 12,162 SF treatment facility and conceals a 28,800 SF underground tank, which blends in with the surrounding community.

The recycling plant itself is designed for 3.4 millions of gallons per day (MGC) with expandability to 4.2 MGD. The plant will have all new utilities including fire, water, power, cable and gas, as well as features including an influent sewer lift system, three digester, anoxic and aerobic tanks each, a UV disinfection tank and system, a foam control system and a two-flow equalization tank and membrane bioreactor. The plant will also include administration buildings, including a control building with office space, lockers and restrooms, conference rooms and a receiving area and a headworks building, which will contain above-ground equipment as well as an odor controls system.



# WASTEWATER FACILITY EXPANSION & RENOVATION - PROJECT EXPERIENCE



## CITY OF PUNTA GORDA, FL SHELL CREEK WTP

Punta Gorda, FL | \$28 million

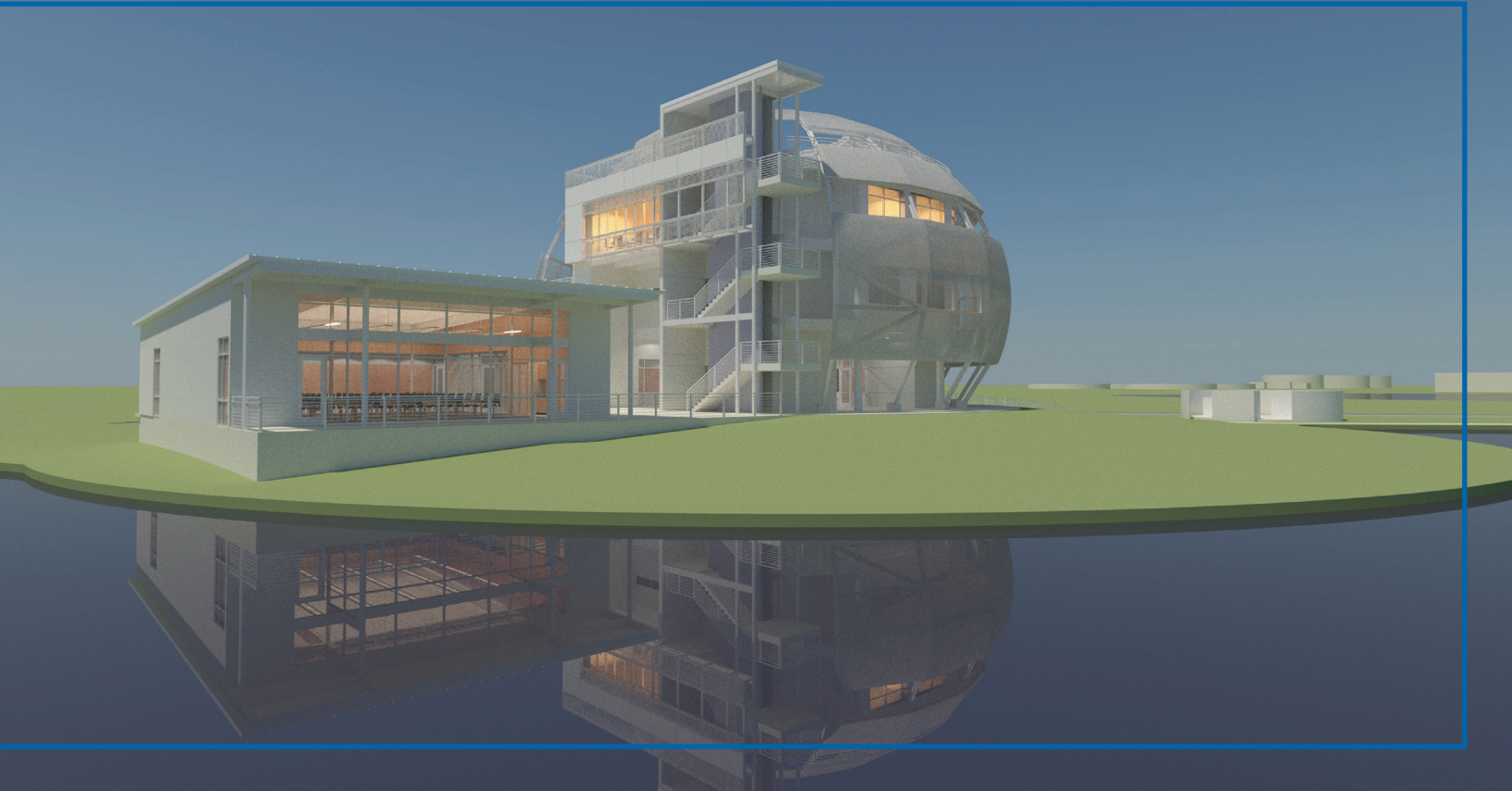
This \$28 million project includes a 17,655 SF operations building with SCADA control room. This project had been delayed several years and the budget was at risk due to escalations. The contractor was tasked with extensive value engineering efforts to get the project cost more near the budget. However, this was an important project for the City and they didn't want to settle for a building that was too "plain." We evaluated numerous options on the operations building and selected standard smooth block finished with a textured coating. It provided a similar finished look as the more expensive split faced block, but saved the client \$150K in cost.

This project was completed in September 2019.

*This project is the individual project experience of Tom Iarossi.*



## WASTEWATER FACILITY EXPANSION & RENOVATION - PROJECT EXPERIENCE



### HILLSBOROUGH COUNTY, FL NORTHWEST WWTF ADMIN BUILDING

Tampa, FL

Tom Iarossi provided preconstruction services for the Northwest WWTF Administration Building project. This building is to consist of four levels. The first three levels contain conditioned space and include the following general program: the first level includes a welcome center and training room with support spaces; the second level includes a disaster recovery data center, and the third level includes the water facility's control room and support spaces.

*This project is the individual project experience of Tom Iarossi.*

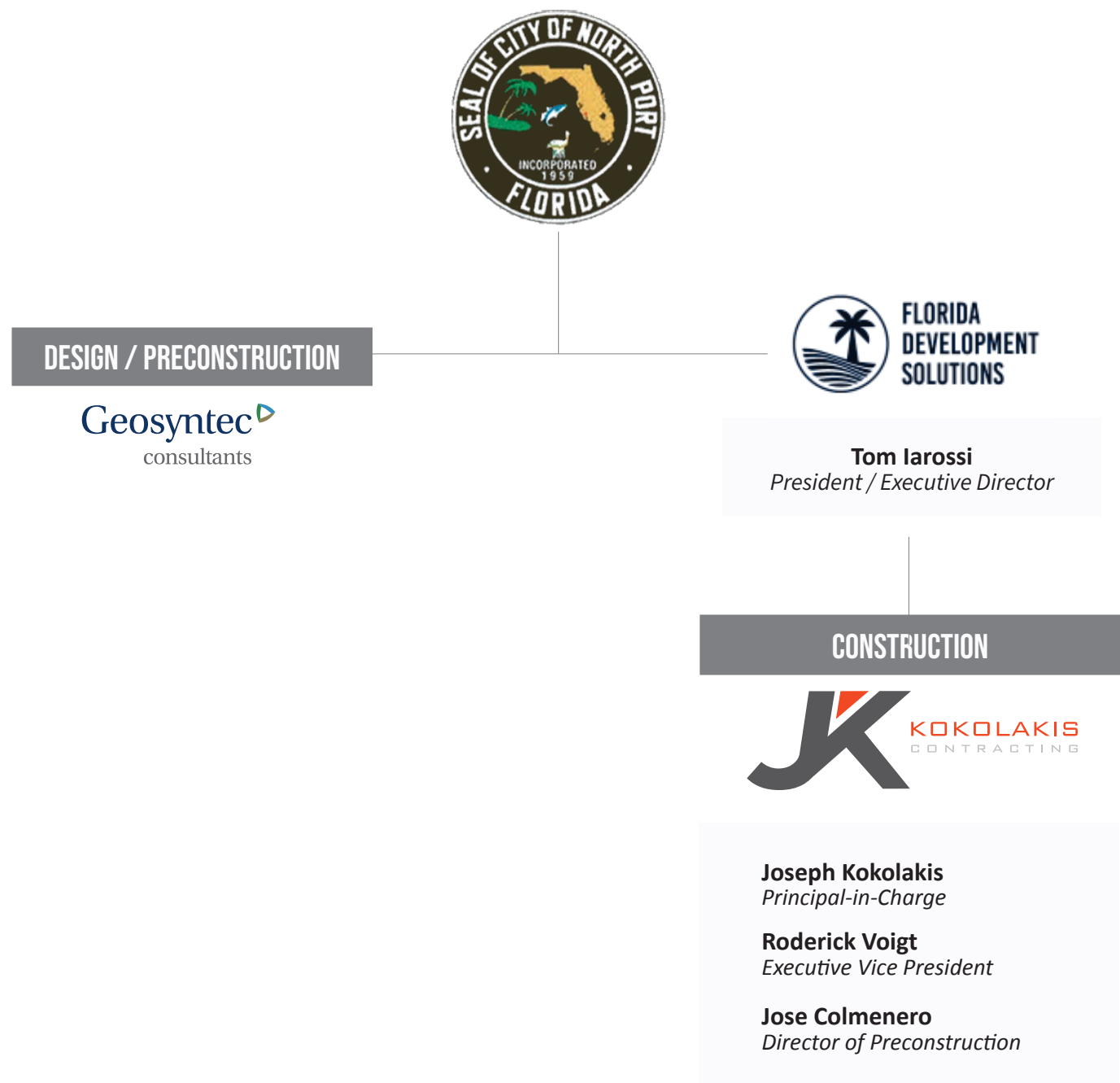


# **TAB 3:**

# **SOLID WASTE TRANSFER STATION**



# ORGANIZATIONAL CHART FOR SOLID WASTE TRANSFER STATION PROJECT



# SOLID WASTE TRANSFER STATION - KOKOLAKIS RESUMES



**JOSEPH  
KOKOLAKIS**  
PRINCIPAL-IN-CHARGE

## YEARS OF EXPERIENCE

30+ years

## ACADEMIC CERTIFICATION

Bachelor of Arts in  
Economics, State  
University of New York

Doctor of Law, Emory  
University School of Law

## PROFESSIONAL CERTIFICATIONS

LEED Accredited  
Professional; USGBC

State of Florida General,  
Plumbing, and Roofing  
Contractor

## PROFESSIONAL AFFILIATIONS

Associated Builders and  
Contractors (ABC)

Society of American  
Military Engineers (SAME)

## PROJECT INVOLVEMENT

Joe oversees the day-to-day operations of Kokolakis Contracting and will serve in a support capacity to the project team. He works daily with each project team to discuss progress, scheduling, safety, cost and quality control — ensuring success of this project. Joe has spearheaded his company's commitment to environmentally conscious design and construction.

## NOTABLE PROJECT EXPERIENCE

### **Solid Waste Transfer Station Repairs, Alachua County, Gainesville, FL**

Demolition and renovation of a \$1.6 million, 21,000 SF transfer station's existing concrete tipping floor, entrance and exit driveways, south loading hopper damaged steel and concrete, north loading hopper steel reinforcement, trench drain structures, and southwest tunnel driveway.

### **McKay Bay Solid Waste Transfer Station Expansion, Tampa, FL**

CMAR; Expansion of the existing 17,000 SF transfer station facility to approximately 29,000 SF includes the following: a commercial tipping floor, lower level loading area, resident tipping floor with unloading stalls, recycling off loading, truck aprons for loading logistics, and ramp approaches. Interior building equipment items are interior cranes, sifters and other ancillary components. Site improvements include: an above ground leachate storage system, new site retention ponds, upgrading of existing roads to remain and the addition of new roads. 29,000 SF.

### **Solid Waste Transfer Station Reconstruction, Clearwater, FL**

CMAR; Construction of a new \$18 million Transfer Station located on a 9.2-acre parcel includes the following: new scale facility, new top load transfer station building and new administration building. Site improvements include: new asphalt roadways and parking areas for tractor trailers and employee vehicles, stormwater improvements, 15,000-gallon leachate storage tank, natural gas fueling stations for the transfer trailers, standby generator, new water service, fire water main, and diesel-powered fire booster pump system. Offsite improvements consisting of a floodplain compensation and wetland mitigation site at the City's Coachman Ridge Park. The site is in the 100-year floodplain and contains environmentally sensitive cypress wetlands.

### **Southwest County Transfer Station Construction, Delray Beach, FL**

Construction of a new 1,000 tons/day Waste Transfer Facility Complex includes a new 10,000 SF Administration building, 15,000 SF Vehicle Maintenance Shop, 10,000 SF household hazardous waste building, two scale house buildings, fuel oil dispensing, and equipment storage area on a 41-acre site. The transfer station includes six loading hoppers; trailer load-out tunnel; three-quarter-inch steel push-wall armor plating for the tipping s and exit ramps to the tipping floor; mechanically stabilized earth (MSE) retaining wall; vehicle exhaust system; elevator; and dust suppression system. The administration building includes offices, kitchen/breakroom and restrooms to service Solid Waste Authority staff. The vehicle maintenance shop includes heavy vehicle lifts, 30-ton bridge cranes, waste oil storage and a lubricant fluid distribution system. Two scale house facilities include offices, customer service window, vehicle scales, radiation detection equipment and restrooms. Canopies cover three new inbound and outbound scales. The 8,000 SF hazardous waste storage building includes a large open-bay facility for used oil, paint and fluid recycling. The vegetative waste processing area includes a large heavy-duty concrete paved area with steel clad push-walls for recycled yard waste. The project received a Gold Excellence Award from Solid Waste Associate of North America (SWANA).

# SOLID WASTE TRANSFER STATION - KOKOLAKIS RESUMES



## RODERICK VOIGT

EXECUTIVE VICE PRESIDENT

### YEARS OF EXPERIENCE

29 years

### ACADEMIC CERTIFICATION

Bachelor of Science,  
Building Construction  
with Honors, University of  
Florida

Civil, State University of  
New York, Farmingdale

### PROFESSIONAL CERTIFICATIONS

LEED Green Associate;

USGBC

MC2 Interactive Cost  
Estimating System Course  
Completion

OSHA 30-hr

DoD Mandatory CUI  
Training

### PROFESSIONAL AFFILIATIONS

Associated Builders and  
Contractors (ABC)

Society of American  
Military Engineers (SAME)

Solid Waste Association of  
North America (SWANA)

### PROJECT INVOLVEMENT

Rod is responsible for successful completion of the project from design through construction. He will establish the initial plan, ensure the processes to carry out that plan, and maintain fluid communication to monitor progress. He will attend meetings with owners, designers, and subcontractors on a regular basis, review all incoming and outgoing correspondence, take a proactive approach, and understand the facts to lead a cooperative and cohesive team. Rod has been working with Kokolakis for over 25 years and has been leading all of Kokolakis' solid waste transfer facilities, which includes one each for Pasco County, City of Tampa, City of Clearwater, Walton County, Orange County, Palm Beach County as well as two for Hillsborough County.

### NOTABLE PROJECT EXPERIENCE

#### **Solid Waste Transfer Station Repairs, Alachua County, Gainesville, FL**

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# SOLID WASTE TRANSFER STATION - KOKOLAKIS RESUMES



## JOSE COLMENERO

DIR. OF PRECONSTRUCTION

### YEARS OF EXPERIENCE

18 years

### ACADEMIC CERTIFICATION

Bachelor of Science,  
Building Construction,  
University of Florida

### PROFESSIONAL CERTIFICATIONS

LEED Green Associate;  
GBCI

OSHA 30-HR

DoD Mandatory CUI  
Training

### PROFESSIONAL AFFILIATIONS

Associated Builders and  
Contractors (ABC)

### PROJECT INVOLVEMENT

Jose will be responsible for reviewing preliminary and final project plans and specifications for bid proposals to include takeoffs, pricing, and quote evaluation. In the trade and material procurement process of the project, Jose supports staff by reviewing, pricing, negotiating, and tracking change order activity. He also evaluates and assesses value engineering opportunities. Throughout the project, he will assist designers, architects, and engineers for best value and pragmatic concepts.

### NOTABLE PROJECT EXPERIENCE

#### **Tampa Police Department Impound Lot Relocation, Tampa, FL**

Construction of a 38,000 SF warehouse and upgrades to the existing site for the relocation of the Tampa Police Department. Site improvements include parking, unloading areas, pedestrian and employee walkways, landscaping, site lighting, signage, complete security and surveillance systems, fire protection, HVAC, and backup generators. The facility will support Tampa Police Department's Impound Lot, 26,000 SF Evidence Control Section, and 12,000 SF Forensics Unit.

#### **Design-Build Relocation of Solid Waste Facilities from Spruce Street to 34th Street, City of Tampa, FL**

Construction of a \$59 million solid waste and environmental program management department operations at Spruce Street. Operations will be relocated to the City of Tampa's 34th Street site on the McKay Bay Peninsula. Scope includes a new solid waste department administration building, new fleet maintenance facility building, new lube maintenance facility, new container maintenance building with on-site storage, truck wash, new scale house and plaza, new security guard booth, new diesel fueling stations, new electric vehicle parking and charging stations and additional parking.

#### **Pinellas County Job Corps Center, St. Petersburg, FL**

Construction of the new \$26 million, 166,000 SF Pinellas County Job Corps Center consisted of nine buildings to support 300 students and 100 staff members. The buildings constructed on the 16-acre site include: a dental/nursing building, an administration and security building, a student services and career counseling building, vocation shops, a cafeteria, two two-story dorms (288 beds), a recreation and gymnasium building, and a maintenance and operations building.

#### **North Beach Parking Plaza, Clearwater Beach, FL**

Construction of the new \$12 million, seven-story precast concrete parking garage with 702 parking spaces and 15,000 SF of retail on the ground floor.

#### **48th Civil Support Team (CST) Ready Center, Pinellas Park, FL**

State-of-the-art new \$5.3 million, 15,840 SF, LEED Silver certified facility that consists of five apparatus bays (7,000 SF) that support training, administrative, and supply & vehicle storage space for the Armed Forces National Guard first responders (Weapons of Mass Destruction/Civil Support Team), a unit that is specially trained and equipped to assist, advise, and train local, state, and federal emergency response organizations in case of chemical, biological, radiological or nuclear attack. Some of the spaces provided include: conference rooms/classrooms, operational offices and training rooms, survey team offices, administrative offices, and shower and locker facilities. The facility was designed in compliance with the Federal Anti-Terrorism Force Protection requirements.

#### **Southwest County Transfer Station, Delray, FL**

Construction of the new Transfer Station in Delray Beach, FL. The \$26 million, 78,800 SF community collection center for recycling consisted of six loading hoppers, trailer load-out tunnel, three-quarter-inch steel armor plating for the tipping floor walls and hoppers; access and exit ramps to the tipping floor, mechanically stabilized earth (MSE) retaining wall; plumbing, elevator and dust suppression system with an attached administration building that includes offices, kitchen/break room and restrooms, two scalehouses, canopy to cover three new inbound and outbound scales, hazardous waste drop-off building, six-bay maintenance building, vegetative waste processing area, fuel storage and dispensing system all on a 41-acre site that was raised an average of four feet.

# SOLID WASTE TRANSFER STATION - APPROACH

Having extensive experience building Waste Transfer facilities sets Kokolakis Contracting apart from the competition. These are unique facilities that have special considerations that must be addressed properly in order to maintain both cost and schedule. Below are just a few of the many areas that require careful coordination, experience, and oversight to ensure a successful project.

## PUSH-WALL AND PIT PROTECTION

Waste Transfer facilities take a tremendous amount of abuse from garage trucks, loaders and heavy equipment operators on all day long. The push-walls and pit openings are constantly being abused and must be designed and built properly to last for many years. One of the best pit designs was on the Palm Beach County Waste Transfer Station that utilized 3/8" fabricated steel sections with internal rebar reinforcing and filled solid with 5,000psi concrete. The perimeter push walls must also be designed and built to last a long time. Kokolakis will ensure that all embeds are properly placed and the concrete form-work is true and plumb prior to pouring the push walls. When installing the metal push plates using the weld-tab method, it is necessary that the concrete substrate be flat so as not have any protruding steel edges that equipment can get caught on. On previous projects, Kokolakis solicited feedback from the end-users of the pits both before and after the facility was complete and can bring this experience to the City of North Port Solid Waste Transfer Station project.

## TIPPING FLOOR TOPPING SLAB

Each Transfer Station completed by Kokolakis had a 8,000psi-10,000psi Silica Fume topping slab at the tipping floor. This slab is designed to wear and be replaced at some point in the future but it is costly to replace, so the initial installation quality is critical to the longevity of the floor. The slab requires continuous concrete placement with no cold-joints and a final finish tolerance of 1/8inch in 12 feet. Before any concrete is placed, a preparatory meeting will be held with the installers, concrete supplier and test lab to ensure the concrete will be placed in accordance with the approved submittals. The sub-slab moisture content will be verified prior to placement, proper vibration on equipment will be verified during placement and the continuous 8-14 day wet-cure will be monitored daily to ensure a smooth, crack-free surface.

## SCALE-HOUSE COORDINATION

To the layman, this may appear to be just a simple 15'x40' structure but Kokolakis knows otherwise. A fully equipped scale house facility can cost \$400-\$500/sf due to the amount of infrastructure and equipment necessary to properly operate a facility of this nature. Most scale facilities include, in-bound & out-bound scales, controls and weighing systems, pneumatic tube system or pocket system, transaction windows, large covered awnings, radiation detection systems, motorized gate controls, standby generator integration, ups systems, remote server communication, HVAC, plumbing, file storage and work stations. All of these items must be coordinated precisely before the slab is poured and walls erected. Kokolakis will coordinate with all vendors and the user group to establish a written plan with precise dimensions prior to the first shovel going into the ground. During construction, the Superintendent will check all field installations on dimension against the printed coordinates on drawings to ensure compliance. Again, soliciting feedback from end-users and operators provides valuable information for design and construction purposes.





# SOLID WASTE TRANSFER STATION - KOKOLAKIS PROJECT EXPERIENCE



## MCKAY BAY SOLID WASTE TRANSFER STATION

Tampa, FL



**Year Completed :** 2021  
**Project Owner:** City of Tampa  
**Point of Contact Name:** Regina Byrd  
**Point of Contact Telephone Number:** 813-348-6512  
**Cost:** \$35,990,354  
**Size:** 29,000 SF

### Description:

***Built upon piles of ash from a nearby incinerator rose the \$35 million, 53,000 SF McKay Bay Transfer Station expansion.***

The entire site was built upon rigid inclusions—a process that involved setting 3,000 concrete piles 70 feet deep into the ground. The crew spent two months working six days a week on ground improvement at 2,300 locations throughout the site. Over four feet of concrete was poured into the underground commercial loading tunnel on top of the rigid inclusions, and the transfer station has a 30,000 SF tipping floor.

Next to the transfer station is a 7,000 SF two-story employee/administration building. The building contains a small entry area with an elevator, offices, conference rooms, training rooms, work rooms, storage rooms, inventory storage, supply rooms, men's and women's public and employee restrooms, locker rooms with showers for employees after their shifts, and a break room with a kitchen. The building has a complete HVAC system and fire protection, including sprinklers, a suppression system, and overhead roll-down doors in two offices. Additionally, RWH Construction built seven MSE retaining walls of all different sizes, which was a requirement due to the varying site grades ranging from six feet up to 22 feet.

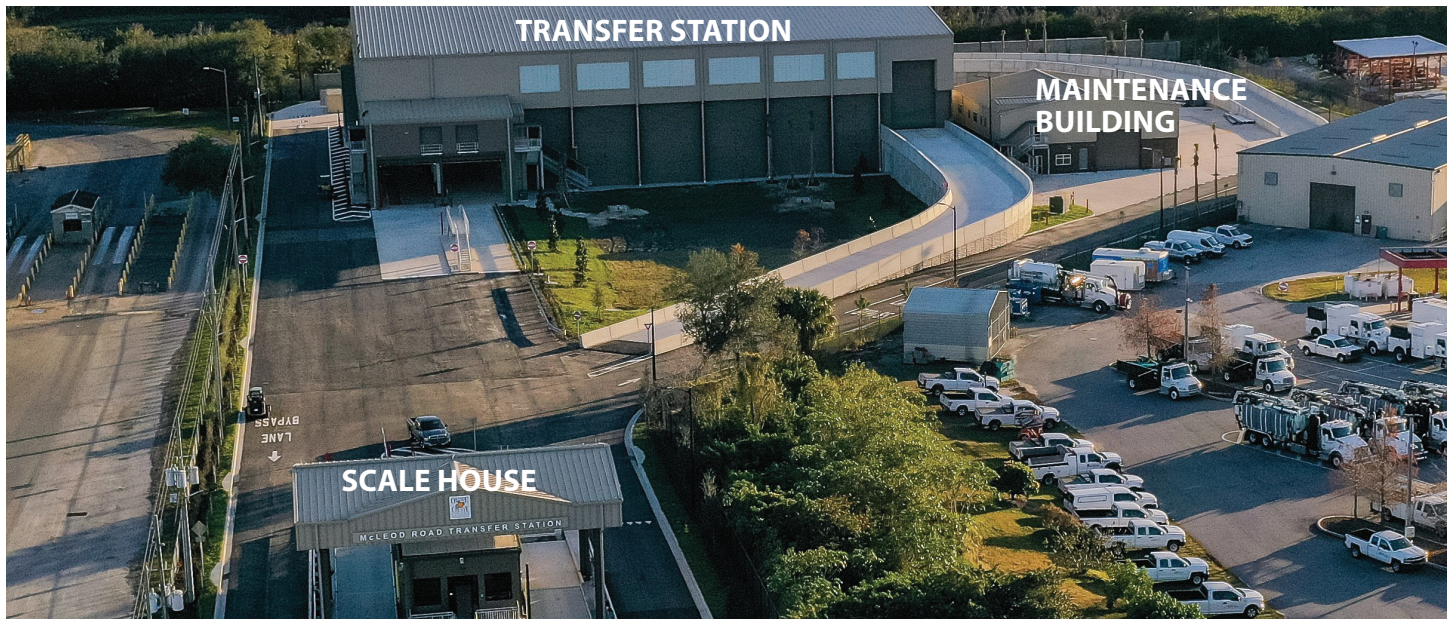
Because the project started just before the Covid-19 pandemic, material lead times could have slowed the project down. Still, the team decided to use alternative materials to save time and money. When the team faced two structure companies closing their doors due to the pandemic, they fabricated trusses in the field and negotiated costs with the fabricator before work was completed.

The transfer station started operations in February 2022.





# SOLID WASTE TRANSFER STATION - KOKOLAKIS PROJECT EXPERIENCE



## MCLEOD TRANSFER STATION

Orlando, FL



**Year Completed:** 2021  
**Project Owner:** Orange County Utilities Solid Waste  
**Point of Contact Name:** Brad Higerd, P.E.  
**Point of Contact Telephone Number:** 407-836-6605  
**Cost:** \$27,346,707  
**Size:** 57,271 SF

### Description

*McLeod Road Transfer Station is located on 6.8 acres surrounded by the City of Orlando's wastewater treatment plant facility.*

The project included the construction of a new transfer station, vehicle maintenance building, and scale house. The previous building was re-imagined from a solid waste incinerator built in the 1960s. The new facility includes many state-of-the-art features, modern equipment, and a variety of engineering innovations, which have increased operating capacity from 900 tons per day to 2,000 tons per day. In addition to all these features, the replacement facility was designed for maximum aesthetics to last 40 years.

The ambitious design included many challenges inherent to the facility's intended features. Four separate MSE retaining wall systems were needed to contain ramps that conduct the facility's industrial traffic in and out of the transfer building while minimizing the associated footprint. Steel-plated concrete push walls were to extend up to 16 feet in height for more than 400 linear feet to frame the heavy industrial operations of the transfer building's 40,000 SF tipping floor, itself capped with 4 inches of 8,000 PSI, steel-fiber reinforced concrete topping.

A four-month procurement phase before construction started was utilized to fast-track the project, as the client's primary objective was to minimize the downtime for the facility during its replacement. In addition to the challenges of staging the whole project, including long-lead equipment and materials before starting, this team had to work through the logistics of sequencing all these items within the constraints of a narrow job site in urban Orlando. The emergence of the COVID-19 pandemic a few months into the project required careful planning and project staging of the project. The talented project team was resourceful in the face of these unique challenges.





# SOLID WASTE TRANSFER STATION - KOKOLAKIS PROJECT EXPERIENCE



## SOLID WASTE TRANSFER STATION RECONSTRUCTION

Clearwater, FL



**Year Completed:** 2020  
**Project Owner:** City of Clearwater  
**Point of Contact Name:** Earl Gloster  
**Point of Contact Telephone Number:** 813-781-2429  
**Cost:** \$17,887,877  
**Size:** 29,403 SF

### Description

***Upgrades to the existing transfer station located on a 9.2-acre parcel north of Drew Street on Old Coachman Road.***

The site was redeveloped to include the following: new scale facility; new top load transfer station building; new administration building; new asphalt roadways and parking areas for tractor trailers and employee vehicles; stormwater improvements; 15,000-gallon leachate storage tank; natural gas fueling stations for the transfer trailers; a standby generator; new water service; a fire water main; diesel powered fire booster pump system; and offsite improvements consisting of a floodplain compensation and wetland mitigation site at the City's Coachman Ridge Park.

The existing facility was demolished and the site remained closed during construction. The City's Solid Waste collection trucks drove directly to the County's landfill, a significant cost until the new facility opened, which meant that the project team worked as quickly as possible to mitigate cost implications. The site is in the 100-year floodplain and contains environmentally sensitive cypress wetlands.





# SOLID WASTE TRANSFER STATION - KOKOLAKIS PROJECT EXPERIENCE



## SOUTHWEST COUNTY TRANSFER STATION

Delray Beach, FL



**Year Completed:** 2011

**Project Owner:** Solid Waste Authority of Palm Beach County

**Point of Contact Name:** Patrick Carroll

**Point of Contact Telephone Number:** 561-640-4000 x4210

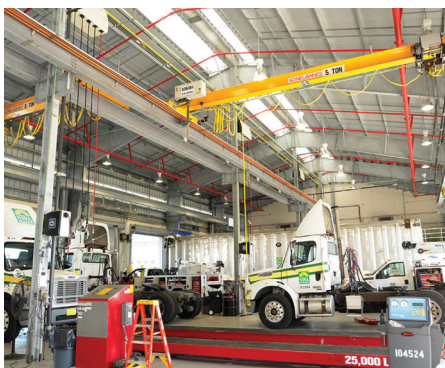
**Cost:** 26,551,882

**Size:** 100,000 SF

### Description

***The new state-of-the-art 1,500 ton/day 100,000 SF waste transfer and recycling facility handles 1,500 tons of waste per day.***

The project included the construction of a 10,000 SF administration, fuel oil dispensing, equipment storage area; a 10,000 SF hazardous waste storage building; and a 15,000 SF vehicle maintenance shop on a 41-acre site surrounded on all four sides by an environmentally-sensitive canal system. The vehicle maintenance shop includes heavy vehicle lifts, 30-ton bridge cranes, waste oil storage, and a lubricant fluid distribution system. This repair shop also services DOT on-road trucks. The transfer station includes six loading hoppers, a trailer load-out tunnel, a three-quarter-inch steel push-wall armor plating for the tipping floor walls and hoppers, access and exit ramps to the tipping floor, a mechanically stabilized earth (MSE) retaining wall, a vehicle exhaust system; elevator, and a dust suppression system. The administration building includes offices, kitchen/breakroom and restrooms to service the solid waste authority staff.



Two scale-house facilities include offices, a customer service window, vehicle scales, radiation detection equipment, and restrooms. Canopies cover three new inbound and outbound scales. The 10,000 SF hazardous waste storage building includes a large open-bay facility for used oil, paint, and fluid recycling. The vegetative waste processing area includes a large heavy-duty concrete paved area with steel clad push-walls for recycled yard waste. The 41-acre site development includes storm, sanitary, potable water, fire water, lift stations, oil/grease interceptors and truck fuel storage, and dispensing system.



# SOLID WASTE TRANSFER STATION - KOKOLAKIS PROJECT EXPERIENCE



## WALTON COUNTY TRANSFER STATION

Orlando, FL



**Year Completed:** 2019

**Project Owner:** Board of County Commissioners, Walton County, Florida

**Point of Contact Name:** Billy McKee

**Point of Contact Telephone Number:** 850-892-8180

**Cost:** \$4,183,081

**Size:** 17,900 SF

### Description

***Walton County constructed a Class 1 Solid Waste Transfer Station.***

Kokolakis constructed a new 17,900 SF transfer station building that features a break room, bathrooms, scales and scale house, access roads, and a stormwater system.



# SOLID WASTE TRANSFER STATION - KOKOLAKIS LICENSES

## *State of Florida Department of State*

I certify from the records of this office that J. KOKOLAKIS CONTRACTING, INC. is a New York corporation authorized to transact business in the State of Florida, qualified on April 5, 1988.

The document number of this corporation is P18703.

I further certify that said corporation has paid all fees due this office through December 31, 2025, that its most recent annual report/uniform business report was filed on January 7, 2025, and that its status is active.

I further certify that said corporation has not filed a Certificate of Withdrawal.

*Given under my hand and the  
Great Seal of the State of Florida  
at Tallahassee, the Capital, this  
the Thirty-first day of January,  
2025*



*[Signature]*  
Secretary of State



Tracking Number: 2694005529CU


To authenticate this certificate, visit the following site, enter this number, and then follow the instructions displayed.

<https://services.sunbiz.org/Filings/CertificateOfStatus/CertificateAuthentication>

*Kokolakis 2025 Annual Report*

*Kokolakis General Contractor  
License Number CFC062093*

|   |                        |                               |   |
|---|------------------------|-------------------------------|---|
|    | Ron DeSantis, Governor | Melanie S. Griffin, Secretary |  |
| <b>STATE OF FLORIDA</b><br><b>DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION</b><br><b>CONSTRUCTION INDUSTRY LICENSING BOARD</b><br>THE GENERAL CONTRACTOR HEREIN IS CERTIFIED UNDER THE<br>PROVISIONS OF CHAPTER 489, FLORIDA STATUTES |                        |                               |   |
| <b>KOKOLAKIS, JOSEPH JOHN</b><br>KOKOLAKIS CONTRACTING<br>202 EAST CENTER STREET<br>TARPON SPRINGS FL 34689   |                        |                               |   |
| <b>LICENSE NUMBER: CGC062093</b>  |                        |                               |   |
| <b>EXPIRATION DATE: AUGUST 31, 2026</b>   |                        |                               |   |
| Always verify licenses online at <a href="https://MyFloridaLicense.com">MyFloridaLicense.com</a>  |                        |                               |   |
| ISSUED: 06/06/2024  |                        |                               |   |
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# SOLID WASTE TRANSFER STATION - KOKOLAKIS REFERENCES

## REFERENCE #1

### McKay Bay Solid Waste Transfer Station

*Client info:*

Regina Byrd, Chief of Administration, Dept. of Solid Waste  
306 E. Jackson Street 4N, Tampa, FL 33602  
City of Tampa  
813-348-6512  
regina.byrd@tampagov.net

*Description of work:* Construction of a new transfer station, loading tunnel, administration building, attendant's booth, and self-haul drop-off.

*Involvement in project:* CMAR

*Year project was completed:* 2022

*Total cost of the project:* \$35,990,354

## REFERENCE #2

### McLeod Transfer Station

*Client info:*

Brad Higerd, P.E., Chief Engineer  
5901 Young Pine Road, Orlando, FL 32829  
Orange County Utilities Solid Waste  
407-836-6605  
brad.higerd@ocfl.net

*Description of work:* Construction of a new transfer station, vehicle maintenance building, and scale house.

*Involvement in project:* Prime Contractor

*Year project was completed:* 2021

*Total cost of the project:* \$27,346,707

## REFERENCE #3

### Clearwater Solid Waste Transfer Station Reconstruction

*Client info:*

Earl Gloster  
100 S. Myrtle Ave, Clearwater, FL 33756  
City of Clearwater  
813-781-2429  
earlglosterconsulting@gmail.com

*Description of work:* Upgrades to an existing transfer station on a 9.2-acre parcel.

*Involvement in project:* CMAR

*Year project was completed:* 2020

*Total cost of the project:* \$17,887,877

## REFERENCE #4

### Southwest County Transfer Station

*Client info:*

Patrick Carroll, Chief Operating Officer  
7501 North Jog Road, West Palm Beach, FL 33412  
Solid Waste Authority of Palm Beach County  
561-640-4000  
pcarroll@swa.org

*Description of work:* Construction of a new transfer station, vehicle maintenance building, administration building, and community collection center for recycling.

*Involvement in project:* Prime Contractor

*Year project was completed:* 2011

*Total cost of the project:* \$26,551,882

## REFERENCE #5

### Walton County Transfer Station

*Client info:*

Billy McKee  
176 Montgomery Circle, DeFuniak Springs, FL 32435  
Board of County Commissioners, Walton County, Florida  
850-892-8180  
mckbilly@co.walton.fl.us

*Description of work:* New 17,900 SF transfer station with scales and scale house, access roads, and stormwater system.

*Involvement in project:* Prime Contractor

*Year project was completed:* 2019

*Total cost of the project:* \$4,183,081



# TAB 4: FINANCING

# FINANCING

## FINANCING SOLUTIONS

A key component of the North Port submission will be the ability to provide financing that enables the City to move forward promptly with this and other project needs. Our team has extensive experience with residual ownership lease structures, closely aligned with the primary options we plan to present. These solutions—both tax-exempt and taxable—are designed to deliver significant balance sheet and P&L advantages, particularly for non-profit entities.

Our leadership team brings deep expertise in real estate, finance, and credit, allowing us to offer a wide range of financing strategies, including traditional acquisitions, sale-leasebacks, and our proprietary Residual Benefit Lease (SM), Residual Ownership Lease (SM), and Intangible Asset License (SM) products.

Our team actively acquires or supports the strategic development of assets across all geographies and asset classes—including Healthcare, Higher Education, K-12, and Mission Critical infrastructure—with a specialized focus on municipal facilities. We are equipped to facilitate a wide range of applications, including new construction, major renovations and additions, acquisition of third-party assets and equipment, financing of equipment and FF&E, and monetization of existing facilities.

In addition to the four Florida public-private partnership (P3) projects we currently have underway—which we’ve already illustrated in the previous Experience section of this book (Lee County Schools Cafferata K8, City of Cape Coral Jaycee Park, Polk County Public Schools New Poinciana High School, and Sumter County Schools Educational Support Center)—our team also brings proven out-of-state experience in nonprofit financing, including:

- Hospital & Clinical Space | \$158M | 250,000 SF (*New Orleans, LA*)
- Medical PPE Manufacturing Plant | \$18 M | 400,000 SF (*Broussard, LA*)
- Inpatient Rehabilitation Facility | \$80 M | 88,000 SF (*Phoenix, AZ*)

These transactions reinforce our capability to structure innovative financing solutions that can directly support the City of North Port’s efforts to deliver a much-needed new police facility, and wastewater improvements.

## COMPLIANCE, STRUCTURE, AND CHARTER CONSIDERATIONS

In light of the anticipated rejection of the recent referendum, we have taken the initiative to align our proposed solution with the City Charter and Financial Policy. Specifically, our approach is designed to:

- Avoid triggering long-term municipal debt thresholds that require voter approval
- Utilize a lease-back or COP financing model in which payments are treated as operating expenses rather than bonded obligations
- Comply with the City’s 2024 Debt Management Policy, which emphasizes sustainable and predictable financial planning



# FINANCING

## LEASE STRUCTURE AND RISK MITIGATION

We structure these agreements as “build-then-transfer” lease agreements or extremely similar Certificate of Participation financing terms. Florida Development Solutions would be compensated along the way via monthly progress payments and paid out in full at Certificate of Occupancy (CO), and the long-term lease revenue would then be monetized or assigned to our designated finance partner. This model mirrors a forward-funded real estate transaction, wherein:

- The lease terms are underwritten at financial close.
- Florida Development Solutions (and our given project Design-Builder) are reimbursed along the way via monthly progress payments and fully by project delivery.
- A proprietary lease pass-through mechanism ensures consistent payment to the finance partner.

To proactively guard against these City risks with progress payment, we typically suggest instituting mutual preventative safeguards as a means of assisting the project’s successful overall delivery. For these project, we could implement the following:

- Structure funding around non-ad valorem revenue streams.
- Include termination for convenience clauses
- Add reserve and contingency funds as financial buffers

Attached you will find optimal financing options for each of the three projects included within the P3 package. For these, you will find we’ve provided fully amortizing options for all scenarios with a \$1,000 purchase option at the end of the term. For the new Police HQ in particular, we used residual value guarantees which will provide significant run rate savings and provide beneficial balance sheet benefits. This structure also provides for the rent to drop by approximately 25% for each renewal. Its an alternative solution we use often for many of our transactions. If you have further interest in this version, we can also price out the same for all the other projects listed as well.

Another important thing to note is these transactions are completely cashless to the City. The City of North Port effectively does not pay a dime until construction is completed and a CO is received. Finally, it’s vital to clarify that, **regardless of which financing option is selected—whether the 501(c)(3) lease-back or the Certificate of Participation (COP)—100% of any revenue generated by the asset will remain with the City of North Port.**

Unlike traditional public-private partnerships (P3s) that were often structured around private revenue participation, today’s public-sector P3s in Florida have evolved. Recent state legislation has redefined these arrangements to function more as alternative delivery tools, aligning more closely with design-build-finance models. These modern structures are designed to serve the needs of public agencies, not private investors seeking revenue streams.

To be clear, it is **not our intent to capture or share in any project-generated revenue**, especially as it pertains to utility-based projects like the Solid Waste Transfer Station. These financing models are structured solely to deliver capital-efficient, flexible solutions that enable the City to maintain full control and benefit from all operational revenue.



# FINANCING

## COMPARATIVE OVERVIEW – 501(C)(3) LEASE-BACK VS. CERTIFICATE OF PARTICIPATION (COP) FINANCING OPTIONS

By virtue of our P3 delivery vehicle, Florida Development Solutions (FDS) is committed to providing the City of North Port with flexible, proven financing solutions that can be tailored to support any or all of the three referendum proposed capital projects: the new Police Department Headquarters, the Solid Waste Transfer Station, and the Water/Wastewater Improvements Project. We have reviewed the concerns and comments from the Council at the recent meeting and understand that you would prefer to explore the 501C3 Lease back financing option as well as a Certificate of Participation financing option for possible solutions to getting these much-needed projects moving forward. We are pleased to inform you, our P3 team can offer you either option for any or all of the offered projects based solely on your preference. It is our goal to offer you this niche delivery method in an overall effort to make the process as headache-free as possible. Recognizing that each of these initiatives may present its own set of funding challenges or timing constraints, FDS has prepared two structured financing models to help the City advance its priorities with minimal friction.

The 501(c)(3) Lease-Back model and the Certificate of Participation (COP) model each offer distinct advantages, and both can be customized to fit within the City's legal, budgetary, and operational frameworks. To help City leadership determine which structure—or combination thereof—best suits each project's unique circumstances, the comparison chart below outlines the core benefits, flexibilities, and governance features of each approach.

Whether the City opts for the familiarity and government-forward orientation of COPs, or the added flexibility and potential off-credit advantages of the 501(c)(3) structure, FDS will support the City in executing a well-governed, transparent, and sustainable financing solution that advances community goals without delay.

|                             | 501c3 Financing                                    | Municipal Lease (COP)                              |
|-----------------------------|--|--|
| Capital Requirement         | No capital from City                               | No capital from City                               |
| Use of City Land            | Land can be leased                                 | Land can be leased                                 |
| Design & Construction       | Selected and paid by sponsor                       | Selected and paid by sponsor                       |
| Debt Impact                 | On balance sheet as lease liability                | On balance sheet as lease liability                |
| Lifecycle & Maintenance     | Can be NNN or NN                                   | Can be NNN or NN                                   |
| Cost Certainty              | Fixed Price  | Fixed price  |
| Construction Delivery Speed | Dependent on Sponsor                               | Dependent on sponsor                               |
| Budget Predictability       | Fixed lease payments                               | Fixed lease payments                               |
| Principal Difference        | Financing requires more parties and more costs     | Financing is much faster with less parties         |
| Real Estate Taxes           | May be subject to RE taxes<br>No RE taxes if PAFAF | May be subject to RE taxes<br>No RE taxes if PAFAF |

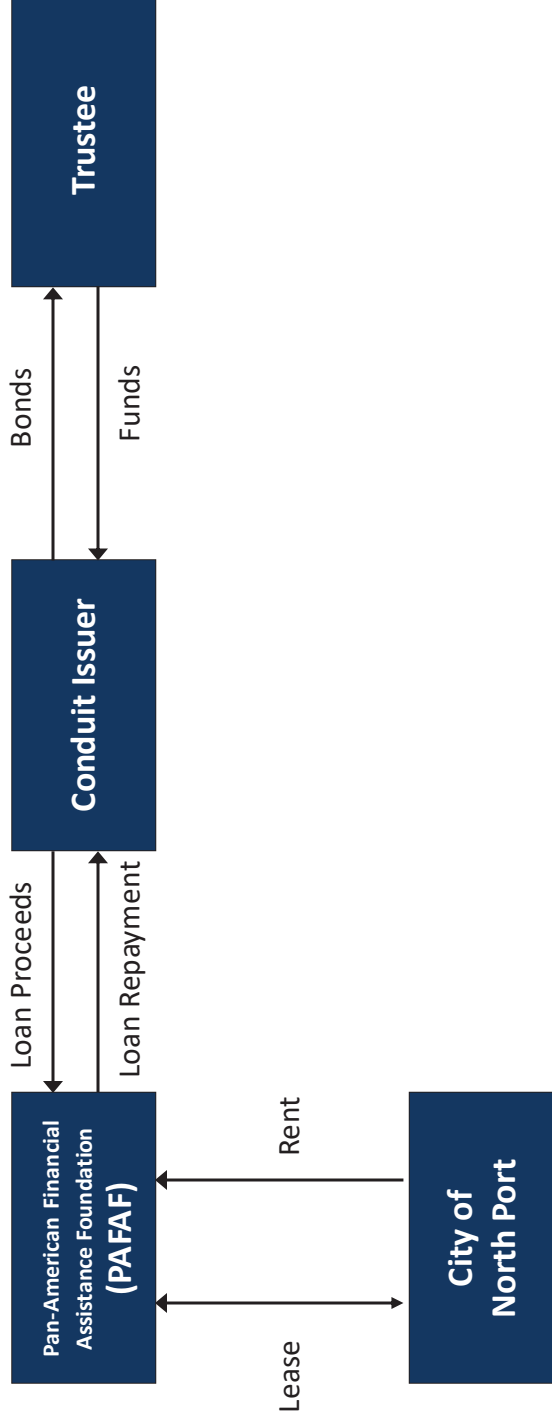
# FINANCING

## PAYMENT PROCESS OVERVIEW – 501(C)(3) LEASE-BACK AND COP FINANCING STRUCTURES

To support the City of North Port in selecting the financing model that best aligns with its goals, Florida Development Solutions (FDS) has structured two distinct options: a 501(c)(3) Lease-Back structure and a Certificate of Participation (COP) model . Both are designed to minimize complexity and risk to the City while ensuring timely and transparent financial administration.

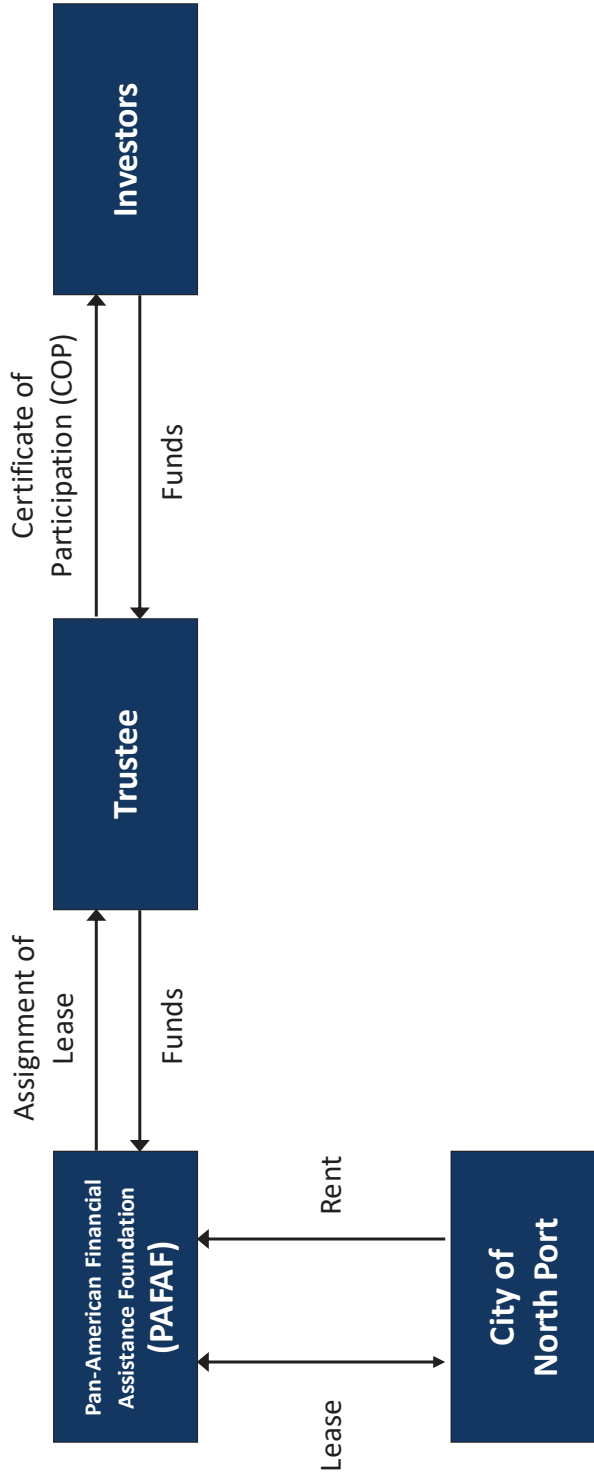
Under each structure, FDS facilitates the establishment of a neutral third-party trustee—typically a reputable financial institution such as UMB Bank or Wells Fargo. The trustee serves as the central point for collecting lease or rent payments from the City and disbursing those funds to the lender or bondholders, as applicable. This approach ensures that all payments are handled with fiduciary oversight, in a manner that is secure, auditable, and compliant with all financing covenants. Importantly, this process is intentionally structured to be seamless from the City’s perspective. Whether under the 501(c)(3) or COP model, the City enters into a predictable, budgeted payment stream—while all backend coordination, compliance, and fund transfers are administered by the trustee, in collaboration with FDS. The flow charts that follow illustrate how the payment process is administered in each financing scenario.

## 501 (c)(3) Financing





## Certificate of Participation (COP)





# POLICE DEPARTMENT HEADQUARTERS - FINANCING

## Tax-Exempt \$119MM Funding – Police Station

|   | 15 Year Term – Fully Amortizing | 25 Year Term – Fully Amortizing | 35 Year Term – Fully Amortizing |
|---|---------------------------------|---------------------------------|---------------------------------|
| Project Cost – Provided*                | \$119,000,000                   | \$119,000,000                   | \$119,000,000                   |
| Credit Rating                           | Aa2                             | Aa2                             | Aa2                             |
| Implied Interest Rate                   | 4.62%                           | 5.27%                           | 5.52%                           |
| Construction/Free Rent Period           | 24 Months                       | 24 Months                       | 24 Months                       |
| Total Project Cost                      | \$126,691,090                   | \$127,519,800                   | \$127,957,831                   |
| Initial Lease Term                      | 15 Years                        | 25 Years                        | 35 Years                        |
| Starting Base Rent                      | \$13,078,841                    | \$10,288,216                    | \$9,288,791                     |
| Annual Escalation                       | 0.00%                           | 0.00%                           | 0.00%                           |
| Residual Value                          | N/A                             | N/A                             | N/A                             |
| Right of Use Asset/Lease Liability      | \$89,607,545                    | \$101,741,474                   | \$109,648,359                   |
| Balance Sheet Benefit vs Debt Financing | 29.27%                          | 20.22%                          | 14.31%                          |
| Purchase Option                         | \$1,000                         | \$1,000                         | \$1,000                         |
| Additional Advantages                   |                                 |                                 |                                 |

- \*As the current financial terms do not account for land, permitting, FF&E, or maintenance – but DO include estimates of the remaining payments for design development and preconstruction – our team reserves the right to reconcile these amounts with the City post award to ensure accuracy and avoid any duplication.
- No real estate taxes
- Total operational control
- No out of pocket cost until facility is delivered
- Option to include 49 to 99 year ground lease, ensuring generational ownership
- No transaction fees
- Purchase Option Right of First Refusal & Right of First Offer on future building sale

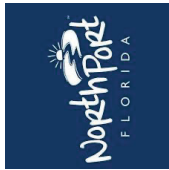


# POLICE DEPARTMENT HEADQUARTERS - FINANCING

## Tax-Exempt \$119MM Funding With 75% Residual Values – Police Station

|   | 15 Year Term – 75% Residual Value | 25 Year Term – 75% Residual Value | 35 Year Term – 75% Residual Value |
|---|-----------------------------------|-----------------------------------|-----------------------------------|
| Project Cost – Provided*                | \$119,000,000                     | \$119,000,000                     | \$119,000,000                     |
| Credit Rating                           | Aa2                               | Aa2                               | Aa2                               |
| Implied Interest Rate                   | 4.82%                             | 5.41%                             | 5.67%                             |
| Construction/Free Rent Period           | 24 Months                         | 24 Months                         | 24 Months                         |
| Total Project Cost                      | \$126,691,090                     | \$127,519,800                     | \$127,957,831                     |
| Initial Lease Term                      | 15 Years                          | 25 Years                          | 35 Years                          |
| Starting Base Rent                      | \$8,675,475                       | \$8,418,519                       | \$8,380,660                       |
| Annual Escalation                       | 0.00%                             | 0.00%                             | 0.00%                             |
| Residual Value                          | \$95,018,318 (75.00%)             | \$95,639,850 (75.00%)             | \$95,968,373 (75.00%)             |
| Right of Use Asset/Lease Liability      | \$75,280,887                      | \$102,528,794                     | \$107,566,113                     |
| Balance Sheet Benefit vs Debt Financing | 40.58%                            | 19.60%                            | 15.94%                            |
| Est. Renewal Rent                       | \$6,506,606                       | \$6,313,889                       | \$6,285,495                       |
| Additional Advantages                   |                                   |                                   |                                   |

- \*As the current financial terms do not account for land, permitting, FF&E, or maintenance – but DO include estimates of the remaining payments for design development and preconstruction – our team reserves the right to reconcile these amounts with the City post award to ensure accuracy and avoid any duplication.
- No real estate taxes
- Total operational control
- No out of pocket cost until facility is delivered
- Multiple renewal options
- Option to include 49 to 99 year ground lease, ensuring generational ownership
- No transaction fee



# WASTEWATER FACILITY EXPANSION & RENOVATION - FINANCING

## Tax-Exempt \$17MM Funding Without Residual Values – Wastewater Facility

|   | 15 Year Term – Fully Amortizing | 25 Year Term – Fully Amortizing | 35 Year Term – Fully Amortizing |
|---|---------------------------------|---------------------------------|---------------------------------|
| Project Cost - Provided                 | \$17,000,000                    | \$17,000,000                    | \$17,000,000                    |
| Credit Rating                           | Aa2                             | Aa2                             | Aa2                             |
| Implied Interest Rate                   | 4.79%                           | 5.39%                           | 5.50%                           |
| Construction/Free Rent Period           | 24 Months                       | 24 Months                       | 24 Months                       |
| Total Project Cost                      | \$18,450,320                    | \$18,565,240                    | \$18,567,220                    |
| Initial Lease Term                      | 15 Years                        | 25 Years                        | 35 Years                        |
| Starting Base Rent                      | \$2,155,853                     | \$1,692,957                     | \$1,498,195                     |
| Annual Escalation                       | 0.00%                           | 0.00%                           | 0.00%                           |
| Residual Value                          | N/A                             | N/A                             | N/A                             |
| Right of Use Asset/Lease Liability      | \$13,555,471                    | \$15,216,327                    | \$16,151,788                    |
| Balance Sheet Benefit vs Debt Financing | 26.53%                          | 18.04%                          | 13.01%                          |
| Purchase Option                         | \$1,000                         | \$1,000                         | \$1,000                         |

### Additional Advantages

- No real estate taxes
- Total operational control
- No out of pocket cost until facility is delivered
- Multiple renewal options
- Option to include 49 to 99 year ground lease, ensuring generational ownership
- Purchase Option, Right of First Refusal, & Right of First Offer on future building sale

Note: Finance terms currently do no factor in land, permitting, FFE, maintenance, or existing design costs at this time due to the level of projected design development to date (does include CM Preconstruction established fees). Should the City desire for these to be included, we can rerun the financials post award to reflect accordingly.





SOLID WASTE TRANSFER STATION - FINANCING

Tax-Exempt \$14MM Funding Without Residual Values – Transfer Station

|   | 15 Year Term – Fully Amortizing | 25 Year Term – Fully Amortizing | 35 Year Term – Fully Amortizing |
|---|---------------------------------|---------------------------------|---------------------------------|
| Project Cost - Provided                 | \$14,000,000                    | \$14,000,000                    | \$14,000,000                    |
| Credit Rating                           | Aa2                             | Aa2                             | Aa2                             |
| Implied Interest Rate                   | 4.79%                           | 5.39%                           | 5.50%                           |
| Construction/Free Rent Period           | 24 Months                       | 24 Months                       | 24 Months                       |
| Total Project Cost                      | \$15,245,940                    | \$15,343,300                    | \$15,345,110                    |
| Initial Lease Term                      | 15 Years                        | 25 Years                        | 35 Years                        |
| Starting Base Rent                      | \$1,819,114                     | \$1,429,988                     | \$1,266,409                     |
| Annual Escalation                       | 0.00%                           | 0.00%                           | 0.00%                           |
| Residual Value                          | N/A                             | N/A                             | N/A                             |
| Right of Use Asset/Lease Liability      | \$11,265,767                    | \$12,627,318                    | \$13,383,946                    |
| Balance Sheet Benefit vs Debt Financing | 26.11%                          | 17.70%                          | 12.78%                          |
| Purchase Option                         | \$1,000                         | \$1,000                         | \$1,000                         |

Additional Advantages

- No real estate taxes
- Total operational control
- No out of pocket cost until facility is delivered
- Multiple renewal options
- Option to include 49 to 99 year ground lease, ensuring generational ownership
- Purchase Option, Right of First Refusal, & Right of First Offer on future building sale

Note: Finance terms currently do no factor in land, permitting, FFE, maintenance, or existing design costs at this time due to the level of projected design development to date (does include CM Preconstruction established fees). Should the City desire for these to be included, we can rerun the financials post award to reflect accordingly.





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