

<b>Tab 1</b>	<b>SB 346 by Simmons (CO-INTRODUCERS) Bullard; (Identical to H 0487) School Bus Stop Safety</b>
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**The Florida Senate**  
**COMMITTEE MEETING EXPANDED AGENDA**

**APPROPRIATIONS SUBCOMMITTEE ON  
TRANSPORTATION, TOURISM, AND ECONOMIC  
DEVELOPMENT**

**Senator Latvala, Chair**  
**Senator Clemens, Vice Chair**

**MEETING DATE:** Wednesday, March 11, 2015  
**TIME:** 9:00 a.m.—12:00 noon  
**PLACE:** *Pat Thomas Committee Room, 412 Knott Building*

**MEMBERS:** Senator Latvala, Chair; Senator Clemens, Vice Chair; Senators Brandes, Detert, Diaz de la Portilla, Gibson, Hukill, Sachs, and Thompson

TAB	BILL NO. and INTRODUCER	BILL DESCRIPTION and SENATE COMMITTEE ACTIONS	COMMITTEE ACTION
1	<b>SB 346</b> Simmons (Identical H 487)	School Bus Stop Safety; Citing this act as the "Gabby's Law for School Bus Stop Safety"; revising penalties for failure to stop a vehicle upon approaching a school bus that displays a stop signal; providing for criminal penalties under certain circumstances; amending provisions relating to application of specified provisions, disposition of penalty amounts received, and trauma payments, etc.  ED 03/04/2015 Favorable ATD 03/11/2015 Favorable FP	Favorable Yeas 9 Nays 0
2	Workshop - Testimony and discussion only on the following (no vote to be taken):  Transportation, Tourism, and Economic Development Budget Development and Related Issues		Presented
Other Related Meeting Documents			

By Senator Simmons

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1                   A bill to be entitled  
 2           An act relating to school bus stop safety; providing a  
 3           short title; amending ss. 316.172, 316.192, and  
 4           318.18, F.S.; revising penalties for failure to stop a  
 5           vehicle upon approaching a school bus that displays a  
 6           stop signal; providing for criminal penalties under  
 7           certain circumstances; amending ss. 318.17, 318.21,  
 8           and 395.4036, F.S., relating to application of  
 9           specified provisions, disposition of penalty amounts  
 10          received, and trauma payments; conforming provisions  
 11          to changes made by the act; providing an effective  
 12          date.

13  
 14 Be It Enacted by the Legislature of the State of Florida:

15  
 16           Section 1. This act may be cited as "Gabby's Law for School  
 17 Bus Stop Safety."

18           Section 2. Subsection (1) of section 316.172, Florida  
 19 Statutes, is amended to read:

20           316.172 Traffic to stop for school bus.—

21           (1) (a) A ~~Any~~ person using, operating, or driving a vehicle  
 22 on or over the roads or highways of this state shall, upon  
 23 approaching a ~~any~~ school bus that ~~which~~ displays a stop signal,  
 24 bring such vehicle to a full stop while the bus is stopped, and  
 25 the vehicle may ~~shall~~ not pass the school bus until the signal  
 26 has been withdrawn. Except as provided in paragraph (b), a  
 27 person who violates this subsection ~~section~~ commits a moving  
 28 violation, punishable as provided in chapter 318.

29           (b) A ~~Any~~ person using, operating, or driving a vehicle

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30 that passes a school bus on the side that children enter and  
31 exit when the school bus displays a stop signal commits reckless  
32 driving ~~a moving violation~~, punishable as provided in s. 316.192  
33 ~~chapter 318, and is subject to a mandatory hearing under the~~  
34 ~~provisions of s. 318.19.~~

35 Section 3. Section 316.192, Florida Statutes, is amended to  
36 read:

37 316.192 Reckless driving.—

38 (1) (a) A ~~Any~~ person who drives a ~~any~~ vehicle in willful or  
39 wanton disregard for the safety of persons or property commits  
40 ~~is guilty of~~ reckless driving.

41 (b) Fleeing a law enforcement officer in a motor vehicle is  
42 reckless driving per se.

43 (2) Except as provided in subsection (3), a ~~any~~ person  
44 convicted of reckless driving shall be punished:

45 (a) Upon a first conviction, by imprisonment for ~~a period~~  
46 ~~of~~ not more than 90 days or by a fine of not less than \$25 nor  
47 more than \$500, or by both such fine and imprisonment.

48 (b) On a second or subsequent conviction, by imprisonment  
49 for not more than 6 months or by a fine of not less than \$50 nor  
50 more than \$1,000, or by both such fine and imprisonment.

51 (3) A ~~Any~~ person:

52 (a) Who is in violation of subsection (1);

53 (b) Who operates a vehicle; and

54 (c) Who, by reason of such operation, causes:

55 1. Damage to the property or person of another commits a  
56 misdemeanor of the first degree, punishable as provided in s.  
57 775.082 or s. 775.083.

58 2. Serious bodily injury to another commits a felony of the

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59 third degree, punishable as provided in s. 775.082, s. 775.083,  
60 or s. 775.084. The term "serious bodily injury" means an injury  
61 to another person, which consists of a physical condition that  
62 creates a substantial risk of death, serious personal  
63 disfigurement, or protracted loss or impairment of the function  
64 of any bodily member or organ.

65 (4) Notwithstanding any other provision of this section, \$5  
66 shall be added to a fine imposed pursuant to this section. The  
67 clerk shall remit the \$5 to the Department of Revenue for  
68 deposit in the Emergency Medical Services Trust Fund.

69 (5) In addition to any other penalty provided under this  
70 section, if the court has reasonable cause to believe that the  
71 use of alcohol, chemical substances set forth in s. 877.111, or  
72 substances controlled under chapter 893 contributed to a  
73 violation of this section, the court shall direct the person so  
74 convicted to complete a DUI program substance abuse education  
75 course and evaluation as provided in s. 316.193(5) within a  
76 reasonable period of time specified by the court. If the DUI  
77 program conducting such course and evaluation refers the person  
78 to an authorized substance abuse treatment provider for  
79 substance abuse evaluation and treatment, the directive of the  
80 court requiring completion of such course, evaluation, and  
81 treatment shall be enforced as provided in s. 322.245. The  
82 referral to treatment resulting from the DUI program evaluation  
83 may not be waived without a supporting independent psychosocial  
84 evaluation conducted by an authorized substance abuse treatment  
85 provider, appointed by the court, which shall have access to the  
86 DUI program psychosocial evaluation before the independent  
87 psychosocial evaluation is conducted. The court shall review the

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88 results and recommendations of both evaluations before  
89 determining the request for waiver. The offender shall bear the  
90 full cost of this procedure. If a person directed to a DUI  
91 program substance abuse education course and evaluation or  
92 referred to treatment under this subsection fails to report for  
93 or complete such course, evaluation, or treatment, the DUI  
94 program shall notify the court and the department of the  
95 failure. Upon receipt of such notice, the department shall  
96 cancel the person's driving privilege, notwithstanding the terms  
97 of the court order or any suspension or revocation of the  
98 driving privilege. The department may reinstate the driving  
99 privilege upon verification from the DUI program that the  
100 education, evaluation, and treatment are completed. The  
101 department may temporarily reinstate the driving privilege on a  
102 restricted basis upon verification that the offender is  
103 currently participating in treatment and has completed the DUI  
104 education course and evaluation requirement. If the DUI program  
105 notifies the department of the second failure to complete  
106 treatment, the department shall reinstate the driving privilege  
107 only after notice of successful completion of treatment from the  
108 DUI program.

109 (6) In addition, \$65 shall be added to a fine imposed  
110 pursuant to this section for a violation under s. 316.172(1)(b).  
111 The additional \$65 collected under this subsection shall be  
112 remitted to the Department of Revenue for deposit into the  
113 Emergency Medical Services Trust Fund of the Department of  
114 Health to be used as provided in s. 395.4036.

115 Section 4. Section 318.17, Florida Statutes, is amended to  
116 read:

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117 318.17 Offenses excepted.—No provision of this chapter is  
 118 available to a person who is charged with any of the following  
 119 offenses:

120 (1) Fleeing or attempting to elude a police officer, in  
 121 violation of s. 316.1935.†

122 (2) Leaving the scene of a crash, in violation of ss.  
 123 316.027 and 316.061.†

124 (3) Driving, or being in actual physical control of, any  
 125 vehicle while under the influence of alcoholic beverages, any  
 126 chemical substance set forth in s. 877.111, or any substance  
 127 controlled under chapter 893, in violation of s. 316.193, or  
 128 driving with an unlawful blood-alcohol level.†

129 (4) Reckless driving under s. 316.172(1)(b) or ~~in~~  
 130 ~~violation of~~ s. 316.192.†

131 (5) Making false crash reports, in violation of s.  
 132 316.067.†

133 (6) Willfully failing or refusing to comply with any lawful  
 134 order or direction of any police officer or member of the fire  
 135 department, in violation of s. 316.072(3).†

136 (7) Obstructing an officer, in violation of s. 316.545(1).†  
 137 ~~or~~

138 (8) Any other offense in chapter 316 which is classified as  
 139 a criminal violation.

140 Section 5. Subsection (5) of section 318.18, Florida  
 141 Statutes, is amended to read:

142 318.18 Amount of penalties.—The penalties required for a  
 143 noncriminal disposition pursuant to s. 318.14 or a criminal  
 144 offense listed in s. 318.17 are as follows:

145 (5) (a) Two hundred fifty ~~One hundred~~ dollars for a

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146 violation of s. 316.172(1)(a), failure to stop for a school bus.  
 147 If, at a hearing, the alleged offender is found to have  
 148 committed this offense, the court shall impose a minimum civil  
 149 penalty of \$250 ~~\$100~~. In addition to this penalty, for a second  
 150 or subsequent offense within ~~a period of~~ 5 years, the department  
 151 shall suspend the driver license of the person for not less than  
 152 6 months ~~90 days~~ and not more than 1 year ~~6 months~~.

153 ~~(b) Two hundred dollars for a violation of s.~~  
 154 ~~316.172(1)(b), passing a school bus on the side that children~~  
 155 ~~enter and exit when the school bus displays a stop signal. If,~~  
 156 ~~at a hearing, the alleged offender is found to have committed~~  
 157 ~~this offense, the court shall impose a minimum civil penalty of~~  
 158 ~~\$200. In addition to this penalty, for a second or subsequent~~  
 159 ~~offense within a period of 5 years, the department shall suspend~~  
 160 ~~the driver license of the person for not less than 180 days and~~  
 161 ~~not more than 1 year.~~

162 ~~(b)(e)~~ In addition to the penalty under paragraph (a) ~~or~~  
 163 ~~paragraph (b)~~, \$65 for a violation of s. 316.172(1)(a) ~~or (b)~~.  
 164 If the alleged offender is found to have committed the offense,  
 165 the court shall impose the civil penalty under paragraph (a) ~~or~~  
 166 ~~paragraph (b)~~ plus an additional \$65. The additional \$65  
 167 collected under this paragraph shall be remitted to the  
 168 Department of Revenue for deposit into the Emergency Medical  
 169 Services Trust Fund of the Department of Health to be used as  
 170 provided in s. 395.4036.

171 Section 6. Subsection (21) of section 318.21, Florida  
 172 Statutes, is amended to read:

173 318.21 Disposition of civil penalties by county courts.—All  
 174 civil penalties received by a county court pursuant to the

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175 provisions of this chapter shall be distributed and paid monthly  
176 as follows:

177 (21) Notwithstanding subsections (1) and (2), the proceeds  
178 from the additional penalties imposed pursuant to s.  
179 318.18(5)(b) ~~s. 318.18(5)(c)~~ and (20) shall be distributed as  
180 provided in that section.

181 Section 7. Paragraph (b) of subsection (1) of section  
182 395.4036, Florida Statutes, is amended to read:

183 395.4036 Trauma payments.—

184 (1) Recognizing the Legislature's stated intent to provide  
185 financial support to the current verified trauma centers and to  
186 provide incentives for the establishment of additional trauma  
187 centers as part of a system of state-sponsored trauma centers,  
188 the department shall utilize funds collected under s. 318.18 and  
189 deposited into the Emergency Medical Services Trust Fund of the  
190 department to ensure the availability and accessibility of  
191 trauma services throughout the state as provided in this  
192 subsection.

193 (b) Funds collected under ss. 316.192(6) and 318.18(5)(b)  
194 ~~s. 318.18(5)(c)~~ and (20) shall be distributed as follows:

195 1. Thirty percent of the total funds collected shall be  
196 distributed to Level II trauma centers operated by a public  
197 hospital governed by an elected board of directors as of  
198 December 31, 2008.

199 2. Thirty-five percent of the total funds collected shall  
200 be distributed to verified trauma centers based on trauma  
201 caseload volume for the most recent calendar year available. The  
202 determination of caseload volume for distribution of funds under  
203 this subparagraph shall be based on the department's Trauma

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204 Registry data.

205         3. Thirty-five percent of the total funds collected shall  
206 be distributed to verified trauma centers based on severity of  
207 trauma patients for the most recent calendar year available. The  
208 determination of severity for distribution of funds under this  
209 subparagraph shall be based on the department's International  
210 Classification Injury Severity Scores or another statistically  
211 valid and scientifically accepted method of stratifying a trauma  
212 patient's severity of injury, risk of mortality, and resource  
213 consumption as adopted by the department by rule, weighted based  
214 on the costs associated with and incurred by the trauma center  
215 in treating trauma patients. The weighting of scores shall be  
216 established by the department by rule.

217         Section 8. This act shall take effect October 1, 2015.

**The Florida Senate**  
**BILL ANALYSIS AND FISCAL IMPACT STATEMENT**

(This document is based on the provisions contained in the legislation as of the latest date listed below.)

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Prepared By: The Professional Staff of the Appropriations Subcommittee on Transportation, Tourism, and Economic Development

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BILL: SB 346

INTRODUCER: Senator Simmons

SUBJECT: School Bus Stop Safety

DATE: March 11, 2015

REVISED: \_\_\_\_\_

	ANALYST	STAFF DIRECTOR	REFERENCE	ACTION
1.	<u>Scott</u>	<u>Klebacha</u>	<u>ED</u>	<u>Favorable</u>
2.	<u>Miller</u>	<u>Miller</u>	<u>ATD</u>	<u>Favorable</u>
3.	_____	_____	<u>FP</u>	_____

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**I. Summary:**

SB 346<sup>1</sup> reclassifies the offense for passing a stopped school bus on the side that children enter and exit while displaying a stop signal from a noncriminal traffic infraction to the criminal offense of reckless driving.

Additionally, the bill increases the penalties imposed for failing to stop for a school bus.

The bill has an indeterminate positive fiscal impact on revenues due to the increase in the penalties for failing to stop for a school bus. The bill's provisions related to the criminal offense of reckless driving are not expected to have a significant impact on court workload and may have a minimal negative impact on the State Court Revenue Trust Fund.

The bill provides for an effective date of October 1, 2015.

**II. Present Situation:**

**Transportation of Public K-12 Students<sup>2</sup>**

Each district school superintendent is responsible for determining the most safe, economical, and efficient ways to accommodate students who must be transported to and from school or to school activities.<sup>3</sup> Based on the district school superintendent's recommendations, the district school

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<sup>1</sup> The bill is also known as "Gabby's Law for School Bus Stop Safety." In 2010, 12-year-old Gabrielle Mair was killed by a car shortly after exiting a school bus in DeBary, Florida. Orlando Sentinel article, January 28, 2015, *available at* <http://www.orlandosentinel.com/features/education/os-school-bus-law-florida-20150128-story.html> (last visited March 2, 2015).

<sup>2</sup> For further information, *see* <http://www.fldoe.org/schools/safe-healthy-schools/transportation/index.shtml> (last visited March 2, 2015).

<sup>3</sup> Section 1006.21(1) and (2), F.S. The State Board of Education further specifies in detail the duties and responsibilities of each school district regarding student transportation. Rule 6A-3.0171, F.A.C.

board adopts policies and rules for providing and operating school buses, appointing qualified school bus drivers, and establishing school bus stops.<sup>4</sup>

School buses are required to be equipped with safety belts or any other restraint system in compliance with standards required in federal and state law.<sup>5</sup> School buses must stop to the far right of a street if possible and display warning lights and stop signals before allowing children to enter or exit.<sup>6</sup>

### **Florida's School Bus Stop Law**

Florida law requires that any person, upon approaching a stopped school bus displaying a stop signal, bring his or her vehicle to a full stop until the signal has been withdrawn.<sup>7</sup> Furthermore, it is unlawful to pass a school bus on the side that children enter and exit while the school bus displays a stop signal.<sup>8</sup> However, a driver is not required to stop if the vehicle is traveling in the opposite direction of a stopped school bus “upon a divided highway with an unpaved space of at least 5 feet, a raised median, or a physical barrier.”<sup>9</sup>

If, at a hearing, a person is found to have failed to fully stop for or passed a stopped school bus,<sup>10</sup> both of which are noncriminal traffic infractions, the person must pay a minimum civil penalty of \$100 or \$200, respectively, plus an additional \$65.<sup>11</sup> For any subsequent violation, the Department of Highway Safety and Motor Vehicles, may suspend a person's driver license if such violation is committed within a period of 5 years after the first violation.<sup>12</sup>

### **Reckless Driving**

A person “who drives any vehicle in willful or wanton disregard for the safety of persons or property” or flees from a law enforcement officer in a vehicle shall be charged with reckless driving, which is a criminal offense.<sup>13</sup>

If convicted, a person is subject to punishment by imprisonment for a minimum of 90 days or by a minimum fine of \$25 and a maximum fine of \$500, or both.<sup>14</sup> For any subsequent conviction, a person is subject to punishment by imprisonment for a maximum of 6 months or by a minimum fine of \$50 and a maximum fine of \$1,000, or both.<sup>15</sup> If a person's reckless driving causes

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<sup>4</sup> Section 1006.22, F.S.

<sup>5</sup> Sections 316.614 and 316.6145, F.S. *See* Federal Motor Vehicle Safety Standards, 49 C.F.R. s. 571.208 Standard No. 208.

<sup>6</sup> Section 316.172(3), F.S.

<sup>7</sup> Section 316.172(1), F.S.

<sup>8</sup> *Id.*

<sup>9</sup> *Id.* at (2).

<sup>10</sup> If a person is cited for passing a stopped school bus he or she must attend a mandatory hearing at a specified time and location. ss. 316.17(1)(b) and 318.19(3), F.S.

<sup>11</sup> Section 318.18(5), F.S. The additional \$65 is remitted to the Department of Revenue for deposit into the Emergency Medical Services Trust Fund of the Department of Health for the purpose of funding trauma centers. *See* s. 395.4036, F.S.

<sup>12</sup> *Id.* at 5(a) and (b). A person who passes a stopped school bus will receive 4 points on his or her driver license or, depending on the circumstances, his or her driver license may be suspended or, if a habitual traffic offender, shall be revoked. *See* s. 322.27(1)(f) and (3)(d)4., F.S. *See also* s. 322.264, F.S., for the definition of the term “habitual traffic offender.”

<sup>13</sup> Sections 316.192(1) and 318.17(4), F.S.

<sup>14</sup> Section 316.192(2)(a), F.S.

<sup>15</sup> *Id.* at (2)(b).

damage to person or property, he or she commits a first degree misdemeanor, punishable by imprisonment not exceeding 1 year or a maximum fine of \$1,000.<sup>16</sup> If a person's reckless driving causes serious bodily injury to another person, he or she commits a third degree felony, punishable by imprisonment not to exceed 5 years, a maximum fine of \$5,000 or, if a habitual felony offender, an extended term of imprisonment.<sup>17</sup>

### III. Effect of Proposed Changes:

The bill reclassifies the offense for passing a stopped school bus on the side that children enter and exit while displaying a stop signal from a noncriminal traffic infraction to the criminal offense of reckless driving. Thus, any person who is convicted of committing such an offense is subject to more severe penalties, including imprisonment for longer periods of time, and increased fines.

Additionally, the bill increases penalties for failing to stop for a school bus. Under the bill, a person who commits such an offense is subject to an increased civil penalty in the amount of \$250 and, for subsequent violations, suspension of his or her driver license for a minimum of 6 months and a maximum of 1 year.

The bill provides for an effective date of October 1, 2015.

### IV. Constitutional Issues:

#### A. Municipality/County Mandates Restrictions:

None.

#### B. Public Records/Open Meetings Issues:

None.

#### C. Trust Funds Restrictions:

None.

### V. Fiscal Impact Statement:

#### A. Tax/Fee Issues:

None.

#### B. Private Sector Impact:

None.

<sup>16</sup> Sections 316.192(3)(c)1., 775.082(4)(a), 775.083(1)(d), F.S. A court has the discretion to suspend or cancel a driver license and impose any other civil penalty it deems fit. s. 775.082(7), F.S.

<sup>17</sup> Sections 316.192(3)(c)2., 775.082(3)(e), 775.083(1)(c), and 775.084(1)(a), F.S. ("Serious bodily injury" is defined as "an injury to another person, which consists of a physical condition that creates a substantial risk of death, serious personal disfigurement, or protracted loss or impairment of the function of any bodily member or organ.") s. 316.192(3)(c)2., F.S.

**C. Government Sector Impact:**

SB 346 has an indeterminate fiscal impact.

According to the 2014 Annual Uniform Traffic Citation Report published by DHSMV,<sup>18</sup> 3,003 citations for failure to stop or passing a school bus occurred between January and December 2014. The number of these violations that were for passing a school bus on the side that children enter and exit while the school bus displays a stop signal is unknown. Accordingly, the revenue impact resulting from the increased penalties in the bill is indeterminate.

The Office of the State Courts Administrator (OSCA) has indicated that although the number of cases that would change from a civil traffic violation to a criminal traffic violation is unknown, the bill is not expected to create a significant impact on court workload<sup>19</sup>. OSCA also indicated that this change could impact revenues to the State Court Revenue Trust Fund which currently receives \$5 for each non-criminal traffic violation, but believes the revenue reduction would have a minimal impact to this trust fund.

The Criminal Justice Impact Conference has not considered this bill, therefore, the bill's impact upon prison beds is indeterminate.

The DHSMV advises that implementation of the bill will require approximately 176 system programming hours to the Florida Driver License Information System and that the cost of that programming will be absorbed within existing resources.<sup>20</sup>

**VI. Technical Deficiencies:**

None.

**VII. Related Issues:**

None.

**VIII. Statutes Affected:**

This bill substantially amends the following sections of the Florida Statutes: 316.172, 316.192, 318.17, 318.18, 318.21, and 395.4036.

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<sup>18</sup> This reports is posted at: <https://services.flhsmv.gov/SpecialtyPlates/UniformTrafficCitationReport> (last visited March 6, 2015).

<sup>19</sup> Office of the State Court Administrator 2015 Judicial Impact Statement, submitted March 3, 2015 (on file with the Appropriations Subcommittee on Transportation, Tourism and Economic Development).

<sup>20</sup> Department of Highway Safety and Motor Vehicles 2015 Legislative Bill Analysis for SB 346, submitted on March 6, 2015 (on file with the Appropriations Subcommittee on Transportation, Tourism and Economic Development).

**IX. Additional Information:**

- A. **Committee Substitute – Statement of Changes:**  
(Summarizing differences between the Committee Substitute and the prior version of the bill.)

None.

- B. **Amendments:**

None.

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This Senate Bill Analysis does not reflect the intent or official position of the bill's introducer or the Florida Senate.

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# *Economic Development Transportation Fund*

Senate Appropriations Subcommittee on  
Transportation, Tourism, and Economic  
Development  
March 4, 2015

**Rich Biter**  
**Assistant Secretary Intermodal Systems  
Development**



- The Economic Development Transportation Fund (EDTF) was transferred to FDOT on July 1, 2012.
- The program is one of 12 economic incentive programs used by Florida to encourage companies to locate, expand or remain in our state.
- The EDTF works in concert with the other incentive programs to attract high-wage jobs by alleviating transportation problems that affect the decision of a specific company to locate, expand or remain in Florida.



- Enterprise Florida acts on behalf of the state to determine the amount of incentive funds that may be awarded to encourage specific companies to locate, expand or remain in Florida.
- The maximum incentive amount is based on the number of new high-wage Florida jobs that will be created, the amount of the company's investment and the location of the project.
- The maximum award amount must also meet Florida's return on investment requirements.



- When transportation facilities are needed, EFI works with FDOT and the affected local government to include EDTF funding in the incentive “offer” made by the state.
- EDTF grant funding is awarded to the affected local government on behalf of the company the state is trying to recruit or retain.
- Release of EDTF funding is therefore linked to vertical construction of the company’s business facility.
- Use of EDTF funding is limited to the direct costs of publicly accessible transportation facilities.



- FY 2014-15 Appropriation - \$22,491,000

### Awards Made by FDOT Include:

Grant Recipient	County	FDOT Approval Date	Grant Award	Expended
Miami-Dade Aviation Dept.	Miami-Dade	8/6/2012	\$1,168,263	\$679,586
Jacksonville Aviation Authority	Duval	3/1/2013	\$3,500,000	\$3,145,764
City of Lakeland	Polk	7/3/2013	\$2,277,388	\$672,131
South Shore Corporate Park Industrial Community Development District	Hillsborough	8/7/2013	\$3,000,000	\$3,000,000



# Florida's Quick Response Training (QRT)

- **Demand-driven, flexible program provides performance-based grants for customized training to new or expanding businesses (10+ employees)**
- **Helps create high-skill, high-wage jobs in state industries targeted for economic growth and diversification**
- **Reimbursable expenses include curriculum development; equipment; instructors'/trainers' salaries/tuition; online training and textbooks/manuals**
- **QRT trainees' wages increase 35 percent, on average, a year after training**

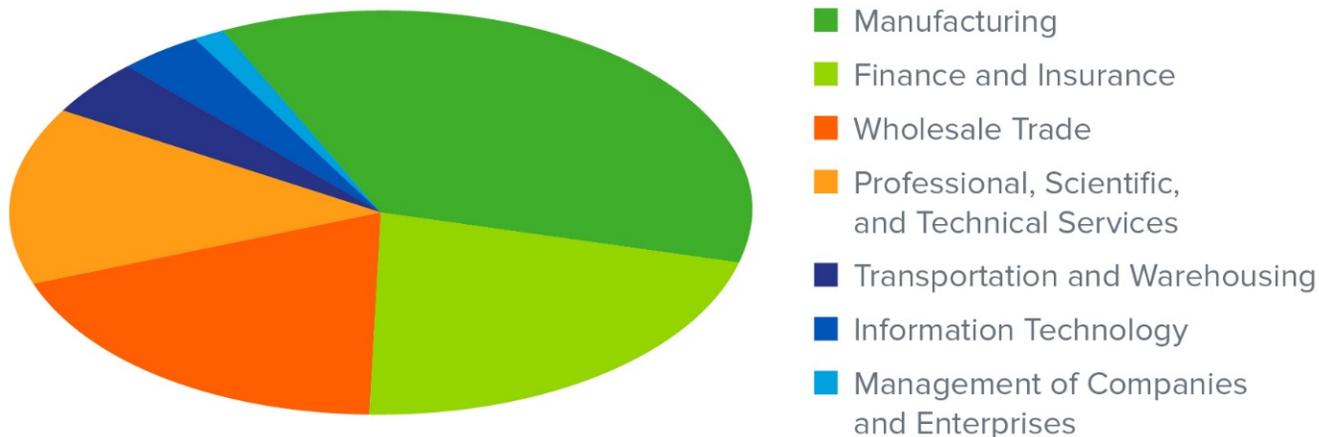
# Quick Response Training Awards



FY 2013-14 Contracts: **42 (99 businesses)**

- Awards: **\$12 million under contract**
- Projected Trainees: **10,066**

## Workers Trained by Industry Sector



# Quick Response Training Project Examples



Grant: **\$176,000**  
Industry Sector: **Finance and Insurance**  
Company Location: **Duval**  
Projected Trainees: **125 new employees**



Grant: **\$486,000**  
Industry Sector: **Information Technology**  
Company Location: **Pinellas**  
Projected Trainees: **800 employees (100 newly hired and 700 retained)**



Grant: **\$1.6 million**  
Industry Sector: **Professional, Scientific and Technical Services**  
Company Location: **Seminole**  
Projected Trainees: **750 new employees**

Budget Development Presenters

3-11-15

	Project Name	Presenter	Contact Information
2	Lake Work Park of Commerce	Mayor Pam Triolu	561-518-8434
3	The Norton Museum of Art	Hope Alswang, CEO, The Norton Museum of Art	Mat Forrest, 561-253-3232
1	The Florida Advanced Manufacturing Research Center	Don Fisher, Osceola County Manager	Mike Anway, Holland & Knight, 850-425-5621
4	Florida Makes Program		Nancy Stephens, Executive Director, 850-402-2954
5	Us 19 Revitalization Program for Pasco		Greg Armstrong, 727-534-9951
6	Cecil Spaceport Infrastructure	Michael D. Steward, Jacksonville Aviation	904-741-2721
7	MRO Hangar Project	Leonard Sossamon, Hernando County Administrator	352-754-4000
8	The Underline	Meg Daly, Founder, Friends of the Underline, 305-439-1199	Meg Daly, Founder, Friends of the Underline, 305-439-1199
9	Commodore Ralph Munroe Marine Stadium	Alice Bravo, Assistant City Manager, City of Miami	Michael Cantens, Corcoran & Johnston Government Relations, 305-504-7910
10	Glades County Training Center	Paul Carlile, Glades County Manager	Dale Milita, 561-718-2100
11	Metropolital Ministries Pasco Transitional Housing - Phase II		Tim Marks, Metropolitan Ministries
12	Qualified Television Revolving Loan Program	Brunson Green, Executive Producer of the movie "The Help"	Sarah Busk, The Advocacy Group at Cardenas Partners, LLC, 850-222-8900
13	Williamson Boulevard Project	Pat Patterson, Vice Chair	Arlene Smith, Legislative Affairs, Volusia County, 386-248-8048
17	City of Fort Lauderdale Rapid Rehousing Project	Stanley Hawthorne, Assistant City Manager, City of Fort Lauderdale	Jaclyn N. Meli 954-828-5227
18	Emerging Technology-Based Entrepreneurship and Innovation and Miami Dade College	Dr. Djuradi Babic (pronounced Jurandji Babich)	Victoria Hernandez, LAD, Miami Dade College
19	City of Miami Beach Transportation Improvements	Jose Gonzalez, Director, Miami Beach	Michael Cantens, Corcoran & Johnston Government Relations, 305-504-7910
	City of Milton Riverwalk		Dave Murzin, Sen. Evers' office
20	Whiting Aviation Park	Don Salter, Chairman, Santa Rosa County Commission,	Dave Murzin, Sen. Evers' office
21	Tech Runway	Kimberly Graham	Ryan Britton 954-579-7669
22	United Way - Assistance in Tax Preparation	Ted Granger	Ted Granger, 488-8276
23	PSTA Bus Rapid Transit	Brad Miller	Robert Stuart, Gray Robinson, 407-843-8880

Budget Development Presenters

3-11-15

25	South Florida Museum	Brynne Anne Besio, CEO	Greg Black , Metz, Huband & Daughton, 205-9000
26	Fare-box Funding Initiative	Katherine Eagan, CEO, Hillsborough Area Regional Transit Authority	Katherine Eagan, 813-442-9892
28	174th Street Emergency Pedestrian Bridge	Chris Russo, City Manager, City of Sunny Isles Beach	Kelly Mallette, 305-935-3558
30	Workforce Boards	Bruce Ferguson, Career Source, NE Florida	Kelly Mallette, 305-935-3558
33	Traffic Signalization along Evacuation Routes or Intersections	Bob Townsend, President, Signal Safe, Inc.	Brad Burleson, Ballad Partners, 850-577-0444
34	City of Pam Bay Range Project, Phase II	Police Chief Mark Renkens	Kelly Mallette, 305-935-3558
	Regional Planning Councils	Ronald L. Book	Rana Brown, 850-224-3427
14	Pahokee Marina	Todd Bonlarron 561-310-7832	
15	Belle Glade, Pahokee Roads	Todd Bonlarron 561-310-7833	
16	Lake-O-Scenic Trail	Todd Bonlarron 561-310-7833	
27	Port of Panama City dredging project	Bob English, City Engineer	Bo Rivard, 850-819-1317
35	Navy Seal Museum & Memorial	Craig Mundt, 772-595-5845	Craig Mundt, 772-595-5846
32	Ma Barker House	Kathy Bryant, Commisioner, Marion County	George Albright 352-843-1624
42	Brevard County's Emergency Operations Center	Kimberly Prosser	Rana Brown, 850-224-3427
37	The Florida Orchestra	Michael Pastreich	Amanda Stewart, Corcoran & Johnson, 813-527-0172
38	Ludlam Train	Commissioner Rebecca Sosa	
39	The Circus Arts Conservatory	Jennifer Mitchell	941-556-5346
38	All Children's Hospital - <b>Waived Time</b>	Amy Maguire	Amanda Stewart, Corcoran & Johnson, 813-527-0172
39	Manatee County Port Authority - Berth 9 Rehabilitation	Chris Lyon, Shareholder, Lewis, Longmand and Walker	Chris Lyon, 850-222-5702
40	Port Manatee Warehouse 2 Conversion Project	Chris Lyon, Shareholder, Lewis, Longmand and Walker	Chris Lyon, 850-222-5703
40	NE 163rd Street/NE 35th Avenue Development Texas U-Turn	George Vallejo, Mayer, City of North Miami Beach	Kelly Mallette, 305-935-3558
41	Greenways & Trails for Miami Dade	Jack Karkys	305-755-7903
36	Brevard County - West Melbourne Commity Park/Field of Dreams Sports Park Program	Holly Woolsey, Legislative Aide to Brevard County Commissioner, Robin L. Fisher	Rana Brown, 850-224-3427
45	The Deering Estate at Cutler		Daniel Bruno, Sen. Margolis' office
24	Gulf Power Site Certification Program	John L. Hutchinson, Hutch-Touch Economic Development Consulting Corp.	Alan J. Suskey, President, Suskey Consulting
47	Oviedo Amphitheater	Dru Boulware, Director of Parks and Recreation	Chris Cormody, 407-843-8880

## Budget Development Presenters

3-11-15

46	ZORA! Festival in Eatonville	N.Y. Nathiri, Director	407-647-3307
	<b>On Stand-by</b>		
	High-Impact Television Production	Chris Ranung, President	IATSE Local 477, Compass Chair, 904-806-6369
	African American Research Library and Culture Center	Alisha R. Winn, Ph.D.	
43	Sankofa Project	Charlene Farrington Jones	561-279-8883
48	Vizcaya Museum and Gardens		Dr. Jeffrey Sharkey, Capitol Alliance Group, Inc. 850-224-1660
49	Miami International Boat Show Relocation	David Dickerson, Director of the National Marine Manufacturers Association	Rana Brown, 850-224-3427
	Burnt Store Road		Cari L. Roth, Dean Mead, 850-999-4100
44	Hillsborough County Manufacturing Academy	Ken Jones	Ken Jones, Manager, Hillsborough County Economic Development, 813-272-1143
29	Opa Locka Airport Improvements	Ernie Cambo	<a href="mailto:Ecamb@cpfinv.com">Ecamb@cpfinv.com</a> , 305-460-6262
	City of Fort Lauderdale - Fire Boat		Sen. Sachs's office
	IMG Academy	Chip Merlin	Amanda Stewart, Corcoran & Johnson, 813-527-0172
	National Flight Academy	Cassie Redmyer	850-458-7836
	Sink Holes	John Thompson	Brad Burleson, Ballad Partners, 850-577-0444
	Tampa Innovation Alliance	Mark Sharpe	813-817-2813
	Appropriation for SB 404	Jerry Paul John Thompson	850-386-5267 352-345-5488
	ICAMR	Charles Gray	407-312-1477
	Miami Military Museum	Jess McCarty	305-979-7110
	EcoTech Vision	Pandue Gibson	703-495-3897
	Sulzbacher Center	Erin Willman	904-394-8087
	Escambia Economic Development Project	Fred Donovan	850-776-5157
	Britt Road Bridge Project	Kate Parmelee	772-320-3095
	I75, St. Petersburg	Sally Everett	727-267-2111
	Punta Gorda Airport Facilities for Training	Jerry Paul	850-386-5267
	Florida African American Heritage Network	Althemese Barnes Patsy Eccles	850-766-4266 850-320-1413

APPEARANCE RECORD

waived

3/11/15

Meeting Date

(Deliver BOTH copies of this form to the Senator or Senate Professional Staff conducting the meeting)

SB 346

Bill Number (if applicable)

Topic Bus stop safety

Amendment Barcode (if applicable)

Name Kevin Watson

Job Title Lobbyist

Address 213 S. Adams Street

Phone 224-2078

Tallahassee FL 32301

Email

Speaking: [ ] For [ ] Against [ ] Information

Waive Speaking: [x] In Support [ ] Against (The Chair will read this information into the record.)

Representing Florida Education Association

Appearing at request of Chair: [ ] Yes [ ] No

Lobbyist registered with Legislature: [x] Yes [ ] No

While it is a Senate tradition to encourage public testimony, time may not permit all persons wishing to speak to be heard at this meeting. Those who do speak may be asked to limit their remarks so that as many persons as possible can be heard.

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THE FLORIDA SENATE  
**APPEARANCE RECORD**

*Spoke*

(Deliver BOTH copies of this form to the Senator or Senate Professional Staff conducting the meeting)

3/11/15  
Meeting Date

346  
Bill Number (if applicable)

Topic School Bus Safety

Amendment Barcode (if applicable)

Name Lee Beville

Job Title Bus Driver

Address 37301 MAUDARD  
Street

Phone \_\_\_\_\_

Zephyr Hills  
City State Zip

Email \_\_\_\_\_

Speaking:  For  Against  Information

Waive Speaking:  In Support  Against  
*(The Chair will read this information into the record.)*

Representing USEP

Appearing at request of Chair:  Yes  No

Lobbyist registered with Legislature:  Yes  No

*While it is a Senate tradition to encourage public testimony, time may not permit all persons wishing to speak to be heard at this meeting. Those who do speak may be asked to limit their remarks so that as many persons as possible can be heard.*

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THE FLORIDA SENATE

APPEARANCE RECORD

(Deliver BOTH copies of this form to the Senator or Senate Professional Staff conducting the meeting)

3-11-15

Meeting Date

Bill Number (if applicable)

Topic Quick Response Training

Amendment Barcode (if applicable)

Name Chris Hart

Job Title CEO/President

Address 1580 Waldo Palmer Ln.

Phone 921-3645

Street

Tallahassee

FL

32308

Email

City

State

Zip

Speaking: [ ] For [ ] Against [ ] Information

Waive Speaking: [ ] In Support [ ] Against (The Chair will read this information into the record.)

Representing

Appearing at request of Chair: [x] Yes [ ] No

Lobbyist registered with Legislature: [ ] Yes [ ] No

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THE FLORIDA SENATE  
**APPEARANCE RECORD**

(Deliver BOTH copies of this form to the Senator or Senate Professional Staff conducting the meeting)

Meeting Date \_\_\_\_\_ Bill Number (if applicable) \_\_\_\_\_

Topic Economic Development Transportation Fund Amendment Barcode (if applicable) \_\_\_\_\_

Name Rich Biter

Job Title Asst. Secretary - FDOT

Address \_\_\_\_\_ Phone \_\_\_\_\_

Street \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_

Email \_\_\_\_\_

Speaking:  For  Against  Information

Waive Speaking:  In Support  Against  
*(The Chair will read this information into the record.)*

Representing Florida Department of Transportation

Appearing at request of Chair:  Yes  No

Lobbyist registered with Legislature:  Yes  No

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S-001 (10/14/14)

# APPEARANCE RECORD

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(Deliver BOTH copies of this form to the Senator or Senate Professional Staff conducting the meeting)

Meeting Date \_\_\_\_\_

Bill Number (if applicable) \_\_\_\_\_

Topic FLORIDA Advanced Manufacturing Research Center Amendment Barcode (if applicable) \_\_\_\_\_

Name DON FISHER

Job Title County Manager Osceola County

Address \_\_\_\_\_ Phone \_\_\_\_\_  
*Street*

City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_ Email \_\_\_\_\_

Speaking:  For  Against  Information

Waive Speaking:  In Support  Against  
*(The Chair will read this information into the record.)*

Representing Osceola County

Appearing at request of Chair:  Yes  No

Lobbyist registered with Legislature:  Yes  No

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THE FLORIDA SENATE  
**APPEARANCE RECORD**

(Deliver BOTH copies of this form to the Senator or Senate Professional Staff conducting the meeting)

3/11/15

Meeting Date

Bill Number (if applicable)

Topic Appropriation

Amendment Barcode (if applicable)

Name Mayor Pam Triolo

Job Title Mayor of Lake Worth

Address 7 Dixie Hwy  
Street

Phone 561-518-8434

Lake Worth FL 33460  
City State Zip

Email ptriolo@lakeworth.org

Speaking:  For  Against  Information

Waive Speaking:  In Support  Against  
(The Chair will read this information into the record.)

Representing Lake Worth FL

Appearing at request of Chair:  Yes  No

Lobbyist registered with Legislature:  Yes  No

While it is a Senate tradition to encourage public testimony, time may not permit all persons wishing to speak to be heard at this meeting. Those who do speak may be asked to limit their remarks so that as many persons as possible can be heard.

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**THE FLORIDA SENATE**  
**APPEARANCE RECORD**

(Deliver BOTH copies of this form to the Senator or Senate Professional Staff conducting the meeting)

March 11, 2015

*Meeting Date*

\_\_\_\_\_  
*Bill Number (if applicable)*

Topic Funding Request for the Norton Museum of Art

\_\_\_\_\_  
*Amendment Barcode (if applicable)*

Name Hope Alswang

Job Title CEO

Address 1451 Olive Ave.

Phone (561) 832-5196

*Street*

West Palm Beach

FL

33401

Email alswangh@norton.org

*City*

*State*

*Zip*

Speaking:  For  Against  Information

Waive Speaking:  In Support  Against  
*(The Chair will read this information into the record.)*

Representing The Norton Museum of Art

Appearing at request of Chair:  Yes  No

Lobbyist registered with Legislature:  Yes  No

*While it is a Senate tradition to encourage public testimony, time may not permit all persons wishing to speak to be heard at this meeting. Those who do speak may be asked to limit their remarks so that as many persons as possible can be heard.*

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S-001 (10/14/14)

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THE FLORIDA SENATE

APPEARANCE RECORD

(Deliver BOTH copies of this form to the Senator or Senate Professional Staff conducting the meeting)

4 PRESENTER

3/11/15

Meeting Date

Bill Number (if applicable)

Topic FLORIDAMAKES - \$3.5 million appropriation request Amendment Barcode (if applicable)  
Name NANCY STEPHENS

Job Title EXECUTIVE DIRECTOR, MANUFACTURERS ASSOCIATION OF FLORIDA  
Address 1625 SUMMIT LAKE DRIVE, SUITE 300 Phone <sup>850</sup> 402-2954  
TALLAHASSEE FL 32317 Email nancy@nstephens.com  
City State Zip

Speaking:  For  Against  Information Waive Speaking:  In Support  Against  
(The Chair will read this information into the record.)

Representing MANUFACTURERS ASSOCIATION OF FLORIDA

Appearing at request of Chair:  Yes  No Lobbyist registered with Legislature:  Yes  No

While it is a Senate tradition to encourage public testimony, time may not permit all persons wishing to speak to be heard at this meeting. Those who do speak may be asked to limit their remarks so that as many persons as possible can be heard.

4 for info only

THE FLORIDA SENATE  
**APPEARANCE RECORD**

FOR INFO ONLY 4

(Deliver BOTH copies of this form to the Senator or Senate Professional Staff conducting the meeting)

3-11-15  
Meeting Date

Bill Number (if applicable)

Topic Florida Makes - MEP

Amendment Barcode (if applicable)

Name Jim Huckeba

Job Title C.F.O.

Address P.O. Box 2212

Phone 321-277-5044

Winter Park FL 32790  
City State Zip

Email jim.huckeba@floridamakes.com

Speaking:  For  Against  Information

Waive Speaking:  In Support  Against  
(The Chair will read this information into the record.)

Representing Florida Makes

Appearing at request of Chair:  Yes  No

Lobbyist registered with Legislature:  Yes  No

While it is a Senate tradition to encourage public testimony, time may not permit all persons wishing to speak to be heard at this meeting. Those who do speak may be asked to limit their remarks so that as many persons as possible can be heard.

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# APPEARANCE RECORD

(Deliver BOTH copies of this form to the Senator or Senate Professional Staff conducting the meeting)

3/11/15

Meeting Date

Bill Number (if applicable)

Topic US 19 Revitalization Program

Amendment Barcode (if applicable)

Name Greg Armstrong

Job Title Business Owner

Address 6330 US 19

Phone 727-534-9951

Street

New Port Richey FL

City

State

34652

Zip

Email armgreg@verizon.net

Speaking:  For  Against  Information

Waive Speaking:  In Support  Against  
(The Chair will read this information into the record.)

Representing West Pasco Chamber of Commerce / West Pasco Board of Realtors

Appearing at request of Chair:  Yes  No

Lobbyist registered with Legislature:  Yes  No

While it is a Senate tradition to encourage public testimony, time may not permit all persons wishing to speak to be heard at this meeting. Those who do speak may be asked to limit their remarks so that as many persons as possible can be heard.

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# APPEARANCE RECORD

(Deliver BOTH copies of this form to the Senator or Senate Professional Staff conducting the meeting)

3/11/2015

Meeting Date

Bill Number (if applicable)

Topic CECIL SPACEPORT INFRASTRUCTURE

Amendment Barcode (if applicable)

Name MICHAEL D. STEWART

Job Title DIRECTOR-EXT. AFFAIRS JACKSONVILLE AVIATION

Address 14201 PECAN PARK

Phone 904-741-2721

Street

JAX.,

FL

32218

Email MICHAEL.STEWART@FLYJACKSONVILLE.COM

City

State

Zip

Speaking:  For  Against  Information

Waive Speaking:  In Support  Against  
(The Chair will read this information into the record.)

Representing CECIL SPACEPORT

Appearing at request of Chair:  Yes  No

Lobbyist registered with Legislature:  Yes  No

*While it is a Senate tradition to encourage public testimony, time may not permit all persons wishing to speak to be heard at this meeting. Those who do speak may be asked to limit their remarks so that as many persons as possible can be heard.*

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THE FLORIDA SENATE

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# APPEARANCE RECORD

(Deliver BOTH copies of this form to the Senator or Senate Professional Staff conducting the meeting)

3-11-15

Meeting Date

Bill Number (if applicable)

Topic Hernando County MRO

Amendment Barcode (if applicable)

Name Leonard Sossamon

Job Title County Administrator

Address 20 N Main St, Room 263

Phone 352-754-4002

Brooksville Florida 34601

Street

City

State

Zip

Email LSossamon@hernandocounty.us

Speaking:  For  Against  Information

Waive Speaking:  In Support  Against  
(The Chair will read this information into the record.)

Representing Hernando County

Appearing at request of Chair:  Yes  No

Lobbyist registered with Legislature:  Yes  No

While it is a Senate tradition to encourage public testimony, time may not permit all persons wishing to speak to be heard at this meeting. Those who do speak may be asked to limit their remarks so that as many persons as possible can be heard.

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S-001 (10/14/14)

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# APPEARANCE RECORD

(Deliver BOTH copies of this form to the Senator or Senate Professional Staff conducting the meeting)

March 11, 2015

Meeting Date

Bill Number (if applicable)

Topic The Underline - Appropriations Request

Amendment Barcode (if applicable)

Name Meg Daly

Job Title President, Founder Friends of The Underline

Address 1004 Cotorro Avenue

Phone 305-439-1199

Street

Coconut Gables Fl 33146

Email info@theunderline.org

City

State

Zip

Speaking:  For  Against  Information

Waive Speaking:  In Support  Against  
(The Chair will read this information into the record.)

Representing The Underline

Appearing at request of Chair:  Yes  No

Lobbyist registered with Legislature:  Yes  No

*(request previous meeting)*

While it is a Senate tradition to encourage public testimony, time may not permit all persons wishing to speak to be heard at this meeting. Those who do speak may be asked to limit their remarks so that as many persons as possible can be heard.

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# APPEARANCE RECORD

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(Deliver BOTH copies of this form to the Senator or Senate Professional Staff conducting the meeting)

3-11-15

Meeting Date

Bill Number (if applicable)

Topic City of Miami Marine Stadium

Amendment Barcode (if applicable)

Name Alice Bravo

Job Title Deputy City Manager

Address 444 SW 2 Ave  
Street

Phone 305-458-7541

Miami FL 33133  
City State Zip

Email abravo@miamigov.com

Speaking:  For  Against  Information

Waive Speaking:  In Support  Against  
(The Chair will read this information into the record.)

Representing City of Miami

Appearing at request of Chair:  Yes  No

Lobbyist registered with Legislature:  Yes  No

*While it is a Senate tradition to encourage public testimony, time may not permit all persons wishing to speak to be heard at this meeting. Those who do speak may be asked to limit their remarks so that as many persons as possible can be heard.*

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# APPEARANCE RECORD

(Deliver BOTH copies of this form to the Senator or Senate Professional Staff conducting the meeting)

3/10/15  
Meeting Date

Open mil  
Bill Number (if applicable)  
Project

Topic Glades County Regional Training Center Funding Amendment Barcode (if applicable)

Name Paul Carlisle

Job Title County Manager

Address 500 Ave. J Moore Haven  
Street

Phone 863-946-6000

Moore Haven FL 33471  
City State Zip

Email pcarlisle@myglades.com

Speaking:  For  Against  Information

Waive Speaking:  In Support  Against  
(The Chair will read this information into the record.)

Representing Glades County

Appearing at request of Chair:  Yes  No

Lobbyist registered with Legislature:  Yes  No

While it is a Senate tradition to encourage public testimony, time may not permit all persons wishing to speak to be heard at this meeting. Those who do speak may be asked to limit their remarks so that as many persons as possible can be heard.

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# APPEARANCE RECORD

(Deliver BOTH copies of this form to the Senator or Senate Professional Staff conducting the meeting)

3-11-15

Meeting Date

Bill Number (if applicable)

Topic Metropolitan Ministries Transitional Housing II

Amendment Barcode (if applicable)

Name Tim Marks

Job Title CEO & President

Address 2002 N Florida Av  
Street

Phone 813-209-1250

Tampa FL 33602  
City State Zip

Email Tim.Marks@metromin.org

Speaking:  For  Against  Information

Waive Speaking:  In Support  Against  
(The Chair will read this information into the record.)

Representing Metropolitan Ministries

Appearing at request of Chair:  Yes  No

Lobbyist registered with Legislature:  Yes  No

*While it is a Senate tradition to encourage public testimony, time may not permit all persons wishing to speak to be heard at this meeting. Those who do speak may be asked to limit their remarks so that as many persons as possible can be heard.*

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# APPEARANCE RECORD

(Deliver BOTH copies of this form to the Senator or Senate Professional Staff conducting the meeting)

3.11.15

Meeting Date

Bill Number (if applicable)

Topic Qualified Television Revolving Loan Fund

Amendment Barcode (if applicable)

Name Brunson Green

Job Title PRODUCER

Address 1423 NEWNING AVE

Phone 310/526-7500

Street

AUSTIN

TX

78704

Email brunson@harbinger

City

State

Zip

Pictures: Lem

Speaking:  For  Against  Information

Waive Speaking:  In Support  Against  
(The Chair will read this information into the record.)

Representing Self

Appearing at request of Chair:  Yes  No

Lobbyist registered with Legislature:  Yes  No

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THE FLORIDA SENATE

APPEARANCE RECORD

(Deliver BOTH copies of this form to the Senator or Senate Professional Staff conducting the meeting)



3/11/2015  
Meeting Date

Bill Number (if applicable)

Topic \_\_\_\_\_

Amendment Barcode (if applicable)

Name Pat Patterson

Job Title Volusia County Council Member

Address 3916 Lake Charles RD

Phone 386-717-3450

Deland FL 32724

City State Zip

Email ppatterson@Volusia.org

Speaking:  For  Against  Information

Waive Speaking:  In Support  Against  
(The Chair will read this information into the record.)

Representing Volusia County

Appearing at request of Chair:  Yes  No

Lobbyist registered with Legislature:  Yes  No

While it is a Senate tradition to encourage public testimony, time may not permit all persons wishing to speak to be heard at this meeting. Those who do speak may be asked to limit their remarks so that as many persons as possible can be heard.

This form is part of the public record for this meeting.

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THE FLORIDA SENATE

28-30

APPEARANCE RECORD

(Deliver BOTH copies of this form to the Senator or Senate Professional Staff conducting the meeting)



3/11/15

Meeting Date

Bill Number (if applicable)

Topic LEGISLATIVE APPROPRIATION REQUEST

Amendment Barcode (if applicable)

Name TODD J. BONARREW

Job Title LEGISLATIVE ACCOUNTS DIRECTOR

Address 301 N. OLIVE AVE STE. 1101

Phone (60) 357-3451

Street

CITY WEST PALM BEACH FL STATE ZIP 33401

Email thalarr@phcgov.org

Speaking: [X] For [ ] Against [X] Information

Waive Speaking: [ ] In Support [ ] Against (The Chair will read this information into the record.)

Representing PALM BEACH COUNTY

Appearing at request of Chair: [X] Yes [ ] No

Lobbyist registered with Legislature: [X] Yes [ ] No

While it is a Senate tradition to encourage public testimony, time may not permit all persons wishing to speak to be heard at this meeting. Those who do speak may be asked to limit their remarks so that as many persons as possible can be heard.

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# APPEARANCE RECORD

(Deliver BOTH copies of this form to the Senator or Senate Professional Staff conducting the meeting)

March 11, 2015

Meeting Date

Bill Number (if applicable)

Topic Fort Lauderdale Rapid ReHousing Request

Amendment Barcode (if applicable)

Name Jerri Pryor

Job Title Homeless Intentions Administrator

Address 100 N Andrews Ave, 5th Floor

Phone 954828 5024

~~Street~~

Fort Lauderdale FL 33301

City

State

Zip

Email JPRyor@FortLauderdale.gov

Speaking:  For  Against  Information

Waive Speaking:  In Support  Against  
(The Chair will read this information into the record.)

Representing City of Fort Lauderdale

Appearing at request of Chair:  Yes  No

Lobbyist registered with Legislature:  Yes  No

*While it is a Senate tradition to encourage public testimony, time may not permit all persons wishing to speak to be heard at this meeting. Those who do speak may be asked to limit their remarks so that as many persons as possible can be heard.*

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# APPEARANCE RECORD

(Deliver BOTH copies of this form to the Senator or Senate Professional Staff conducting the meeting)

3/11/2015  
Meeting Date

\_\_\_\_\_  
Bill Number (if applicable)

Topic Rapid Rehousing - Homeless Initiative

\_\_\_\_\_  
Amendment Barcode (if applicable)

Name Jaclyn Meli

Job Title Grants Administration and Compliance Officer

Address 100 N. Andrews Avenue.  
Street

Phone 954-828-5227

Fort Lauderdale FL. 33301  
City State Zip

Email jmelia@fortlauderdale.gov

Speaking:  For  Against  Information

Waive Speaking:  In Support  Against  
(The Chair will read this information into the record.)

Representing City of Fort Lauderdale

Appearing at request of Chair:  Yes  No

Lobbyist registered with Legislature: ~~Yes~~  No

*While it is a Senate tradition to encourage public testimony, time may not permit all persons wishing to speak to be heard at this meeting. Those who do speak may be asked to limit their remarks so that as many persons as possible can be heard.*

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# APPEARANCE RECORD

(Deliver BOTH copies of this form to the Senator or Senate Professional Staff conducting the meeting)

3/11/15

Meeting Date

Workshop.

Bill Number (if applicable)

Topic Entrepreneurship + Technology

Amendment Barcode (if applicable)

Name Dr. Djuradj Babich

Job Title Director, School of Engineering & Technology

Address 300 NE 2 Ave

Phone \_\_\_\_\_

Street

Miami

33132

Email \_\_\_\_\_

City

State

Zip

Speaking:  For  Against  Information

Waive Speaking:  In Support  Against  
*(The Chair will read this information into the record.)*

Representing Miami Dade College

Appearing at request of Chair:  Yes  No

Lobbyist registered with Legislature:  Yes  No

*While it is a Senate tradition to encourage public testimony, time may not permit all persons wishing to speak to be heard at this meeting. Those who do speak may be asked to limit their remarks so that as many persons as possible can be heard.*

**This form is part of the public record for this meeting.**

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APPEARANCE RECORD

15

3/11/15

(Deliver BOTH copies of this form to the Senator or Senate Professional Staff conducting the meeting)



Meeting Date

Bill Number (if applicable)

Topic MIAMI Bch TRANSPORTATION

Amendment Barcode (if applicable)

Name JOSE GONZALEZ

Job Title TRANSPORTATION DIR

Address

Phone 786 295 6863

Street

MIAMI Bch FL

Email

City

State

Zip

Speaking: [X] For [ ] Against [ ] Information

Waive Speaking: [ ] In Support [ ] Against (The Chair will read this information into the record.)

Representing City of Miami Bch

Appearing at request of Chair: [X] Yes [ ] No

Lobbyist registered with Legislature: [ ] Yes [X] No

While it is a Senate tradition to encourage public testimony, time may not permit all persons wishing to speak to be heard at this meeting. Those who do speak may be asked to limit their remarks so that as many persons as possible can be heard.

This form is part of the public record for this meeting.

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THE FLORIDA SENATE

APPEARANCE RECORD

(Deliver BOTH copies of this form to the Senator or Senate Professional Staff conducting the meeting)

3-11-15

Meeting Date

Bill Number (if applicable)

Topic Whiting Aviation PARK

Amendment Barcode (if applicable)

Name DON SALTER

Job Title SANTA ROSA COUNTY COMMISSIONER - CHAIRMAN

Address 6495 CAROLINE ST.

Phone 850 - 983 - 1877

MILTON, FL 32570

Email COMM - SALTER@SANTAROSA  
FL.GOV

Speaking:  For  Against  Information

Waive Speaking:  In Support  Against  
(The Chair will read this information into the record.)

Representing SANTA ROSA COUNTY

Appearing at request of Chair:  Yes  No

Lobbyist registered with Legislature:  Yes  No

While it is a Senate tradition to encourage public testimony, time may not permit all persons wishing to speak to be heard at this meeting. Those who do speak may be asked to limit their remarks so that as many persons as possible can be heard.

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THE FLORIDA SENATE  
**APPEARANCE RECORD**

(Deliver BOTH copies of this form to the Senator or Senate Professional Staff conducting the meeting)

3/11/15  
Meeting Date

NA  
Bill Number (if applicable)

Topic FAU Tech Runway

NA  
Amendment Barcode (if applicable)

Name KIMBERLY GEMMA

Job Title ASSOCIATE VICE PRESIDENT

Address 777 GLADES RD BOCA RATON  
Street

Phone 561 2978000

FL 33431  
City State Zip

Email KGEMMA@FAU.EDU

Speaking:  For  Against  Information

Waive Speaking:  In Support  Against  
(The Chair will read this information into the record.)

Representing Florida Atlantic University TECH RUNWAY

Appearing at request of Chair:  Yes  No

Lobbyist registered with Legislature:  Yes  No

*While it is a Senate tradition to encourage public testimony, time may not permit all persons wishing to speak to be heard at this meeting. Those who do speak may be asked to limit their remarks so that as many persons as possible can be heard.*

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# APPEARANCE RECORD

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(Deliver BOTH copies of this form to the Senator or Senate Professional Staff conducting the meeting)

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3/11/13

Meeting Date

NA  
Bill Number (if applicable)

NA  
Amendment Barcode (if applicable)

Topic FREE TAX PREPARATION + FINANCIAL LITERACY (9:20 AM REQUEST)

Name TED GRANGER

Job Title PRESIDENT

Address 307 E 7<sup>th</sup> AVE  
Street

Phone 850-448-8276

TALAHASSEE FL 32303  
City State Zip

Email TEGRANGER@UWOF.ORG

Speaking:  For  Against  Information

Waive Speaking:  In Support  Against  
(The Chair will read this information into the record.)

Representing UNITED WAY OF FLORIDA

Appearing at request of Chair:  Yes  No

Lobbyist registered with Legislature:  Yes  No

While it is a Senate tradition to encourage public testimony, time may not permit all persons wishing to speak to be heard at this meeting. Those who do speak may be asked to limit their remarks so that as many persons as possible can be heard.

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THE FLORIDA SENATE

APPEARANCE RECORD

(Deliver BOTH copies of this form to the Senator or Senate Professional Staff conducting the meeting)

Meeting Date 3/11/15

Bill Number (if applicable)

Topic Pinellas Suncoast Transit Authority

Amendment Barcode (if applicable)

Name Brad Miller BRT Project

Job Title CEO

Address 3201 Scherer Dr. Phone \_\_\_\_\_

Street St. Pete City FL State 33716 Zip  Email \_\_\_\_\_

Speaking:  For  Against  Information

Waive Speaking:  In Support  Against  
(The Chair will read this information into the record.)

Representing Pinellas Suncoast Transit Authority

Appearing at request of Chair:  Yes  No

Lobbyist registered with Legislature:  Yes  No

While it is a Senate tradition to encourage public testimony, time may not permit all persons wishing to speak to be heard at this meeting. Those who do speak may be asked to limit their remarks so that as many persons as possible can be heard.

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# APPEARANCE RECORD

(Deliver BOTH copies of this form to the Senator or Senate Professional Staff conducting the meeting)

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3-11-15

Meeting Date

Bill Number (if applicable)

Topic Site Certification

Amendment Barcode (if applicable)

Name John L. Hutchinson

Job Title President - Hutch-Touch Consulting

Address 3451 DAKMONT DRIVE

Phone 850-324-0099

Street

PENSACOLA

FL

32503

Email JLHUTH@cox.net

City

State

Zip

Speaking:  For  Against  Information

Waive Speaking:  In Support  Against  
(The Chair will read this information into the record.)

Representing GULF POWER CO

Appearing at request of Chair:  Yes  No

Lobbyist registered with Legislature:  Yes  No

*While it is a Senate tradition to encourage public testimony, time may not permit all persons wishing to speak to be heard at this meeting. Those who do speak may be asked to limit their remarks so that as many persons as possible can be heard.*

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THE FLORIDA SENATE

APPEARANCE RECORD

(Deliver BOTH copies of this form to the Senator or Senate Professional Staff conducting the meeting)

3/11/2015

Meeting Date

Bill Number (if applicable)

Topic Funding Request

Amendment Barcode (if applicable)

Name Brynne Anne Besio

Job Title Chief Executive Officer, The South Florida Museum

Address 201 10th St. West

Phone 941-746-4131, ext. 18

Street

Bradenton

FL

34205

Email bbesio@southfloridamuseum.org

City

State

Zip

Speaking:  For  Against  Information

Waive Speaking:  In Support  Against  
(The Chair will read this information into the record.)

Representing The South Florida Museum

Appearing at request of Chair:  Yes  No

Lobbyist registered with Legislature:  Yes  No

While it is a Senate tradition to encourage public testimony, time may not permit all persons wishing to speak to be heard at this meeting. Those who do speak may be asked to limit their remarks so that as many persons as possible can be heard.

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THE FLORIDA SENATE  
**APPEARANCE RECORD**

(Deliver BOTH copies of this form to the Senator or Senate Professional Staff conducting the meeting)

3/11/15

Meeting Date

Bill Number (if applicable)

Topic Farebox Funding

Amendment Barcode (if applicable)

Name Katharine Eagan

Job Title CEO, HART

Address 1201 E. 7<sup>th</sup> Ave

Phone 813 384 6367

Street

Tampa

City

FL

State

33605

Zip

Email eagank@gohart.org

Speaking:  For  Against  Information

Waive Speaking:  In Support  Against  
(The Chair will read this information into the record.)

Representing HART

Appearing at request of Chair:  Yes  No

Lobbyist registered with Legislature:  Yes  No

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# THE FLORIDA SENATE APPEARANCE RECORD

(Deliver BOTH copies of this form to the Senator or Senate Professional Staff conducting the meeting)

Meeting Date \_\_\_\_\_ Bill Number (if applicable) \_\_\_\_\_

Topic PANAMA CITY / WATSON Bayou Dredge Amendment Barcode (if applicable) \_\_\_\_\_

Name Bob English

Job Title CITY ENGINEER

Address 9 Harrison

Phone 850 - 873-3515

Street PANAMA CITY FL  
City State Zip

Email benglish@pcgov.org

Speaking:  For  Against  Information

Waive Speaking:  In Support  Against  
(The Chair will read this information into the record.)

Representing \_\_\_\_\_

Appearing at request of Chair:  Yes  No

Lobbyist registered with Legislature:  Yes  No

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THE FLORIDA SENATE

APPEARANCE RECORD

(Deliver BOTH copies of this form to the Senator or Senate Professional Staff conducting the meeting)

3.11.15

Meeting Date

Bill Number (if applicable)

Topic SUNNY Isles Beach NORTH BAY ROAD (174th St) Emergency Pedestrian Bridge

Amendment Barcode (if applicable)

Name KATHRYN McDONOUGH

Job Title ASST. to City MANAGER

Address 18070 COLLINS AVENUE

Phone 305-792-1811

Street

SUNNY Isles Beach FL 33160

Email kmcdonough@sibfl.net

City

State

Zip

Speaking: [ ] For [ ] Against [X] Information

Waive Speaking: [ ] In Support [ ] Against (The Chair will read this information into the record.)

Representing CITY of SUNNY Isles Beach

Appearing at request of Chair: [ ] Yes [X] No

Lobbyist registered with Legislature: [ ] Yes [X] No

While it is a Senate tradition to encourage public testimony, time may not permit all persons wishing to speak to be heard at this meeting. Those who do speak may be asked to limit their remarks so that as many persons as possible can be heard.

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THE FLORIDA SENATE

APPEARANCE RECORD

(Deliver BOTH copies of this form to the Senator or Senate Professional Staff conducting the meeting)

3-11-15

Meeting Date

Bill Number (if applicable)

Topic TRANSPORTATION

Amendment Barcode (if applicable)

Name ERNEST CAMBO

Job Title PRINCIPAL

Address 14850 NW 56<sup>th</sup> CT #110

Phone 305 303 9894

Street

MIAMI

FL

33054

Email ecambo@cpri.com

City

State

Zip

Speaking:  For  Against  Information

Waive Speaking:  In Support  Against  
(The Chair will read this information into the record.)

Representing AVE AVIATION AND COMMERCE CENTER

Appearing at request of Chair:  Yes  No

Lobbyist registered with Legislature:  Yes  No

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THE FLORIDA SENATE

APPEARANCE RECORD

(Deliver BOTH copies of this form to the Senator or Senate Professional Staff conducting the meeting)

3/11/15

Meeting Date

Bill Number (if applicable)

Topic Restoration of TANF Workforce Funds

Amendment Barcode (if applicable)

Name Bruce Ferguson

Job Title President; Florida Workforce Development Assoc.

Address 1845 Town Center Blvd.; Suite 250

Phone 904-868-8062

Street

Fleming Island

FL

32003

City

State

Zip

Email bferguson@careersource.net.fl.com

Speaking:  For  Against  Information

Waive Speaking:  In Support  Against (The Chair will read this information into the record.)

Representing Florida Workforce Development Association

Appearing at request of Chair:  Yes  No

Lobbyist registered with Legislature:  Yes  No

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# APPEARANCE RECORD

(Deliver BOTH copies of this form to the Senator or Senate Professional Staff conducting the meeting)

11 MAR 15

Meeting Date

Bill Number (if applicable)

Topic TAMPA INNOVATION ALLIANCE

Amendment Barcode (if applicable)

Name MARK SHARPE

Job Title EXECUTIVE DIRECTOR

Address 3702 SPECTRUM BLVD

Phone 813 974 9212

Street

TAMPA FL 33612

Email Mark@TampaInnovation.com

City

State

Zip

Speaking:  For  Against  Information

Waive Speaking:  In Support  Against  
(The Chair will read this information into the record.)

Representing TAMPA INNOVATION ALLIANCE

Appearing at request of Chair:  Yes  No

Lobbyist registered with Legislature:  Yes  No

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THE FLORIDA SENATE  
**APPEARANCE RECORD**

(Deliver BOTH copies of this form to the Senator or Senate Professional Staff conducting the meeting)

3/11/15

Meeting Date

Bill Number (if applicable)

Topic Ma Barker Law Enforcement Museum

Amendment Barcode (if applicable)

Name Kathy Bryant

Job Title Marion County Commissioner

Address 601 SE 25<sup>th</sup> Ave

Phone \_\_\_\_\_

Street

Ocala

FL

34471

Email Kathy.bryant@marioncountyfl.org

City

State

Zip

Speaking:  For  Against  Information

Waive Speaking:  In Support  Against  
(The Chair will read this information into the record.)

Representing Marion County Board of County Commissioners

Appearing at request of Chair:  Yes  No

Lobbyist registered with Legislature:  Yes  No

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THE FLORIDA SENATE  
APPEARANCE RECORD

(Deliver BOTH copies of this form to the Senator or Senate Professional Staff conducting the meeting)

03/11/2015

Meeting Date

Bill Number (if applicable)

Topic HURRICANE EVACUATION ROUTE SAFETY PROGRAM

Amendment Barcode (if applicable)

Name BOB TOWNSEND - SIGNAL SAFE, INC

Job Title PRESIDENT

Address 97 WALLINGFORD ST

Phone 561-248-8894

Street

FROST PROOF

FL

33843

Email BOB@SIGNALSAFE.NET

City

State

Zip

Speaking:  For  Against  Information

Waive Speaking:  In Support  Against  
(The Chair will read this information into the record.)

Representing SIGNAL SAFE, INC

Appearing at request of Chair:  Yes  No

Lobbyist registered with Legislature:  Yes  No

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S-001 (10/14/14)

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# APPEARANCE RECORD

(Deliver BOTH copies of this form to the Senator or Senate Professional Staff conducting the meeting)

3/11/15

Meeting Date

Bill Number (if applicable)

Topic PALM BAY RANGER PROJECT

Amendment Barcode (if applicable)

Name CHIEF MARK RENKENS / LI. TIM LANCASTER

Job Title \_\_\_\_\_

Address 130 MALABAR RD SE

Phone 321-952-3458

Street

Palm Bay

City

FL

State

Zip

Email LANCAT@PBFL.ORG

Speaking:  For  Against  Information

Waive Speaking:  In Support  Against  
(The Chair will read this information into the record.)

Representing PALM BAY POLICE DEPT

Appearing at request of Chair:  Yes  No

Lobbyist registered with Legislature:  Yes  No

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THE FLORIDA SENATE  
**APPEARANCE RECORD**

(Deliver BOTH copies of this form to the Senator or Senate Professional Staff conducting the meeting)

Meeting Date \_\_\_\_\_

Bill Number (if applicable) \_\_\_\_\_

Topic PALM BAY RANCH PROJECT

Amendment Barcode (if applicable) \_\_\_\_\_

Name TIM LANCASTER

Job Title LIEUTENANT - PALM BAY POLICE

Address 130 MALABAR RD SE  
Street  
Palm Bay FL 32909  
City State Zip

Phone 321-952-3465  
LANCAT@  
Email ~~LANCAT@~~ PBF6.ORG

Speaking:  For  Against  Information

Waive Speaking:  In Support  Against  
(The Chair will read this information into the record.)

Representing Palm Bay Police

Appearing at request of Chair:  Yes  No

Lobbyist registered with Legislature:  Yes  No

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THE FLORIDA SENATE

APPEARANCE RECORD

(Deliver BOTH copies of this form to the Senator or Senate Professional Staff conducting the meeting)

March 11, 2015

Meeting Date

Bill Number (if applicable)

Topic Senate Appropriation Presentation

Amendment Barcode (if applicable)

Name Craig Mundt

Job Title Vice President and member of the Board of Directors for the Navy Seal Museum

Address 3300 N. Highway A1A

Phone 772-595-5845

Street

Fort Pierce

FL

34949

Email fogartyn@stlucieco.org

City

State

Zip

Speaking:  For  Against  Information

Waive Speaking:  In Support  Against  
(The Chair will read this information into the record.)

Representing Navy Seal Museum

Appearing at request of Chair:  Yes  No

Lobbyist registered with Legislature:  Yes  No

While it is a Senate tradition to encourage public testimony, time may not permit all persons wishing to speak to be heard at this meeting. Those who do speak may be asked to limit their remarks so that as many persons as possible can be heard.

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S-001 (10/14/14)

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THE FLORIDA SENATE  
**APPEARANCE RECORD**

(Deliver BOTH copies of this form to the Senator or Senate Professional Staff conducting the meeting)

3/11/15

Meeting Date

Bill Number (if applicable)

Topic Brevard Field of Dreams

Amendment Barcode (if applicable)

Name Holly Woolsey

Job Title Legislative Aide, Brevard County Commissioner Robin Fisher

Address 400 South St. Suite 1A

Phone 321 264-6750

Street

Dunwoody Fl

City

FL

State

32780

Zip

Email holly.woolsey@brevard  
County, FL

Speaking:  For  Against  Information

Waive Speaking:  In Support  Against  
(The Chair will read this information into the record.)

Representing Brevard County Field of Dreams

Appearing at request of Chair:  Yes  No

Lobbyist registered with Legislature:  Yes  No

While it is a Senate tradition to encourage public testimony, time may not permit all persons wishing to speak to be heard at this meeting. Those who do speak may be asked to limit their remarks so that as many persons as possible can be heard.

This form is part of the public record for this meeting.

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THE FLORIDA SENATE  
**APPEARANCE RECORD**

March 11, 2015 (Deliver BOTH copies of this form to the Senator or Senate Professional Staff conducting the meeting)

Meeting Date

Bill Number (if applicable)

Topic The Florida Orchestra Funding Request

Amendment Barcode (if applicable)

Name Michael Pastreich

Job Title President & CEO

Address 244 Second Avenue N. Suite 420

Phone 727-362-5454

St. Petersburg FL 33701

City State Zip

Email mpastreich@FloridaOrchestra.org

Speaking:  For  Against  Information

Waive Speaking:  In Support  Against  
(The Chair will read this information into the record.)

Representing The Florida Orchestra

Appearing at request of Chair:  Yes  No

Lobbyist registered with Legislature:  Yes  No

While it is a Senate tradition to encourage public testimony, time may not permit all persons wishing to speak to be heard at this meeting. Those who do speak may be asked to limit their remarks so that as many persons as possible can be heard.

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not on list

APPEARANCE RECORD

(Deliver BOTH copies of this form to the Senator or Senate Professional Staff conducting the meeting)

3/11/15  
Meeting Date

N/A  
Bill Number (if applicable)

Topic Ludlam TRAIL Amendment Barcode (if applicable)

Name Comm Rebecca Sosa

Job Title Comm Miami-Dade

Address 111 NW 1st St Phone \_\_\_\_\_

Miami 33134  
City State Zip Email \_\_\_\_\_

Speaking:  For  Against  Information  
Waive Speaking:  In Support  Against  
(The Chair will read this information into the record.)

Representing Miami-Dade County

Appearing at request of Chair:  Yes  No  
Lobbyist registered with Legislature:  Yes  No

While it is a Senate tradition to encourage public testimony, time may not permit all persons wishing to speak to be heard at this meeting. Those who do speak may be asked to limit their remarks so that as many persons as possible can be heard.

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not on list

# APPEARANCE RECORD

(Deliver BOTH copies of this form to the Senator or Senate Professional Staff conducting the meeting)

3/11/15

Meeting Date

Bill Number (if applicable)

Topic Appropriation Request

Amendment Barcode (if applicable)

Name Jennifer Mitchell - The Circus Arts Conservatory

Job Title Managing Director

Address 2075 Bahia Vista St

Phone 941-556-5346

Street

Sarasota  
City

FL  
State

34239  
Zip

Email JMitchell@CircusArts.org

Speaking:  For  Against  Information

Waive Speaking:  In Support  Against  
*(The Chair will read this information into the record.)*

Representing The Circus Arts Conservatory

Appearing at request of Chair:  Yes  No

Lobbyist registered with Legislature:  Yes  No

*While it is a Senate tradition to encourage public testimony, time may not permit all persons wishing to speak to be heard at this meeting. Those who do speak may be asked to limit their remarks so that as many persons as possible can be heard.*

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# APPEARANCE RECORD

(Deliver BOTH copies of this form to the Senator or Senate Professional Staff conducting the meeting)

3/11/15

Meeting Date

Bill Number (if applicable)

Topic City of North Miami Beach/SR 826 U-Turn

Amendment Barcode (if applicable)

Name Mayor George Vallejo

Job Title

Address 17011 NE 19th Avenue

Phone (305) 948-2900

Street

North Miami Beach, FL 33162

Email george.vallejo@citynmb.com

City

State

Zip

Speaking:  For  Against  Information

Waive Speaking:  In Support  Against  
(The Chair will read this information into the record.)

Representing City of North Miami Beach

Appearing at request of Chair:  Yes  No

Lobbyist registered with Legislature:  Yes  No

*While it is a Senate tradition to encourage public testimony, time may not permit all persons wishing to speak to be heard at this meeting. Those who do speak may be asked to limit their remarks so that as many persons as possible can be heard.*

**This form is part of the public record for this meeting.**

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not on list

# APPEARANCE RECORD

(Deliver BOTH copies of this form to the Senator or Senate Professional Staff conducting the meeting)

3-11-15

Meeting Date

Bill Number (if applicable)

Topic Green ways + TRAILS for MIAMI-DADE

Amendment Barcode (if applicable)

Name JACK KARDYS

Job Title DIRECTOR, MIAMI-DADE COUNTY P+R

Address 275 NW 2ND ST

Phone 305-755-7903

Street

MIAMI,

FL

33128

City

State

Zip

Email KARDYS@MIAMI DADE  
gov

Speaking:  For  Against  Information

Waive Speaking:  In Support  Against  
(The Chair will read this information into the record.)

Representing \_\_\_\_\_

Appearing at request of Chair:  Yes  No

Lobbyist registered with Legislature:  Yes  No

While it is a Senate tradition to encourage public testimony, time may not permit all persons wishing to speak to be heard at this meeting. Those who do speak may be asked to limit their remarks so that as many persons as possible can be heard.

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# APPEARANCE RECORD

(Deliver BOTH copies of this form to the Senator or Senate Professional Staff conducting the meeting)

3-11-15

Meeting Date

Bill Number (if applicable)

Topic Brevard Emergency Operations Center

Amendment Barcode (if applicable)

Name Kimberly Prosser

Job Title Emergency Management Director, Brevard County

Address 1746 Cedar Street

Phone 321-637-6670

Street

Rockledge, FL

City

State

32955

Zip

Email kimberly.prosser@brevardcounty.us

Speaking:  For  Against  Information

Waive Speaking:  In Support  Against  
(The Chair will read this information into the record.)

Representing Brevard County

Appearing at request of Chair:  Yes  No

Lobbyist registered with Legislature:  Yes  No

While it is a Senate tradition to encourage public testimony, time may not permit all persons wishing to speak to be heard at this meeting. Those who do speak may be asked to limit their remarks so that as many persons as possible can be heard.

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THE FLORIDA SENATE  
**APPEARANCE RECORD**

Spady 50

(Deliver BOTH copies of this form to the Senator or Senate Professional Staff conducting the meeting)

3/11/15

Meeting Date

Bill Number (if applicable)

Topic Sankofa Project

Amendment Barcode (if applicable)

Name Charlene Farrington Jones

Job Title Museum Director

Address 170 NW 5 Ave

Phone 561 279 8883

Delray Beach FL ~~33445~~  
City State Zip

Email cfjones@spadyMUSEUM.ORG

Speaking:  For  Against  Information

Waive Speaking:  In Support  Against  
*(The Chair will read this information into the record.)*

Representing Spady Cultural Heritage Museum

Appearing at request of Chair:  Yes  No

Lobbyist registered with Legislature:  Yes  No

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THE FLORIDA SENATE  
**APPEARANCE RECORD**

(Deliver BOTH copies of this form to the Senator or Senate Professional Staff conducting the meeting)

3/11/15  
Meeting Date

Bill Number (if applicable)

Topic Hillsborough Manufacturing Academy Amendment Barcode (if applicable)  
Name Ken Jones proposal

Job Title Project Manager - Hillsborough County  
Address 601 E Kennedy Blvd Phone 813-272-1143  
City Tampa State FL Zip 33602 Email JONESKE@HILLSBOROUGH  
COUNTY, ORG

Speaking:  For  Against  Information  
Waive Speaking:  In Support  Against  
(The Chair will read this information into the record.)

Representing Hillsborough County

Appearing at request of Chair:  Yes  No  
Lobbyist registered with Legislature:  Yes  No

While it is a Senate tradition to encourage public testimony, time may not permit all persons wishing to speak to be heard at this meeting. Those who do speak may be asked to limit their remarks so that as many persons as possible can be heard.

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# APPEARANCE RECORD

(Deliver BOTH copies of this form to the Senator or Senate Professional Staff conducting the meeting)

3/11/15

Meeting Date

Bill Number (if applicable)

Topic DEERING ESTATE FOUNDATION

Amendment Barcode (if applicable)

Name PETER A. ENCLAND

Job Title TRUSTEE

Address 7620 SW 171 ST.

Phone 305-965-2246

Street

PALMERS BAY, FL 33157

Email PETERAENCLAND@GMAIL.COM

City

State

Zip

Speaking:  For  Against  Information

Waive Speaking:  In Support  Against  
(The Chair will read this information into the record.)

Representing DEERING ESTATE FOUNDATION

Appearing at request of Chair:  Yes  No

Lobbyist registered with Legislature:  Yes  No

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This form is part of the public record for this meeting.

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# APPEARANCE RECORD

(Deliver BOTH copies of this form to the Senator or Senate Professional Staff conducting the meeting)

3/11/2015  
Meeting Date

\_\_\_\_\_  
Bill Number (if applicable)

Topic ZORA's Milestone

\_\_\_\_\_  
Amendment Barcode (if applicable)

Name N.Y. Nathuri

Job Title ZORA's Festival Director

Address 227 E. Kennedy Blvd

Phone 707-782-7097

Street  
Eatonville FL 32751  
City State Zip

Email NYEpreserve@EATONVILLE.ORG

Speaking:  For  Against  Information

Waive Speaking:  In Support  Against  
(The Chair will read this information into the record.)

Representing Assoc. to Pres. Eatonville

Appearing at request of Chair:  Yes  No

Lobbyist registered with Legislature:  Yes  No

*While it is a Senate tradition to encourage public testimony, time may not permit all persons wishing to speak to be heard at this meeting. Those who do speak may be asked to limit their remarks so that as many persons as possible can be heard.*

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# APPEARANCE RECORD

(Deliver BOTH copies of this form to the Senator or Senate Professional Staff conducting the meeting)

3/11/15

Meeting Date

Bill Number (if applicable)

Topic Center Lake Park Amphitheatre & Cultural Center Amendment Barcode (if applicable)

Name DRU BOWLWARE

Job Title Recreation & Parks Director

Address 400 Alexandria Blvd.

Phone 407-971-5561

Street

Oviedo

FL

32765

Email dbowlware@cityofoviedo.net

City

State

Zip

Speaking:  For  Against  Information

Waive Speaking:  In Support  Against  
(The Chair will read this information into the record.)

Representing City of Oviedo

Appearing at request of Chair:  Yes  No

Lobbyist registered with Legislature:  Yes  No

While it is a Senate tradition to encourage public testimony, time may not permit all persons wishing to speak to be heard at this meeting. Those who do speak may be asked to limit their remarks so that as many persons as possible can be heard.

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THE FLORIDA SENATE  
**APPEARANCE RECORD**

Waive 3p

(Deliver BOTH copies of this form to the Senator or Senate Professional Staff conducting the meeting)

3/11

Meeting Date

Bill Number (if applicable)

Topic Pediatric Research - All Children's Hospital Amendment Barcode (if applicable)

Name Amy Maguire

Job Title Vice President

Address 501 5<sup>th</sup> Ave Phone \_\_\_\_\_

Street

St. Pete

FL

33701

City

State

Zip

Email \_\_\_\_\_

Speaking:  For  Against  Information

Waive Speaking:  In Support  Against  
(The Chair will read this information into the record.)

Representing All Children's Hospital

Appearing at request of Chair:  Yes  No

Lobbyist registered with Legislature:  Yes  No

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S-001 (10/14/14)

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THE FLORIDA SENATE

APPEARANCE RECORD

(Deliver BOTH copies of this form to the Senator or Senate Professional Staff conducting the meeting)

Meeting Date 3/11/15

Bill Number (if applicable)

Topic Miami International Boab Show Fund Request Amendment Barcode (if applicable)

Name DAVID DICKERSON

Job Title DIRECTOR, STATE GOVERNMENT RELATIONS

Address 650 MASSACHUSETTS AVE #520 Phone 202 737 9761  
Street

WASHINGTON DC 20001 Email DDICKERSON@NMAA-OR9  
City State Zip

Speaking:  For  Against  Information

Waive Speaking:  In Support  Against  
(The Chair will read this information into the record.)

Representing NATIONAL MARINE MANUFACTURERS ASSOC.

Appearing at request of Chair:  Yes  No

Lobbyist registered with Legislature:  Yes  No

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# APPEARANCE RECORD

(Deliver BOTH copies of this form to the Senator or Senate Professional Staff conducting the meeting)

3/11

Meeting Date

Bill Number (if applicable)

Topic Budget Requests

Amendment Barcode (if applicable)

Name Chris Lyon

Job Title Attorney

Address 315 S. Calhoun St., Ste. 83 D

Phone 222-5702

Street  
Tallahassee

FL

32301

Email chyonellw-law.com

City

State

Zip

Speaking:  For  Against  Information

Waive Speaking:  In Support  Against  
*(The Chair will read this information into the record.)*

Representing Manatee County Port Authority

Appearing at request of Chair:  Yes  No

Lobbyist registered with Legislature:  Yes  No

*While it is a Senate tradition to encourage public testimony, time may not permit all persons wishing to speak to be heard at this meeting. Those who do speak may be asked to limit their remarks so that as many persons as possible can be heard.*

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# APPEARANCE RECORD

(Deliver BOTH copies of this form to the Senator or Senate Professional Staff conducting the meeting)

3/11/15

Meeting Date

Bill Number (if applicable)

Topic Florida Regional Planning Councils

Amendment Barcode (if applicable)

Name Ron Book

Job Title \_\_\_\_\_

Address 104 west Jefferson Street

Phone (850)224 3427

Street

Tallahassee, FL

City

32301

State

Zip

Email ron@rlbookpa.com

Speaking:  For  Against  Information

Waive Speaking:  In Support  Against  
(The Chair will read this information into the record.)

Representing Florida Regional Councils Association

Appearing at request of Chair:  Yes  No

Lobbyist registered with Legislature:  Yes  No

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THE FLORIDA SENATE

APPEARANCE RECORD

(Deliver BOTH copies of this form to the Senator or Senate Professional Staff conducting the meeting)

Meeting Date

Bill Number (if applicable)

Topic IMG Funding request

Amendment Barcode (if applicable)

Name CHRIS CIACCIO

Job Title VP OF Marketing & Outreach

Address 2550 34th ST. WEST

Phone 941 545 4314

Street

BEADENTON FL 33704

City

State

Zip

Email CHRIS.CIACCIO@img.com

Speaking:  For  Against  Information

Waive Speaking:  In Support  Against  
(The Chair will read this information into the record.)

Representing IMG ACADEMY

Appearing at request of Chair:  Yes  No

Lobbyist registered with Legislature:  Yes  No

While it is a Senate tradition to encourage public testimony, time may not permit all persons wishing to speak to be heard at this meeting. Those who do speak may be asked to limit their remarks so that as many persons as possible can be heard.

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S-001 (10/14/14)

**THE FLORIDA SENATE**  
**APPEARANCE RECORD**

(Deliver BOTH copies of this form to the Senator or Senate Professional Staff conducting the meeting)

Meeting Date \_\_\_\_\_ Bill Number (if applicable) \_\_\_\_\_

Topic National Flight Academy Amendment Barcode (if applicable) \_\_\_\_\_

Name Cassie Redmyer

Job Title Major Gifts Officer

Address One Fetterman Way Phone 910-330-2957  
Street

NAS Pensacola FL 32508 Email credmyer@nationalflightacademy.com  
City State Zip

Speaking:  For  Against  Information Waive Speaking:  In Support  Against  
*(The Chair will read this information into the record.)*

Representing National Flight Academy

Appearing at request of Chair:  Yes  No Lobbyist registered with Legislature:  Yes  No

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THE FLORIDA SENATE

APPEARANCE RECORD

(Deliver BOTH copies of this form to the Senator or Senate Professional Staff conducting the meeting)

3/11/2015

Meeting Date

Bill Number (if applicable)

Topic Burnt Store Rd ROW Acquisition

Amendment Barcode (if applicable)

Name Cari Roth

Job Title \_\_\_\_\_

Address 215 S. Monroe St Suite 800

Phone 850/591-1094

Street

Tallahassee

FL

32301

City

State

Zip

Email croth@deanmead.com

Speaking:  For  Against  Information

Waive Speaking:  In Support  Against  
(The Chair will read this information into the record.)

Representing Charlotte County

Appearing at request of Chair:  Yes  No

Lobbyist registered with Legislature:  Yes  No

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THE FLORIDA SENATE  
APPEARANCE RECORD

(Deliver BOTH copies of this form to the Senator or Senate Professional Staff conducting the meeting)

3-11-15  
Meeting Date

404  
Bill Number (if applicable)

Topic APPROV. FOR SB 404

Amendment Barcode (if applicable)

Name JERRY PAUL

Job Title

Address 310 W. COLLEGE AVE  
Street

Phone 850-386-5267

TALLAHASSEE FL 32301  
City State Zip

Email

Speaking:  For  Against  Information

Waive Speaking:  In Support  Against  
(The Chair will read this information into the record.)

Representing F.A.S. STABILIZATION SPECIALISTS

Appearing at request of Chair:  Yes  No

Lobbyist registered with Legislature:  Yes  No

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THE FLORIDA SENATE

APPEARANCE RECORD

(Deliver BOTH copies of this form to the Senator or Senate Professional Staff conducting the meeting)

03/10/15

404

Meeting Date

Bill Number (if applicable)

Topic SB 404 Improvements to Real Property/Sinkhole Activity

Amendment Barcode (if applicable)

Name John Thompson

Job Title Director

Address PO Box 12249

Phone 352-345-5488

Street

Brooksville

FL

34603

Email john@goodfoundationflorida.org

City

State

Zip

Speaking:  For  Against  Information

Waive Speaking:  In Support  Against  
(The Chair will read this information into the record.)

Representing Good Foundation Florida Inc

Appearing at request of Chair:  Yes  No

Lobbyist registered with Legislature:  Yes  No

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S-001 (10/14/14)

X

THE FLORIDA SENATE

APPEARANCE RECORD

(Deliver BOTH copies of this form to the Senator or Senate Professional Staff conducting the meeting)

Meeting Date

Bill Number (if applicable)

Topic ICAMR

Amendment Barcode (if applicable)

Name Charles Gray

Job Title GRAY Robinson

Address 301 E. Pine St.  
Street

Phone 407 312 1477

Orlando, FL  
City State Zip

Email Cgray@grayrobinson.com

Speaking:  For  Against  Information

Waive Speaking:  In Support  Against  
(The Chair will read this information into the record.)

Representing ICAMR

Appearing at request of Chair:  Yes  No

Lobbyist registered with Legislature:  Yes  No

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THE FLORIDA SENATE

APPEARANCE RECORD

(Deliver BOTH copies of this form to the Senator or Senate Professional Staff conducting the meeting)

3-11-15

Meeting Date

Bill Number (if applicable)

Topic MIAMI MILITARY MUSEUM FUNDING Amendment Barcode (if applicable)

Name JESS MCCARTY REQUEST

Job Title

Address 111 NW 1st St 2810

Phone 305-979-7110

Street

MIAMI

33128

Email JMM2@MIAMI000F

City

State

Zip

Gov

Speaking: [X] For [ ] Against [ ] Information

Waive Speaking: [ ] In Support [ ] Against (The Chair will read this information into the record.)

Representing MIAMI-DADE COUNTY

Appearing at request of Chair: [ ] Yes [X] No

Lobbyist registered with Legislature: [X] Yes [ ] No

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THE FLORIDA SENATE  
**APPEARANCE RECORD**

(Deliver BOTH copies of this form to the Senator or Senate Professional Staff conducting the meeting)

Meeting Date \_\_\_\_\_ Bill Number (if applicable) \_\_\_\_\_

Topic EcoTech Visions Appropriation Amendment Barcode (if applicable) \_\_\_\_\_

Name Pandae Gibson

Job Title ED

Address 667 NW 90th St Phone 773 495-5897  
Street

Miami FL 33150 Email pandae.gibson@gmail.com  
City State Zip

Speaking:  For  Against  Information

Waive Speaking:  In Support  Against  
*(The Chair will read this information into the record.)*

Representing 1.2 million for Job creation

Appearing at request of Chair:  Yes  No

Lobbyist registered with Legislature:  Yes  No

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THE FLORIDA SENATE

APPEARANCE RECORD

(Deliver BOTH copies of this form to the Senator or Senate Professional Staff conducting the meeting)

3/11/15

Meeting Date

Bill Number (if applicable)

Topic Sulzbacher Center

Amendment Barcode (if applicable)

Name Erin Willman

Job Title Major Gifts Officer

Address 611 E. Adams St

Phone 904-394-8087

Street

Jacksonville

FL

32202

Email erinwillman@tscjax.org

City

State

Zip

Speaking:  For  Against  Information

Waive Speaking:  In Support  Against  
(The Chair will read this information into the record.)

Representing Sulzbacher

Appearing at request of Chair:  Yes  No

Lobbyist registered with Legislature:  Yes  No

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THE FLORIDA SENATE  
**APPEARANCE RECORD**

(Deliver BOTH copies of this form to the Senator or Senate Professional Staff conducting the meeting)

Meeting Date

Bill Number (if applicable)

Topic Escambia Economic Development Project

Amendment Barcode (if applicable)

Name Fred Donovan, Jr.

Job Title PEDC Representative / Baskerville - Donovan

Address 449 W Main St.  
Street

Phone 850 776 5157

Pensacola  
City

FL  
State

32502  
Zip

Email fd2@bdi-ae.com

Speaking:  For  Against  Information

Waive Speaking:  In Support  Against  
*(The Chair will read this information into the record.)*

Representing Pensacola - Escambia Development & Promotion Commission

Appearing at request of Chair:  Yes  No

Lobbyist registered with Legislature:  Yes  No

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THE FLORIDA SENATE  
**APPEARANCE RECORD**

(Deliver BOTH copies of this form to the Senator or Senate Professional Staff conducting the meeting)

3-11-15

Meeting Date

Bill Number (if applicable)

Topic Appropriations Request - Britt Road Bridge Project

Amendment Barcode (if applicable)

Name Kate Parmelee

Job Title Intergovernmental & Grants Coordinator

Address 2401 SE Monterey Road

Phone 772-320-3095

Street

Stuart

FL

State

34994

Zip

Email kparmele@martin.fl.us

Speaking:  For  Against  Information

Waive Speaking:  In Support  Against  
(The Chair will read this information into the record.)

Representing Marth County Board of County Commissioners

Appearing at request of Chair:  Yes  No

Lobbyist registered with Legislature:  Yes  No

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THE FLORIDA SENATE  
**APPEARANCE RECORD**

(Deliver BOTH copies of this form to the Senator or Senate Professional Staff conducting the meeting)

3/11/15  
Meeting Date

\_\_\_\_\_  
Bill Number (if applicable)

Topic Approp. Request - I 175 St. Petersburg

\_\_\_\_\_  
Amendment Barcode (if applicable)

Name SALLY EVERETT

Job Title Dir. Legis. Affairs.

Address City Hall

Phone 727-267-2111

St. Petersburg FL 33701  
City State Zip

Email sally.everett@stpete.org

Speaking:  For  Against  Information

Waive Speaking:  In Support  Against  
(The Chair will read this information into the record.)

Representing City of St. Petersburg

Appearing at request of Chair:  Yes  No

Lobbyist registered with Legislature:  Yes  No

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THE FLORIDA SENATE  
**APPEARANCE RECORD**

(Deliver BOTH copies of this form to the Senator or Senate Professional Staff conducting the meeting)

3-11-15  
Meeting Date

\_\_\_\_\_  
Bill Number (if applicable)

Topic Punta Gorda Airport Facilities For Training

\_\_\_\_\_  
Amendment Barcode (if applicable)

Name Jerry Paul

Job Title \_\_\_\_\_

Address 310 W. College Ave.  
Street

Phone \_\_\_\_\_

Tallahassee, FL 32301  
City State Zip

Email \_\_\_\_\_

Speaking:  For  Against  Information

Waive Speaking:  In Support  Against  
(The Chair will read this information into the record.)

Representing Punta Gorda Airport

Appearing at request of Chair:  Yes  No

Lobbyist registered with Legislature:  Yes  No

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THE FLORIDA SENATE  
**APPEARANCE RECORD**

*Spady 50?*

(Deliver BOTH copies of this form to the Senator or Senate Professional Staff conducting the meeting)

3/11/15

Meeting Date

Bill Number (if applicable)

Topic FL African American Heritage Network

Amendment Barcode (if applicable)

Name Althemese Barnes

Job Title Exec Director

Address 419 E. Jefferson

Phone 850.766.4266

Street

Tallahassee FL 01

City

State

Zip

Email abarnes2619@gmail.com

Speaking:  For  Against  Information

Waive Speaking:  In Support  Against  
(The Chair will read this information into the record.)

Representing The Network (A statewide)

Appearing at request of Chair:  Yes  No

Lobbyist registered with Legislature:  Yes  No

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THE FLORIDA SENATE  
**APPEARANCE RECORD**

*Page 50.*

(Deliver BOTH copies of this form to the Senator or Senate Professional Staff conducting the meeting)

Meeting Date \_\_\_\_\_

Bill Number (if applicable) \_\_\_\_\_

Topic FL African American Heritage Preservation Network Amendment Barcode (if applicable) \_\_\_\_\_

Name Patsy Eccles

Job Title Community Volunteer

(850)

Address \_\_\_\_\_

Phone 320.1413

Street Tallahassee State FL  
City \_\_\_\_\_ Zip \_\_\_\_\_

Email \_\_\_\_\_

Speaking:  For  Against  Information

Waive Speaking:  In Support  Against  
(The Chair will read this information into the record.)

Representing The Organization (a statewide)

Appearing at request of Chair:  Yes  No

Lobbyist registered with Legislature:  Yes  No

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**This form is part of the public record for this meeting.**

# CourtSmart Tag Report

Room: KN 412

Case:

Type:

Caption: Appropriations Subcommittee on Transportation, Tourism, and Economic Development Judge:

Started: 3/11/2015 9:03:00 AM

Ends: 3/11/2015 12:01:15 PM

Length: 02:58:16

9:03:02 AM Sen. Latvala (Chair)  
9:03:56 AM roll call  
9:04:39 AM S 346  
9:04:41 AM Sen. Simmons  
9:05:20 AM Kevin Watson, Florida Education Association, waives in support  
9:05:49 AM Lee Beville, bus driver, Zephyrhills, FL speaks in support  
9:06:46 AM Sen. Simmons closes  
9:06:58 AM Roll call  
9:07:12 AM S 346 is reported favorably  
9:07:17 AM Sen. Latvala  
9:13:16 AM Chris Hart, President and CEO, Quick Response Training Program, Career Source  
9:18:47 AM Sen. Latvala  
9:19:24 AM Rich Biter, Assistant Secretary, Intermodal Systems Development, Department of Transportation -  
Economic Development Transportation Fund  
9:22:54 AM Sen. Latvala  
9:24:37 AM Don Fisher, Osceola County Manager, The Florida Advanced Manufacturing Research Center  
9:33:43 AM Sen. Latvala  
9:33:53 AM Sen. Brandes - the goal to create a cluster  
9:34:40 AM D. Fisher  
9:35:00 AM Sen. Brandes - after 5 years  
9:35:01 AM D. Fisher  
9:35:44 AM Sen. Thompson - what is the statewide impact of this program?  
9:36:00 AM D. Fisher  
9:37:03 AM Sen. Latvala  
9:37:13 AM Sen. Clemens - introduces next speaker  
9:37:39 AM Mayor Pam Triolu, Lake Worth Park of Commerce  
9:41:34 AM Hope Alswang, CEO, The Norton Museum of Art  
9:44:23 AM Nancy Stephens, Executive Director, Florida Makes Program  
9:47:04 AM Sen. Sachs - would you be able to reach out to small manufacturers?  
9:47:18 AM N. Stephens  
9:48:16 AM Greg Armstrong, US 19 Revitalization Program for Pasco County  
9:51:16 AM Sen. Detert - do you have any medians  
9:51:25 AM G. Armstrong  
9:52:08 AM Sen. Gibson - introduces Michael Stewart  
9:52:40 AM Michael Stewart, Director - Ext. Affairs Jacksonville Aviation, Cecil Spaceport Infrastructure  
9:55:38 AM Sen Detert (Chair)  
9:56:01 AM Leonard Sossaman, Hernando County Administrator, MRO Hanger Project  
9:59:11 AM Sen. Latvala (Chair) - would be reverting money you got last year  
9:59:36 AM Sen. Brandes - who is the brand name partner  
9:59:52 AM L. Sossaman  
10:00:54 AM Sen. Latvala  
10:01:30 AM Meg Daly, Founder, Friends of the Underline  
10:05:02 AM Alice Bravo, Assistant City Manager, City of Miami, Commodore Ralph Munroe Marine Stadium  
10:08:24 AM Paul Carlile, Glades County Manger, Glades County Training Center  
10:11:32 AM Sen. Latvala - our budget or Education  
10:11:43 AM P. Carlile  
10:12:36 AM Latvala - get with Sen. Galvano we need more work on this  
10:13:30 AM Tim Marks, Metropolitan Ministries Pasco Transitional Housing Phase II  
10:16:10 AM Brunson Green, Executive Producer of the movie "The Help", Qualified Television Revolving Loan  
Program  
10:19:17 AM Sen. Gibson  
10:19:23 AM Sen. Latvala

**10:19:56 AM** Sen. Hukill  
**10:20:21 AM** Pat Patterson, Vice Chair, Williamson Boulevard Project  
**10:22:56 AM** Sen. Brandes - is it a state road  
**10:23:09 AM** P. Patterson  
**10:23:16 AM** Sen. Brandes - falls outside the 5 year work plan  
**10:23:22 AM** P. Patterson  
**10:24:06 AM** Todd Bonlarron, Pahokee Marina, Belle Glade, Pahokee Roads, Lake-O-Scenic Trail,  
**10:28:05 AM** Sen. Sachs - by putting money in the infrastructure in this area would increase Guy Harvey's interest  
**10:28:54 AM** Jaclyn Meli, Grants Administration and Compliance Officer, City of Ft Lauderdale, Rapid Rehousing  
Project - Homeless Initiative  
**10:29:22 AM** Jeri Pryor, Homeless Interventions Administrator, Ft Lauderdale Rapid Re - Housing  
**10:34:16 AM** Sen. Clemens (Chair)  
**10:34:34 AM** Dr. Djuradi Babic Emerging Technology-Based Entrepreneurship and Innovation, Miami Dade College  
**10:37:20 AM** Sen. Latvala  
**10:37:45 AM** Jose Gonzales, Director, Miami Beach, City of Miami Beach Transportation Improvements  
**10:41:26 AM** Don Salter, Chairman, Santa Rosa County Commission, Whiting Aviation Park  
**10:45:18 AM** Kimberly Gramm, Tech Runway, FAU  
**10:49:05 AM** Ted Granger, United Way  
**10:51:41 AM** Sen. Clemens (Chair)  
**10:51:57 AM** Brad Miller, CEO, PSTA Bus Rapid Transit  
**10:55:03 AM** Sen. Sachs - is this the total cost?  
**10:56:12 AM** John L. Hutchinson, President, Hutch-Touch Consulting, Gulf Power Site Certification  
**10:59:57 AM** Brynne Anne Besio, CEO, South Florida Museum  
**11:02:48 AM** Katherine Eagan, CEO, Hillsborough Area Regional Transit Authority, Fare-box Funding Initiative  
**11:05:15 AM** Bob English, City Engineer, Port of Panama City Dredging Project  
**11:06:42 AM** Katherine McDonough, Assistant to City Manager, City of Sunny Isles Beach  
**11:09:42 AM** Ernest Cambo, Principal, Ave Aviation and Commerce, Opa Locka Airport Improvements  
**11:13:04 AM** Sen. Soto  
**11:13:54 AM** Bruce Ferguson, President, Career Source, NE Florida, Workforce Boards  
**11:16:05 AM** Mark Sharpe, Executive Director, Tampa Alliance  
**11:17:51 AM** Kathy Bryant, Marion County Commissioner, Ma Barker Law Enforcement Museum  
**11:21:56 AM** Sen. Hukill  
**11:22:27 AM** Bob Townsend, President, Signal Safe, Inc. Hurricane Evacuation Route Safety Program  
**11:24:53 AM** Chief Mark Renkens, City of Palm Bay Range Project, Phase II  
**11:26:09 AM** Lt. Tim Lancaster  
**11:27:52 AM** Craig Mundt, Vice President, Navy Seal Museum & Memorial  
**11:30:29 AM** Holly Woolsey, Legislative Aide, Brevard County Commissioner Robin Fisher, Brevard County Field of  
Dreams  
**11:33:22 AM** Michael Pastreich, President and CEO, The Florida Orchestra  
**11:35:17 AM** Rebecca Sosa, Commissioner Miami-Dade, Ludlam Trail  
**11:36:54 AM** Jennifer Mitchell, Managing Director, The Circus Arts Conservatory  
**11:39:07 AM** George Vallejo, Mayor, City of North Miami Beach, Brevard County- SR 826 U-turn  
**11:41:10 AM** Jack Kardys, Director, Miami-Dade County P & R, Greenways & Trails  
**11:42:29 AM** David Dickerson, Director of the National Marine Manufacturers Association, Miami International Boat  
Show Relocation  
**11:45:11 AM** Kimberly Prosser, Emergency Management Director, Brevard County  
**11:47:08 AM** Charlene Farrington Jones, Director, Spady Cultural Heritage Museum, Sankofa Project  
**11:49:41 AM** Althemese Barnes, Florida African - American Heritage preservation Network  
**11:51:57 AM** Ken Jones, Project Manager Hillsborough County, Hillsborough Manufacturing Academy Project  
**11:54:49 AM** Peter England, Trustee, The Deering Estate at Cutler  
**11:56:43 AM** N.Y. Nathiri, Director, Zora! Festival in Eatonville  
**11:58:21 AM** Dru Boulware, Recreation and Parks Director, City of Oviedo, Center Lake Park Amphitheatre & Cultural  
Center  
**11:59:34 AM** Ann Henderson, Vizcaya Museum & Gardens  
**12:00:34 PM** Sen. Latvala  
**12:01:02 PM** Latvala  
**12:01:03 PM** Latvala  
**12:01:03 PM** Latvala

12:01:03 PM Latvala  
12:01:03 PM Latvala  
12:01:03 PM Roll Call  
12:01:09 PM adjourns  
12:01:11 PM Adjourns  
12:01:14 PM Adjourns

# FLORIDA BECOMING A GLOBAL LEADER

Modeled after a successful public-private semiconductor consortium in New York and Texas (SEMATECH), ICAMR will be able to attract a wide set of advanced manufacturing and technological supply chain corporations to the State of Florida. By creating this open innovation infrastructure and working with the first industry-led smart sensor technology consortium to attract advanced global manufacturing leaders, this enterprise will position Florida as the dominant manufacturing hub for smart sensor technology.



Industry-led semiconductor consortium called SEMATECH was formed in Austin, Texas, to restore the U.S. industry's competitiveness in the global semiconductor manufacturing market.

SINCE 2007, FLORIDA HAS LOST

# 75,000

MANUFACTURING

JOBS

If able to replicate the cluster

in Albany, within 10 years  
Florida would experience:

# 4,605

new high-tech jobs

total

# \$402M

high-tech earnings

total

# JOB CREATION + ECO

HIGH-TECH SECTOR IS FORECASTED TO ADD  
**1.3 MILLION**

JOBS

# 19,344

new high-tech jobs

total

# \$2.1B

between 2012 and 2020

total



2003

New York, seeing the value of the SEMATECH model, established a major partnership with the SEMATECH consortium to research and develop advanced nanotechnology production and manufacturing at state built facilities in Albany, New York. The result of this partnership has been an explosion of IT business development and manufacturing in and around the Albany facilities.

By 2007, SEMATECH had generated:

**\$25 BILLION** in economic activity  
**36,000+ JOBS**

The result of this bold public-private initiative was a complete resurgence of the U.S. semiconductor manufacturing industry worldwide and the establishment of Austin, Texas as America's hub for IT innovation and manufacturing.

100

/jobs

**\$106M**

in state and local taxes

1B

/things

**100% ECONOMIC IMPACT**

80

/jobs

**\$482M**

in state and local taxes

2B

### STATEWIDE OPPORTUNITY

The statewide nature of this funding coalition reflects the experience in Austin, Texas, where the attraction of companies and creation of jobs was spread over multiple counties around the original SEMATECH facility. Investments by UCF, USF, UF, and FIU indicate confidence that facilities and job creation will be widespread.

According to a 2014 study by Argonne Laboratories, of the 260 semiconductor companies that have surrounded the original SEMATECH location after 20 years, nearly 50 were outside Travis County where Austin is located, generating nearly 7,000 jobs...not to mention nearly 20,000 jobs created in Dallas, approximately 200 miles away from where the SEMATECH project inspired six new facilities, including a \$3 billion Texas Instruments expansion.

### DIVERSIFY FLORIDA'S ECONOMY

This project will be one of many solutions that can start to address the state's over-reliance on retail and tourism by providing an opportunity to invest in an advanced manufacturing asset that will bring research facilities, lab space, high-tech capital equipment and top-researchers to Florida.

Employment opportunities generated by the ICAMP project will include high-wage, high-skill jobs ranging from positions for certificate-level workers to those with advanced degrees providing substantial career path potential for Florida graduates.

### LEVERAGE EXISTING ASSETS AND INVESTMENTS

- // UCF's advanced expertise in cutting edge solar and solar energy
- // Medical City's growing cluster of life sciences professionals
- // Re-emping assets from Space Coast to re-energize the aerospace cluster
- // Maximize regional and state investment in SunRail by increasing ridership and connectivity

// Data provided by individual research facilities. Figures based on the U.S. Dept. of Commerce.

# FAMRC

FLORIDA ADVANCED MANUFACTURING RESEARCH CENTER

A BOLD REGIONAL PARTNERSHIP IS ADVANCING  
AN OPPORTUNITY FOR FLORIDA TO:

- ▶ DIVERSIFY ITS ECONOMY
- ▶ ATTRACT AND GROW THESE COMPANIES + JOBS
- ▶ CREATE REGIONAL OPPORTUNITY
- ▶ LEVERAGE EXISTING ASSETS AND INVESTMENTS
- ▶ POSITION ITSELF FOR MANUFACTURING DOMINANCE
- ▶ IMPROVE OUR GLOBAL COMPETITIVENESS

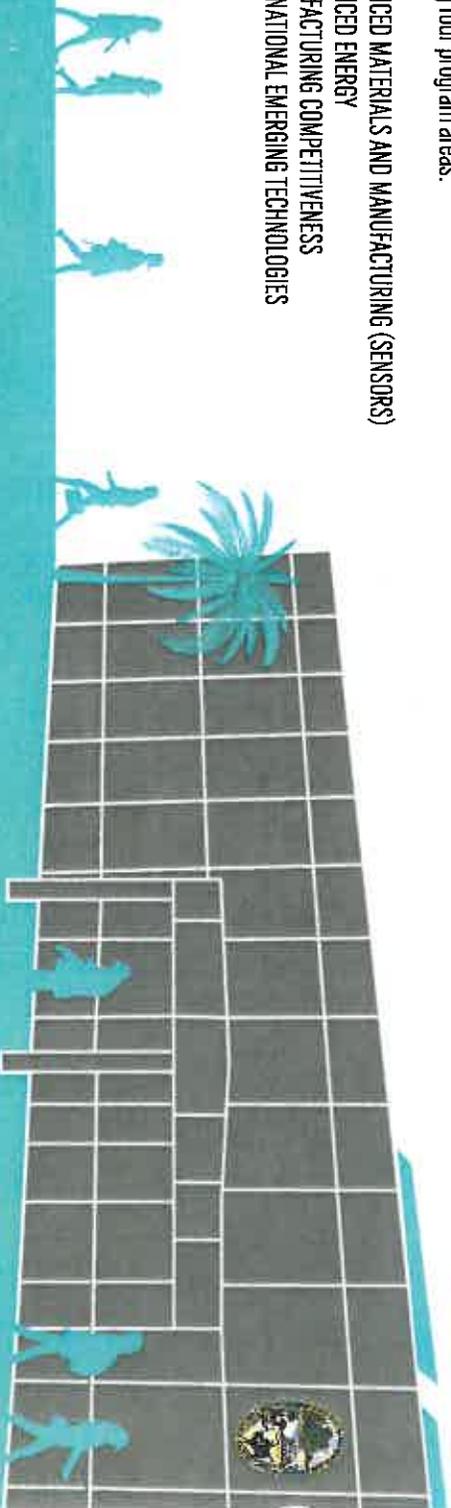


ICAMR is a not-for-profit consortium based on a proven industry-led, public-private partnership model that has been established in Florida to bring together industry, government, universities/colleges and suppliers to drive advanced manufacturing of emerging technologies – initially focused on smart sensor technologies.

ICAMR will be an open innovation platform that will provide manufacturing solutions to industry partners that accelerate the commercialization of new technologies, coordinating business and economic development with the goal of generating unprecedented growth in partner company revenues and high-tech job creation in Florida.

ICAMR will be located in and will be responsible for managing FAMRC and the advanced technology commercialization that will occur in the following four program areas:

- ▶ ADVANCED MATERIALS AND MANUFACTURING (SENSORS)
- ▶ ADVANCED ENERGY
- ▶ MANUFACTURING COMPETITIVENESS
- ▶ INTERNATIONAL EMERGING TECHNOLOGIES



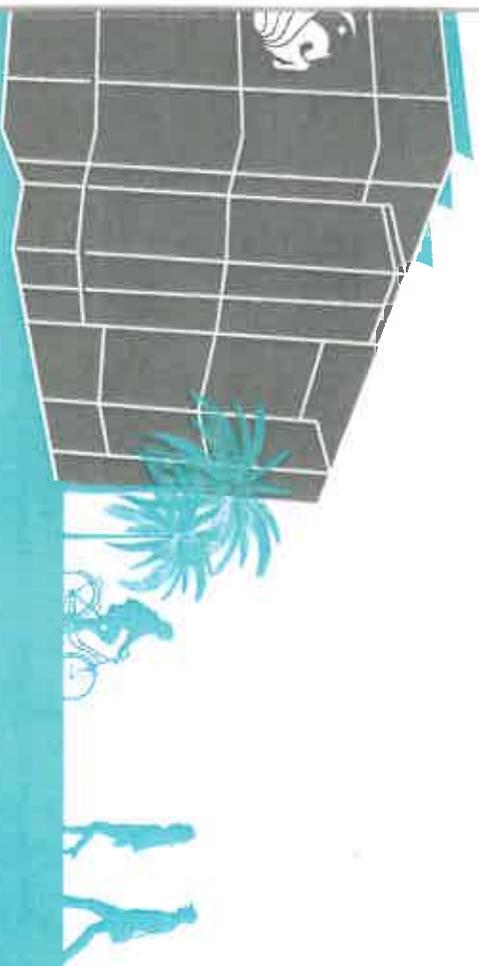
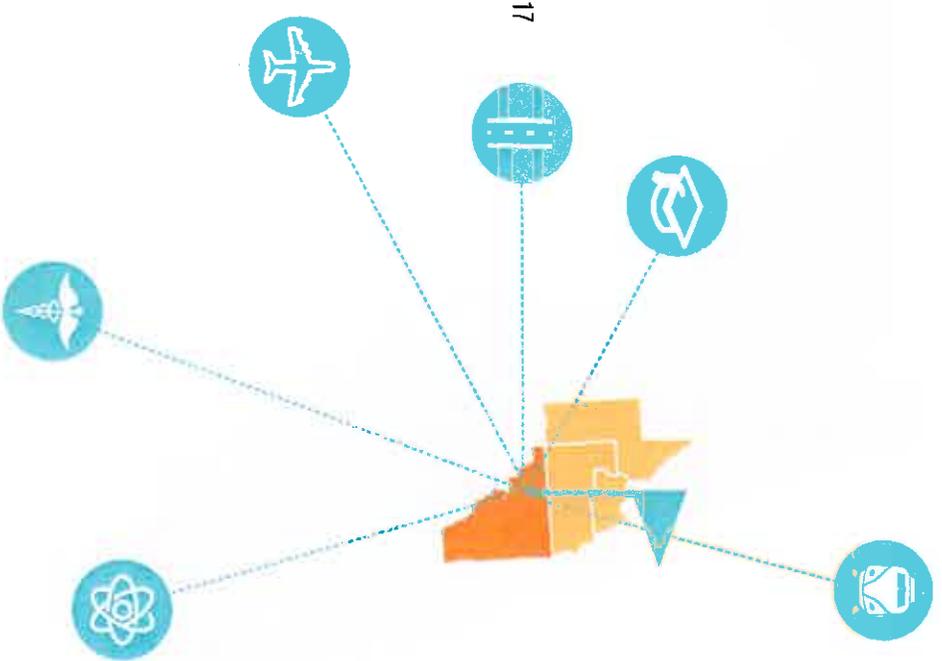
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Pinhal teach loadare such as Intel, Samsung, and TI and hireinace

## STRATEGIC LOCATION

FAMRC is located in Osceola County, close to key transportation hubs and regional innovation partners including:

- // Orlando International Airport - 13 miles (18 minutes)
- // SunRail - 2 miles (3 minutes) to new station in downtown Kissimmee opening in 2017
- // UCF Incubator - 3 miles (7 minutes)
- // Florida Hospital Global Robotics Institute - 12 miles (23 minutes)
- // Medical City at Lake Nona - 9.7 miles (15 minutes)
- // Florida Hospital Health Village - 26.6 miles (28 minutes)
- // Valencia College Kissimmee Campus - 1 mile (2 minutes)
- // Port Canaveral - 54 miles (55 mins)
- // Turnpike - 1 mile (2 mins)



## NEXT DISRUPTIVE MARKET EXPLOSION

Partner like Partner and VI CI Research provide that the next disruptive

# THE NEXT MEGA TREND IS THE INTERNET OF THINGS (IoT)

By connecting the internet to billions of everyday devices—ranging from fitness bracelets to industrial equipment—IoT merges the physical and online worlds, opening up a host of new opportunities for companies, governments and consumers.

## AND SMART SENSORS MAKE IT ALL POSSIBLE.

Internet of Things promises trillions of dollars in economic impact and dramatic improvements in such diverse areas as healthcare, energy, transportation, logistics and manufacturing.

**Bloomberg**  
GOVERNMENT

**BBC** R&D

Global market value for smart sensors  
2013: \$79.5 BILLION  
2020: \$154 BILLION

Projected global IoT technology  
and services spending:

BY YEAR  
2020

Smart sen  
product

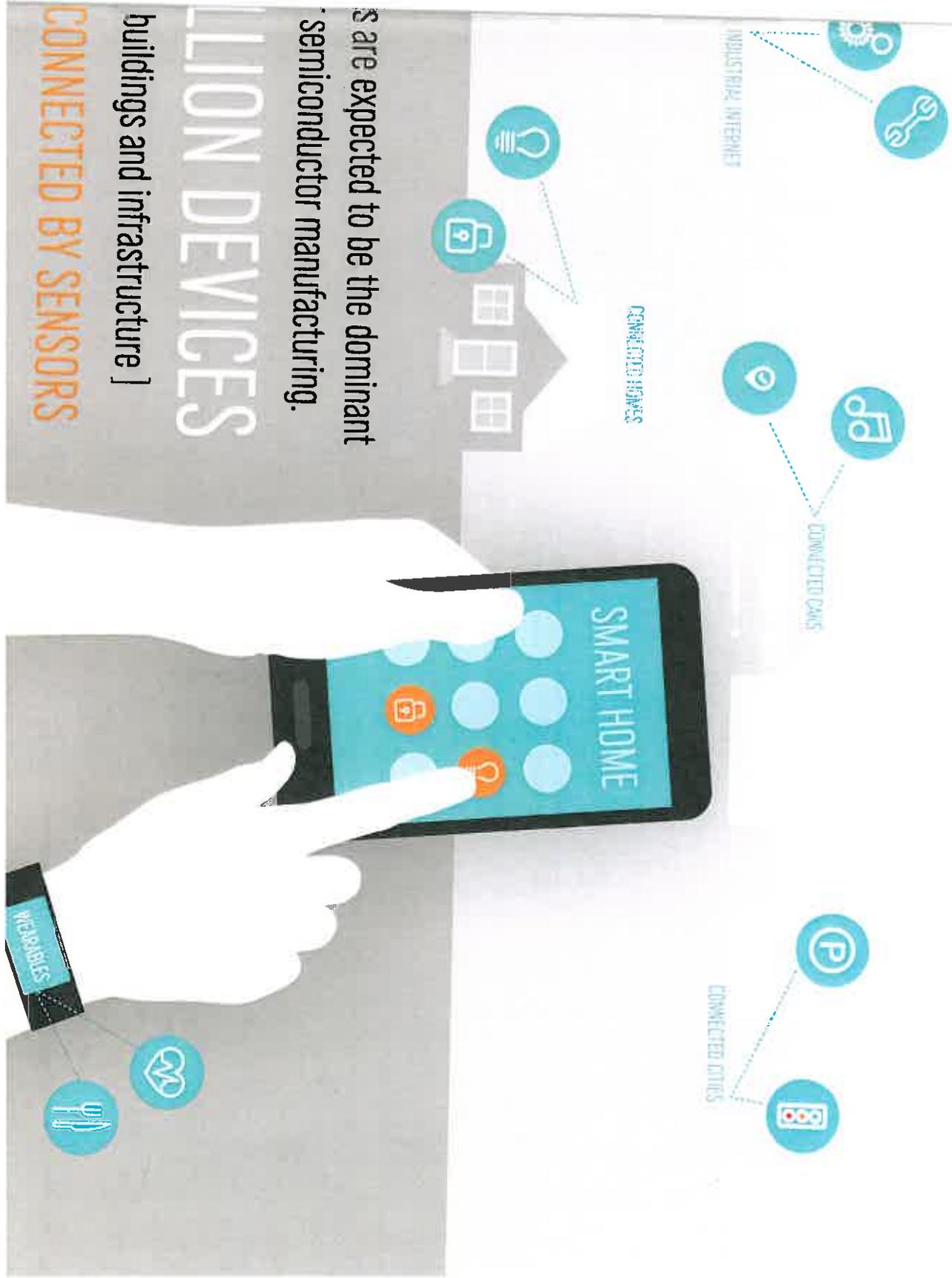
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WILL I

# WHAT ARE SMART SENSORS?

Smart sensors combine with interfacing electronic circuits enabling us to see, hear, touch, taste and smell beyond our capabilities, for instance like being able to detect things we cannot, such as deadly carbon dioxide. Combining sensors with electronics enables devices to communicate with each other and make decisions.



are expected to be the dominant semiconductor manufacturing.

## BILLION DEVICES

buildings and infrastructure ]

## CONNECTED BY SENSORS

# FAMRC: THE HIGH-TECH INFRASTRUCTURE POWERING OUR HIGH-TECH FUTURE

FAMRC is a major infrastructure investment that will improve the competitive positioning of the State of Florida for advanced manufacturing. It will provide an open-innovation infrastructure platform for a global center of excellence in advanced materials that will enable the commercialization of future smart sensors and the manufacturing development of other next-generation emerging technology.

FAMRC and ICAMR, the industry-led public-private consortium, will provide Florida a platform for advanced manufacturing development that will bridge the gap between advanced research at Florida's research universities and cost competitive manufacturing that will get these discoveries in the marketplace.

The facility, a 100,000 square feet, two story state-of-art R&D lab facility in Osceola County, will leverage and compliment advanced semiconductor research accomplishments to date, initially focusing on the manufacturing development of novel materials critical to the commercialization of next-generation universal smart sensors. Industries that will benefit from FAMRC include:

- // AEROSPACE & NATIONAL DEFENSE
- // ENERGY
- // BIOMEDICAL
- // COMMUNICATIONS
- // AGRICULTURE
- // CONSUMER PRODUCTS
- // ENVIRONMENTAL
- // TRANSPORTATION
- // BANKING & SECURITIES
- // HEALTHCARE

## INVESTING STAKEHOLDERS

Osceola County	\$137.9 million
UCF	\$17 million (non-state and non-tuition sources)
The Corridor	\$6 million
	Startup Support \$1 million
	Matching Grants for Research \$5 million
USF	\$250,000
UF	\$250,000
FLU	\$250,000

## OTHER PARTNERS

- Enterprise Florida
- Florida Economic Development Commission
- MIST Center
- State University System of Florida



# FAMRC

FLORIDA ADVANCED MANUFACTURING RESEARCH CENTER



## PURPOSE

ESTABLISH A STATE-OF-THE-ART MANUFACTURING RESEARCH AND INCUBATION FACILITY IN FLORIDA

## FOCUS

ADVANCED MANUFACTURING OF EMERGING TECHNOLOGIES, BEGINNING WITH NEXT-GENERATION SMART SENSORS

## GOAL

CREATE THE WORLD'S FIRST INDUSTRY-LED CONSORTIUM IN ADVANCED MANUFACTURING OF SMART SENSORS IN FLORIDA

# Norton Museum of Art....\$2,000,000 to expand the facility.

General Government  
Department of State  
PROGRAM: CULTURAL AFFAIRS

##### GRANTS AND AIDS TO LOCAL GOVERNMENTS AND  
NONSTATE ENTITIES - FIXED CAPITAL OUTLAY  
GRANTS AND AIDS - SPECIAL CATEGORIES -  
CULTURAL FACILITIES PROGRAM  
FROM GENERAL REVENUE FUND . . . . . \$????????

From the funds in Specific Appropriation ####, \$???????? of nonrecurring general revenue funds are provided for the 2015-2016 Cultural Facilities ranked list in its entirety, as provided on the Department of State website.

The remaining nonrecurring general revenue funds in Specific Appropriation ##### shall be allocated as follows:

**The Norton Museum of Art..... 2,000,000**

### Background:

The Norton Museum of Art in West Palm Beach is a world-renowned art museum with one of the most distinguished permanent collections south of Washington, D.C. Since its founding in 1941, the Museum has been a vital center, both geographically and figuratively, for the arts in Palm Beach County. The Museum pairs accessible public programming with masterpieces by artists including Picasso, Monet, O'Keeffe, and Miró.

The Norton has continued to evolve and grow along with the community and is now undertaking the most comprehensive expansion and renovation in its history: a **\$60 million master plan called "The New Norton,"** designed by the internationally renowned Foster + Partners. The New Norton will:

- Raise the State's international profile as a destination for tourists interested in art and architecture
- Add a 42,000-square-foot wing, 35% more exhibition space, a spectacular new entrance plaza, a 200-seat auditorium, an outdoor sculpture garden, a new restaurant, and more
- Enhance the neighborhood in collaboration with West Palm Beach's revitalization of U.S. Highway 1
- More than triple the current educational spaces for family, school, and adult audiences
- Directly sustain more than 90 local jobs, both blue and white collar

An investment in the Norton is an investment in Florida's future:

- For every \$1 that governments invest in arts and culture organizations, they create \$8 in revenue for the public sector. (FL Division of Cultural Affairs)
- The Norton has a direct annual economic impact of over \$12 million – spending that supports more than 350 jobs in our community (*Americans for the Arts & Economic Prosperity IV Calculator*)
- Approximately one-third of the Norton's visitors come from out-of-state, representing more than 60,000 hotel nights worth \$10 million annually, plus additional spending at restaurants, stores, etc. (*Norton's Visitor Survey*)
- Cultural tourists spend 38% more in Florida than other tourists. (*Florida TaxWatch*)

\$36 million in private donations has already been raised. Funding from the State of Florida will help the Norton attract even more private dollars.

## **EDUCATION & COMMUNITY OUTREACH AT THE NORTON MUSEUM OF ART**

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The mission of the Norton Museum of Art, when founded in 1941 was "to preserve for the future the beautiful things of the past" while providing "education and enjoyment" for the public. Today, the Norton fulfills that mission with an outstanding permanent collection and a broad range of programs that provide educational opportunities for all ages and engage the community in the arts.

### **2013-2014**

Last season, the Norton's Education Department **served 48,000 people**, including:

- **12,000 children and youth** participating in tours, art programs, and activities, 80% of whom participated for free, and including **underserved students** in the Museum's PACE program, held at seven afterschool programs year-round at no charge to the sites or students
- **15,000 adults** engaged in life-long learning through lectures, tours, and gallery talks, and including **teachers and school administrators** who received free professional development in arts integration
- **17,500 attendees of the Museum's popular Art After Dark program** held every Thursday night, which includes public tours, gallery talks, films, live music and dance performances, culinary events, and more

### **Expansion**

The Norton Museum of Art is currently seeking support for an expansion that includes a new Education Center with two large new classrooms, **tripling the space dedicated to educational programming** at the Norton.

### **PARTNERS IN EDUCATIONAL PROGRAMMING**

DREYFOOS HIGH SCHOOL FOR THE VISUAL AND PERFORMING ARTS  
FARMWORKER COORDINATING COUNCIL OF PALM BEACH COUNTY  
FLORENCE DE GEORGE BOYS & GIRLS CLUB  
FOREST HILL COMMUNITY HIGH SCHOOL  
GAINES PARK COMMUNITY CENTER  
HIGHRIDGE FAMILY CENTER  
JEROME GOLDEN CENTER FOR BEHAVIORAL HEALTH  
JUPITER HIGH SCHOOL  
LITERACY COALITION OF PALM BEACH COUNTY  
MANDEL JEWISH COMMUNITY CENTER  
MOUNTS BOTANICAL GARDEN  
MULTILINGUAL LANGUAGE AND CULTURAL SOCIETY  
PACE CENTER FOR GIRLS  
PALM BEACH ATLANTIC UNIVERSITY  
PALM BEACH COUNTY SCHOOL DISTRICT  
PALM BEACH DAY ACADEMY  
POLICE ATHLETIC LEAGUE  
SALVATION ARMY NORTHWEST COMMUNITY CENTER  
VSA FLORIDA



# THE NEW NORTON

The Norton Museum of Art's renovation and expansion will establish a 42,000-square-foot wing designed by internationally renowned architecture firm Foster + Partners and reorient the Museum's entrance to welcome visitors on U.S. Highway 1.



# THE NEW NORTON

Southwest perspective of The New  
Norton Plaza



# THE NEW NORTON

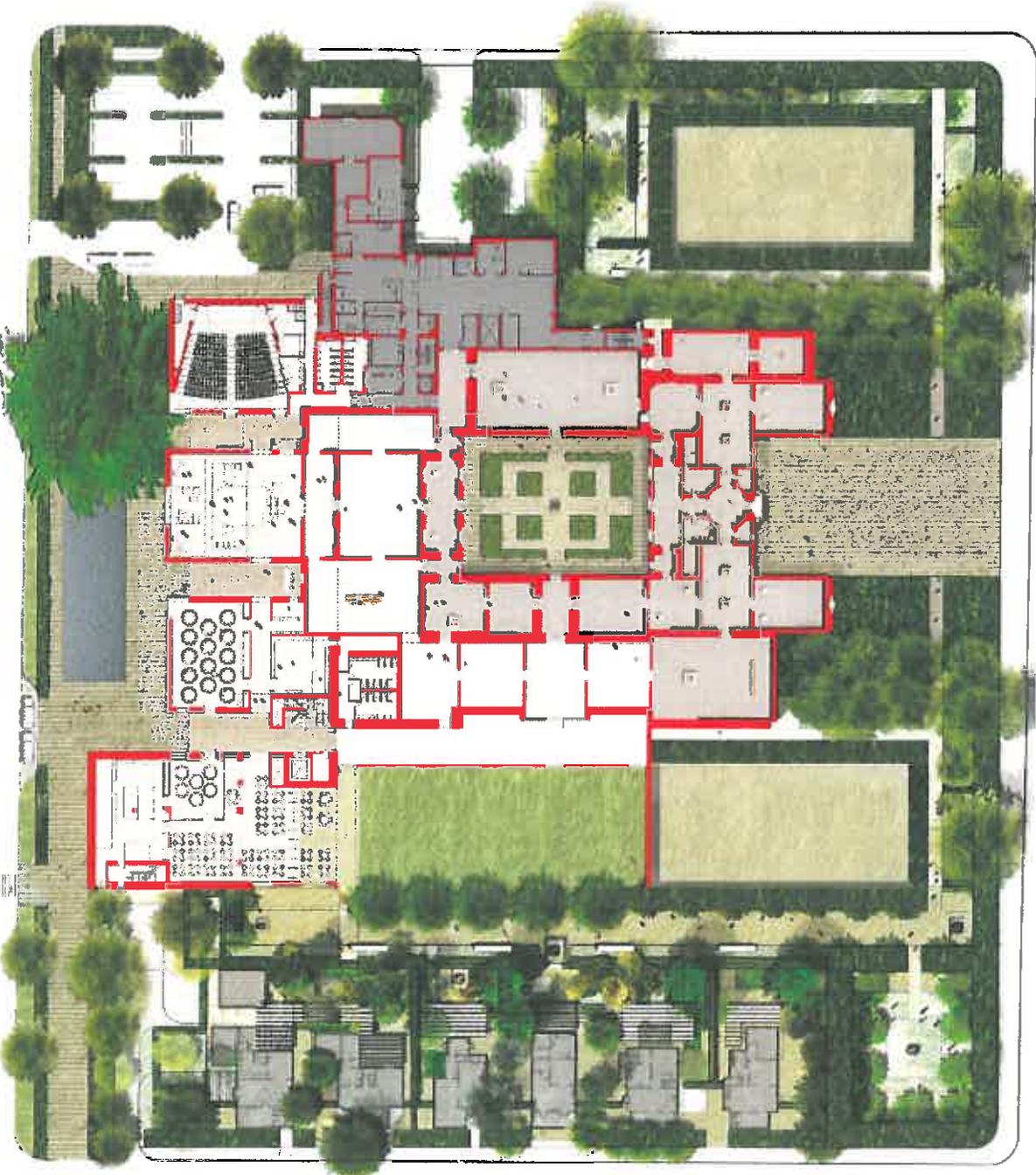
Classroom space in the new William  
Randolph Hearst Education Center



# THE NEW NORTON

Colonnade, with new Sculpture  
Garden on the left and new galleries  
on the right

S. OLIVE AVENUE



S. DIXIE HIGHWAY / U.S. HIGHWAY 1

# THE NEW NORTON

Campus Plan for The New Norton

4



(850) 402-2954 FAX (850) 402-0139 1625 Summit Lake Drive, # 300 Tallahassee, FL 32317  
www.mafmfg.com

## FloridaMakes

Manufacturers Association of Florida  
Request for Funding the State Program  
3.11.15

### About FloridaMakes

- ▶ National Institute of Standards and Technology awarded the manufacturing extension partnership to MAF Center for Advanced Manufacturing Excellence, Inc. – FloridaMakes
- ▶ Renewable annually
- ▶ First of its type in NIST MEP's 26-year history - by manufacturers for manufacturers
- ▶ At current funding level will employ 23 people; 7 at headquarters and 16 business advisors in the field
- ▶ Work with small and medium sized manufacturers to assess needs for improving processes, workforce skills, and overall competitiveness in the world marketplace. Companies will be referred to 3<sup>rd</sup> party providers for the services they need.

### Funding

#### 2014-2015

- ▶ \$3.5 million available from NIST;
- ▶ \$500,000 from State of Florida;
- ▶ \$2.232 million from manufacturing community

#### 2015-2016

- ▶ \$3.5 million available from NIST;
- ▶ \$500,000 in Governor's Budget (MAF is requesting \$3.5 million)
- ▶ Investment from manufacturing community
- ▶ *Additional state investment of \$3.0M in State funding will allow for approximately 16-20 additional field staff and 3-4 headquarters staff.*

### Return on Investment

- ▶ Historically, for every dollar invested by NIST, manufacturing clients have generated \$19 in new sales
- ▶ For every \$2,001 invested by NIST, a new manufacturing job is created or retained
- ▶ For Florida, this translates to a potential benefit of \$66.5M in new sales and 1,749 new or retained jobs annually

(Note: NIST is the nation's measurement expert, so these are very reliable numbers)

### Investing for Success

- ▶ The highest performing manufacturing extension partnership centers nationally are those with a high ratio of cash (state + industry) matching the NIST investment
- ▶ Historical performance data from 57 NIST centers demonstrates that a higher cash content is positively correlated and significant to performance



**Fact Sheet on *FloridaMakes***  
***Florida Department of Economic Opportunity Budget Item 2246 Proviso Language***  
***March 10, 2015***

***What was Florida awarded?***

- The MAF Center for Advanced Manufacturing Excellence was awarded \$3.5M in funding from the National Institute of Standards and Technology (NIST), U.S. Department of Commerce, to establish a new manufacturing extension partnership center in Florida, which must be matched by state and industry funds.
- As a shared investment by NIST, the State of Florida, and Florida's manufacturing industry, funding will provide for the development of an integrated business and technical assistance network, *FloridaMakes*, connecting the state's regional manufacturing associations as the backbone for a state-wide strategic advisory network.
- The mission of *FloridaMakes* will be to promote business growth and connect Florida manufacturers to existing public and private resources essential for increased competitiveness and profitability.
- *FloridaMakes* not only establishes a direct pipeline to the expertise within the manufacturing association network but through it leverages the broader assets – business, technology, capital, workforce, trade, etc. – within the State's manufacturing ecosystem.
- The investment also provides *FloridaMakes* access to over 1,300 business and technical advisors operating in 440 locations nationwide.

***Benefit to Florida's Economy***

- For every dollar invested by NIST, manufacturing clients have generated \$19 in new sales
- For every \$2,001 invested by NIST, a new manufacturing job is created or retained
- For Florida, this translates to a potential benefit of \$66.5M in new sales and 1,749 new or retained jobs annually. (Note: NIST is the nation's measurement expert, so these are very reliable numbers)

***State Funding***

- The new operation in Florida is the first of its type in NIST MEP's 26-year history in that it was established by manufacturers for manufacturers
- Florida's regional manufacturing associations and the State put forth investment from Florida's manufacturers to secure the NIST grant
- The State's investment of \$500,000 allows *FloridaMakes* to draw down \$500,000 in federal funding. However, the total available for *FloridaMakes* from the federal government is \$3.5 million, but only if it is matched by investment from the state and private sector of \$3.5 million. Ideally a program would have three equal funding partners: NIST, State of Florida, and manufacturing sector.
- First year funding from the state: \$500,000 State of Florida and \$2.232 million from manufacturing industry
- The highest performing centers nationally are those with a high ratio of cash (state + industry) against the NIST investment
- Historical performance data from 57 NIST centers demonstrates a higher cash content is positively correlated and significant to performance

***Summary Comments***

- The Florida Legislature, Governor Scott, the Manufacturers Association of Florida, Enterprise Florida, CareerSource Florida, regional manufacturing associations, economic development councils, the Florida Chamber and many others have worked closely together over the past several years advancing Florida's manufacturing industry
- This united and coordinated front in Florida positioned the MAF Center for Advanced Manufacturing Excellence (CAME) to make a successful bid for the *FloridaMakes* opportunity
- CAME is fully invested, both financially and organizationally, in the success of *FloridaMakes* and the measurable benefits it will bring to both manufacturers and the State's economy
- Florida manufacturers' greatest challenge is developing a skilled workforce to allow them to compete globally now and in the future. This is not only an investment in the strength and prosperity of Florida's manufacturers, but also an investment in a workforce which is paid above average wages in Florida and is a key sector to a balanced Florida economy.

**Project name: US 19 Revitalization Program**

Contact Information: Greg Armstrong (Representing West Pasco Chamber of Commerce & West Pasco Board of Realtors)

**Greg Armstrong**  
**Coldwell Banker F.I. Grey Residential**  
**6330 US Hwy 19**  
**New Port Richey, FL 34652**  
**(O) 727-495-2424**  
**(C) 727-534-9951**  
**greg@cfigrey.com**

**Project Description and Entity Jurisdiction:** Revitalization of US 19 and its business district. This involves the state, Pasco County, City of New Port Richey, City of Port Richey and a large number of businesses along US 19 through the Chamber of Commerce and the Board of Realtors. The state monies in this proposal would be handled strictly by FDOT. Unique because it involves everyone...FDOT, county, cities and the business community.

**Municipalities/Counties:**

Pasco County, City of New Port Richey, City of Port Richey

**Project Linked to Governmental Entity Name:**

Pasco County, City of New Port Richey, City of Port Richey, FDOT

**Outcome anticipated:**

Bring about badly needed beautification and enhancements to US 19 in Pasco. It is a road that sees approximately 100,000 cars pass each day. Business along the highway had been declining due to the economic downturn since 2007. That added to roadwork which started in 2010 with the last section scheduled for completion in the fall of this year. The project calls for work by the state, Pasco County, both municipalities and by the business owners along US 19. The outcome would be increased jobs along the corridor improving the economy of the region.

**Amount request from the State: \$1,000,000**

Pasco County: \$400,000 (Estimate)

City of New Port Richey (\$75,000) (estimate)

City of Port Richey (\$40,000) (estimate)

Realtors & Chamber (\$20,000) (welcome signs grant application pending)

**Total Cost of Project: \$1,535,000**

**FDOT Request is made to fund:** Landscape median enhancements.

Once completed by FDOT the enhancements would then be managed by an HOA type association whereby businesses sponsor the costs for the medians to be maintained. The Association (overseen and managed

by the Chamber and the Realtor Board) would then bid out maintenance annually. While the state would fund the initial foliage the

**HOA would accept responsibility for all care and landscape maintenance along US 19 thus removing that ongoing cost from the already overburdened DOT maintenance budget.**

The County and City monies would be used for signage that would be both subtle and blend in with the medians. Small signs for the medians for sponsors and consistent signage near intersections announcing what is on the opposite side of the now 8-lane US 19. There would also be welcome signs at each end of the county. The Chamber and Realtors would be asked to raise monies toward welcome sign. The landscaping will also help to slow traffic which will help to minimize accidents along one of the deadliest stretches of road in our state.

The plan also includes asking Pasco County and the cities to create its own **US 19 Enterprise Zone** so we could seek low-cost high speed internet access. This will help bring jobs to the area which has consistently been bleeding jobs for the past six or more years. This is one of the more challenging aspects as most service capability along the highway is already at or above capacity. Dramatically improving this problem will create a business environment to draw businesses to US 19 instead of driving them away. We plan to explore wired and wireless to leave no stone unturned.

***All of these parts will make this a perfect example of how the State of Florida, Pasco County, the City of New Port Richey, the City of Port Richey and our local businesses can and should work together to***

***improve jobs, our tax base and enhance one of the busiest roadways along the west coast of Florida.***

**What type of match exists for this project?**

Cash Amount: The County is being asked to put in \$400,000. New Port Richey is being asked for \$70,000 and Port Richey \$35,000. The Board of Realtors and the Chamber will be asked to put in \$30,000. Total Project cost is estimated at \$1,535,000.

## Maintenance Repair Overhaul (MRO) Hangar

### Brooksville – Tampa Bay Regional Airport

1. Examples of different types of MRO aviation businesses:

- Commercial to Cargo Conversion
- Special Mission Conversion
- VIP Conversions
- Interiors
- Completions
- Paint and Exteriors
- Refurbishment
- Wheels & Brakes, Engine or Other Component Servicing
- General Fleet Maintenance

2. This MRO facility has been designed to accommodate narrow body aircraft such as the Boeing 737 & Airbus 319 series family of aircraft.
3. The County completed the design & permitting for the facility on January 31, 2015. Design cost was \$224,000. This is a shovel ready project.
4. The estimated cost of construction for the facility & associated infrastructure is \$6.0M.
5. The County will provide the \$3.0M fund match for this grant program.
6. Total hangar is 32,000 sq ft (25,600 sq ft clear span hangar with adjoining 6,400 sq ft office / shop facilities. A ramp for aircraft tie down and positioning will also be constructed as part of this project. The ramp will be 57,000 square feet. The hangar door will be 42 feet high x 120 feet wide to capture the narrow body aircraft.
7. The hangar will be constructed on a (5) acre parcel along Helicopter Drive which access Spring Hill Drive. Helicopter Drive will also be extended 350 feet to the east along the hangar's frontage along with utilities.

# BKV

BROOKSVILLE - TAMPA BAY REGIONAL AIRPORT  
& TECHNOLOGY CENTER

FROM HERE,  
YOU CAN REACH THE WORLD...



MAINTENANCE REPAIR OVERHAUL FACILITY  
**NEW 32,000 SQ FT. HANGAR**  
AT BROOKSVILLE - TAMPA BAY REGIONAL AIRPORT



# BKV

BROOKSVILLE - TAMPA BAY REGIONAL AIRPORT  
& TECHNOLOGY CENTER

Since 2013, when ARSA released the last round of economic data, the global civil MRO market expanded 31.3 percent. The economic impact of the domestic MRO industry grew to \$47 billion, up more than 20 percent since 2008. Amid the country's devastating unemployment, the US aviation maintenance job market expanded more than 11 percent, now employing more than 306,000 highly skilled professionals.

## Global MRO Market Economic Assessment

The civil maintenance, preventive maintenance, and alteration (MRO) market contains four distinct segments: heavy airframe, engine, component and line maintenance. The 2012 civil market is estimated at over \$65 billion; engine overhaul is the largest segment at \$26.1 billion followed by component at \$16.8 billion. North American-based fleet accounts for \$23.5 billion.



Every dollar spent on heavy airframe maintenance generates \$1.39 of economic activity. One dollar spent on engine overhaul generates \$1.88 and one dollar spent on component maintenance generates \$1.68 of economic activity. Line maintenance generates \$1.19 of economic activity for every dollar spent.

The US civil aviation maintenance industry employs over 306,000 people and generates \$47B in economic activity. MRO accounts for 80 percent of the total employment in the US with 240,000 employees; within the MRO industry, companies that are certificated by the FAA under part 145 are the largest employers with nearly 200,000 employees.

## PROJECT SPECIFIC INFORMATION

- **Shovel Ready Project**
- **Facility will be located on 5 acre parcel with expansion capabilities**
- **Design & Permitting recently completed**
- **Accomodate Boeing 737 & Airbus A320 series of aircraft**
- **32,000 sf Total - 25,600 sf Hangar & 6,400 sf office space**
- **57,000 sf Apron (200' X 285')**
- **Upgraded flooring, lighting and insulation with 3-Phase Electric**

**COST..... \$6.0m**

\*Economic data courtesy of the Aeronautical Repair Station Association Global MRO Market Economic Assessment March 13, 2013



# Global MRO Market Economic Assessment



March 13, 2013  
Submitted by:  
ICF SH&E

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# 1 EXECUTIVE SUMMARY

The global turbine-powered civil aviation fleet is about 80,000 aircraft with over 26,000 aircraft operating in the air transport fleet. Nearly half the civil aviation fleet is domiciled in North America with 37,000 aircraft, followed by 16,000 aircraft in Europe and 11,000 aircraft in Asia Pacific. These aircraft fly over 85 million hours per year with the air transport fleet accounting for almost 80% of those hours.

The civil maintenance, preventive maintenance and alteration (MRO) market contains four distinct segments: heavy airframe, engine, component and line maintenance. The 2012 civil market is estimated at over \$65B; engine overhaul is the largest segment at \$26.1B followed by component at \$16.8B. North American-based fleet accounts for \$23.5B.

Heavy airframe maintenance accounts for \$13.0B; over 70% is provided to air transport aircraft, with 38% performed on aircraft based in North America. There are four key service providers in this segment: Type and Production Certificate holders (Original Equipment Manufacturers (OEMs)), air carriers, independents, and airline third-party. For the air transport market, operators perform 50% of the work, while in the business & general aviation (B&GA) market, independent suppliers perform 65% of the heavy airframe work. Labor represents approximately 70% of the typical cost with material and other services account for 30%.

Engine overhaul accounts for \$26.1B; over 86% is provided to air transport aircraft, with 36% performed on aircraft based in North America. For the air transport market, the engine manufacturers account for 43% of the segment's share, while for the BGA market, the OEM accounts for 50%. Material accounts for 58% of the typical cost with labor representing 22% and parts repair coming in at 10%.

Component maintenance accounts for \$16.8B; over 70% is for air transport aircraft, with 37% ultimately being installed on aircraft based in North America. Market share varies widely by component type, with manufacturers holding significant influence in the segment. Typical cost structures vary as well, with some types having a significant material investment.

Finally, line maintenance accounts for \$9.9B with almost 30% of the market for North American-based aircraft. Almost 90% of the segment is performed by the operators, with labor accounting for over 85% of the cost structure.

Every dollar spent on heavy airframe maintenance generates \$1.39 of economic activity. One dollar spent on engine overhaul generates \$1.88 and one dollar spent on component maintenance generates \$1.68 of economic activity. Line maintenance generates \$1.19 of economic activity for every dollar spent.

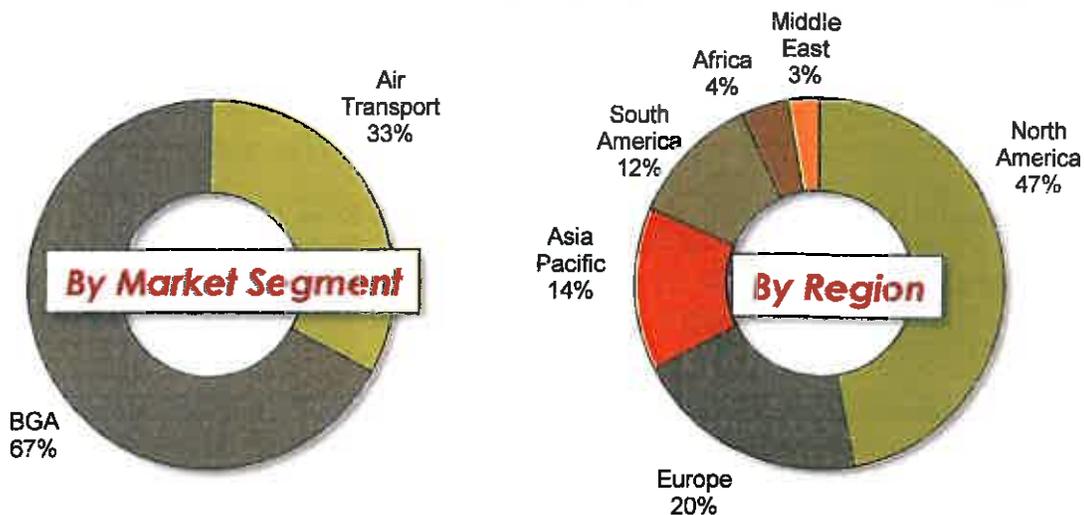
In the United States, nearly 4,100 firms with 196,000 employees operated in the civil MRO market. Small and medium-sized enterprises (SME) account for 84% of the total and 21% of all employees. There are over 143,000 technicians in the United States and approximately 36% are certificated.

## 2 INTRODUCTION

The global turbine-powered civil aviation fleet is about 80,000 aircraft (*Figure 1*). There are over 53,000 business and general (BGA) aircraft, which represent over two-thirds of the world civil fleet. There are over 26,000 aircraft in the air transport fleet. Nearly half of the global civil aviation fleet, 37,000 aircraft, is located in North America. Europe is the next largest market with 16,000 aircraft, followed by Asia Pacific with nearly 11,000 aircraft.

Aircraft flight hours or utilization is a key driver of MRO services. The civil aviation fleet flies approximately 85 million hours per year. Air transport aircraft, only 33% of the fleet, fly 65 million hours per year or nearly 80% of the total. On average, air transport aircraft fly 2,500 hours per year versus 370 hours per year for BGA aircraft.

**Figure 1: 2012 Global Civil Aviation Fleet (79,800 Aircraft)**



Source: ICF SH&E Analysis

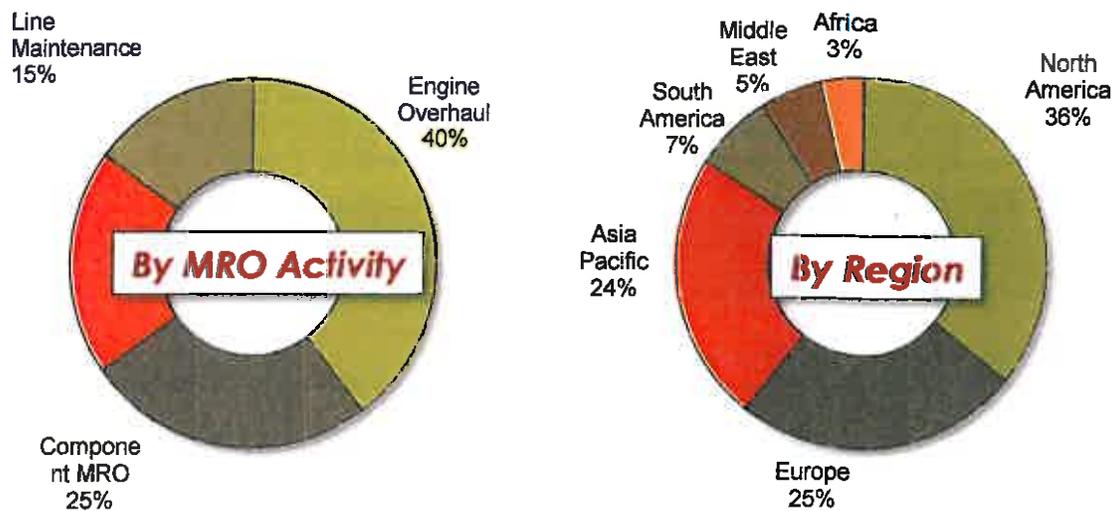
The civil MRO market consists of four distinct markets: heavy airframe, engine overhaul, component and line maintenance.

- **Heavy Airframe Maintenance** - A regularly scheduled work scope with detailed inspection, maintenance, preventive maintenance and alteration of the entire aircraft and its installed components that will place the aircraft out of service for a pre-determined period of time.
- **Engine Overhaul** - Off-wing maintenance, preventive maintenance and alteration that restores the engine to designed operational condition; by regulation the engine must be disassembled, inspected, parts are repaired or replaced as necessary, re-assembled and tested.
- **Component** - Maintenance, preventive maintenance and alteration of components that will be installed on an aircraft, airframe, engine or propeller.

- **Line Maintenance** - Maintenance checks that are carried out to ensure that the aircraft is fit for flight but that do not remove the aircraft from service.

The world civil aviation MRO market is estimated to be over \$65B (Figure 2). Engine overhaul is the largest segment at \$26.1B, followed by component MRO at \$16.8B. The North American MRO market is the largest geographic market – estimated to be \$23.5B. Europe and Asia Pacific are the next largest markets at \$16.3B and \$15.5B, respectively.

**Figure 2: 2012 Global Civil MRO Market (\$65.8B)**



Source: ICF SH&E

## 3 GLOBAL MRO MARKET

### 3.1 HEAVY AIRFRAME MAINTENANCE

#### Introduction

Heavy airframe maintenance is regularly schedule inspection, maintenance, preventive maintenance and alteration that will take the aircraft out of service for a pre-determined time at specified intervals. Individual airlines, in compliance with national aviation safety regulations, establish heavy maintenance schedules.

Scheduled work scopes are typically based on calendar time or a fixed number of flight hours. Generally, there are four levels for air carrier aircraft, termed "A", "B", "C", and "D" checks. "A" and "B" checks are considered line maintenance, while "C" and "D" checks are classified as "heavy maintenance."

Market	Activity	Description	Frequency*	Out of Service Time*	Man-hrs required*
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Figure 3: Heavy Airframe Maintenance Overview

Air Transport	C Check	Detailed, scheduled inspections, maintenance, preventive maintenance and alteration of the airframe, components and accessories and portions of applicable corrosion prevention programs.	2,500 to 3,000 flight hrs (or 12 to 18 months)	72 hrs to 7+ days	2,000 to 4,000 hrs
	D Check	Comprehensive maintenance, preventive maintenance and alteration of the entire aircraft, intending to return it to its original condition (to the extent possible) with interiors and components removed and replaced.	20,000 to 24,000 flight hrs (approx. 5 to 10 yrs)	30 days	10,000 (smaller jets) to 50,000+ hrs (B747)
BGA	Minor	Inspections and preventive maintenance include check of fluid levels, tire pressure, lighting, etc.	300 to 500 flight hrs	Less than one day	4 to 15 hrs
	Major	A comprehensive structural inspection, maintenance, preventive maintenance and alterations (similar to a D-check)	3,000 – 6,000 flight hrs	5 to 7 days	2,000 to 5,000 hrs

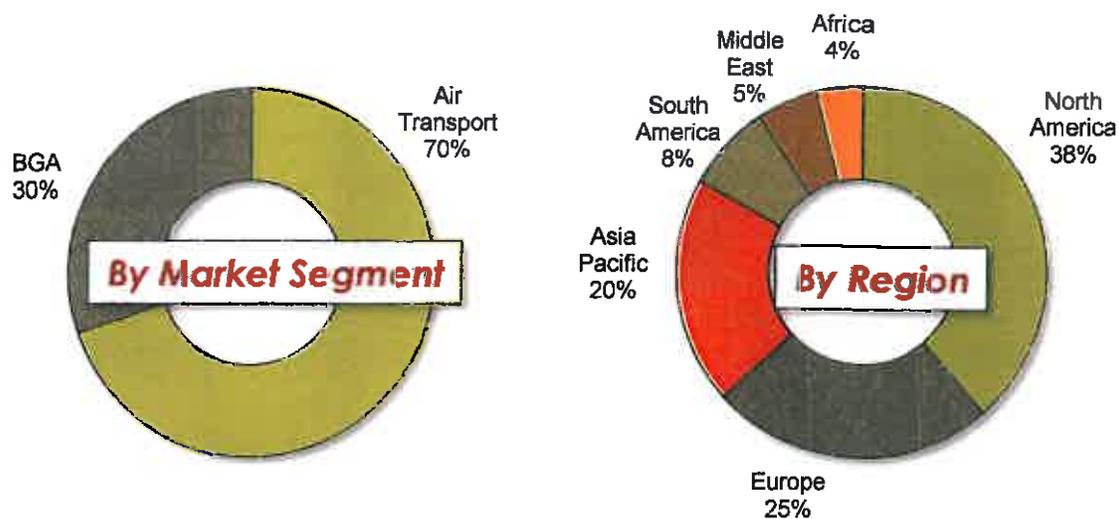
Source: ICF Global Services

\* Approximate

## Market Description

The civil heavy airframe maintenance market segment is estimated at \$13.0B (Figure 4). Air transport is the largest segment at \$9.1B or 70% of the total airframe heavy maintenance sector. BGA accounts for \$4.0B or 30% of the total. North America is the largest arena, generating \$5.0B of the total demand, followed by Europe at \$3.2B. Asia Pacific is the third, estimated at \$2.6B. Together, these three sectors represent over 80% percent of the global civil heavy airframe maintenance market.

Figure 4: 2012 Global Civil Airframe Heavy Maintenance Market (\$13.0B)



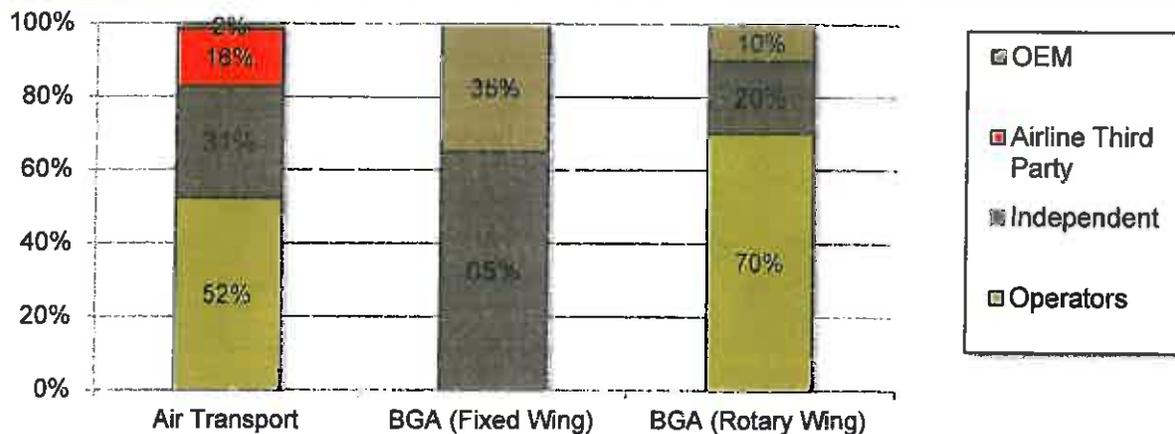
Source: ICF SH&E

There are four types of maintenance providers who perform heavy airframe maintenance (Figure 5):

- OEM** – The involvement of air transport type and production certificate holders in heavy airframe maintenance is minimal. Airbus and Boeing, have a minimal role; in contrast Embraer and Bombardier, Cessna, Hawker Beechcraft, Gulfstream, Dassault, and Bombardier are actively involved in the market. The main civil rotary wing producers, Bell, Eurocopter, and Sikorsky, also make access to MRO services available to purchasers.
- Operator** – Despite a recent trend towards contract maintenance, operators with in-house airframe maintenance capability perform the majority of their own heavy checks.
- Independent** – MRO providers unrelated to either OEMs or airlines – are significant players in the heavy airframe maintenance market. Independents typically enjoy the lowest labor costs of any supplier group.

- **Airline Third Party.** The maintenance subsidiaries of airlines which undertake work for other airlines (as well as their parent) are able to leverage operating experience and base volume to provide competitive pricing.

**Figure 5: 2012 Heavy Airframe Maintenance Participants**



#### Structure of Heavy Airframe

The air transport structure is fundamentally different from BGA fixed wing. In air transport, operators conduct about half of the total maintenance (\$4.7B), with the balance effectively split between independents and airline third parties.

For BGA fixed wing, however, independent providers account for almost two-thirds of the work performed, totalling some \$1.6B; the balance is performed by the OEMs.

The structure of the BGA rotary wing is more similar to air transport, where the operators perform the large majority of the work (70% or \$1.0B).

#### Cost Structure

There are three primary cost elements in airframe heavy maintenance (*Figure 6*). These elements are material, labor and repair/specialty services.

- **Labor** – Labor is the dominant component of aircraft maintenance cost, accounting for 70% in the air transport category. It includes direct labor required to perform the work scope, e.g., remove interiors and exterior access panels, inspection, repair (if necessary), and reassembly. These costs also include general and administrative overhead and employee benefits.
- **Material** – This is the second largest cost category at 20% of the total. This includes “consumables” such as solvents, hardware such as fasteners and standards, and airframe parts.

- **Repair/Specialty Services** – Outside repairs and services, such as non-destructive inspection, composite repairs, seat repairs, and fuel tank inspection, accounts for 10% or less of the cost.

**Figure 6: Airframe Heavy Maintenance Cost Structure**



## Supply Chain

There are three main supply sources for materials used during maintenance, preventive maintenance and alteration activities (*Figure 7*): part suppliers, distributors, and repair/specialty service suppliers. Unlike in engine overhaul, however, the material required is quite small.

- There are three primary sources for parts: OEMs, PMA (Parts Manufacturer Approval) and hardware providers, and surplus dealers.

Air transport and BGA OEMs, the source of most airframe service parts, were discussed previously.

The PMA market is rather small and focused primarily on interiors.

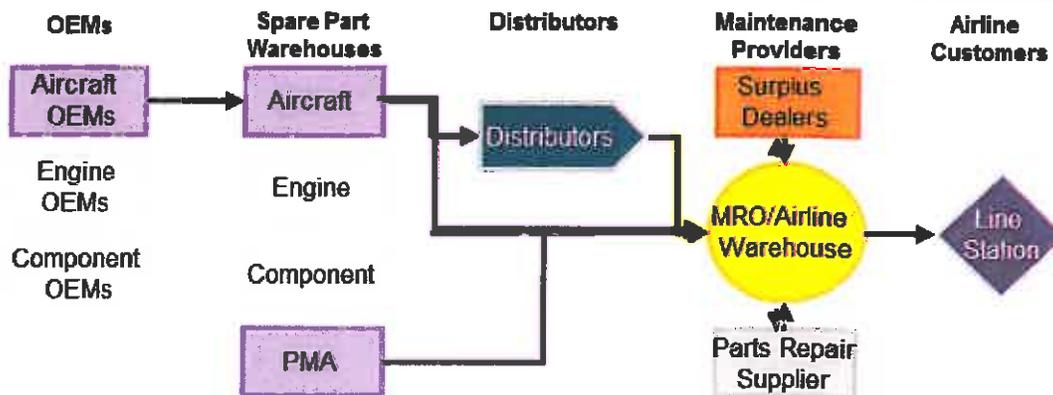
Hardware or “fasteners” are routinely replaced during MRO activities.

The last category, surplus dealers, is small in terms of material flow. The exception is for servicing older aircraft, such as the 737-200. Approximately two-thirds of surplus dealers are domiciled in the US.

On average, heavy airframe maintenance providers work with 10-15 material suppliers including OEMs, PMAs and surplus dealers; for consumables and hardware, the number of outside suppliers is in the dozens.

- Distributors are a common intermediary between parts suppliers and heavy aircraft maintenance facilities. Over 60% of distributors are domiciled in the US. On average, heavy airframe maintenance providers work primarily with 3-4 major distributors and a dozen or so smaller distributors for hardware and consumables.
- Specialty services include repairs to interiors (such as seats and galleys) as well as structural repairs to airframe parts, including both metallic and composites. Examples of the latter include composite fairings and radomes. Structural repairs to airframe parts are often completed by local machine shops. On average, airframe heavy maintenance suppliers work with between five and ten repair/specialty service suppliers.

**Figure 7: Airframe Heavy Maintenance Supply Chain**



Source: ICF SH&E

## 3.2 ENGINE OVERHAUL

### Introduction

Engine overhaul services involves off-wing maintenance, preventive maintenance and alteration that restores the engine to designed operational condition; by regulation the engine must be disassembled, inspected, parts repaired or replaced as necessary, re-assembled and tested.

For air transport operators, engine overhaul is performed on an as-needed (on condition) basis, except for the replacement of life-limited parts (LLP) which occurs at a fixed time established by the national aviation authority. For business and general aviation (BGA), engine overhaul is generally performed at specified time intervals according to guidelines recommended by the engine manufacturer.

Figure 8: Engine Overhaul Definition				
Market	Activity	Description	Frequency	Typical Cost
Air Transport	Overhaul	Disassembly, inspect, repair or replacement of parts, re-assembly and test	4,500 hrs to 24,000 hrs	\$450,000 to >\$5,000,000
BGA	Overhaul	Disassembly, inspect, repair or replacement of parts, re-assembly and test	3,500 hrs to 7,000 hrs	\$200,000 To \$800,000

### Market Description

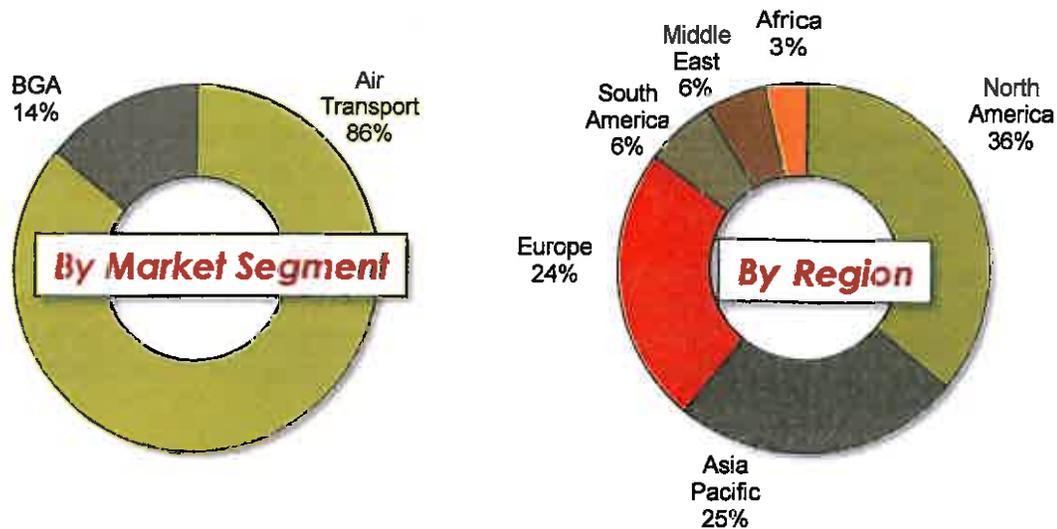
#### Market Description

The civil engine overhaul business is estimated at \$26.1B (*Figure 9*). Air transport is the largest segment at \$22.4B or 86% of the total engine overhaul market followed by BGA at \$3.7B, the remaining 14%. North America is the largest arena – generating \$9.4B of engine overhaul demand followed by Asia Pacific and Europe, which generate \$6.5B and \$6.3B in demand, respectively.

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**Figure 9: 2012 Global Civil Engine Overhaul Market (\$26.1B)**


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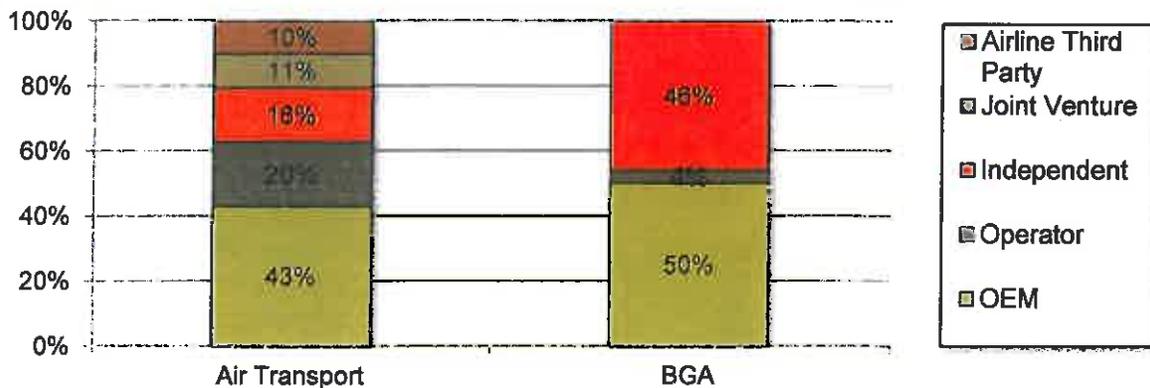
Source: ICF SH&E Analysis

There are four types of firms who perform engine overhaul work (*Figure 10*):

- **OEM** – The holders of the type and production certificates for engines are the largest providers of overhaul services. With the technical knowledge from the development phase of the engine and the ability to sell maintenance services during the sale of the engine.
- **Operator** – Air transport airlines with in-house engine overhaul capability, with the scale, base volume and experience to compete effectively in this sector. However, very few operators in the BGA market have the scale to overhaul their engine fleets.
- **Independent** – Independents include firms unrelated to either OEMs or airlines.
- **Airline Third Party**. Providers that are partially or fully owned by airlines and conduct overhauls for their parent company's fleet as well as third-party customers.

Operators perform approximately 18% or \$4.6B of engine overhaul work, the remaining \$21.4B or 82% of engine overhaul is performed by other maintenance providers, the largest of which are OEMs with 44% or \$11.4B of market segment.

Figure 10: Engine Overhaul Participants



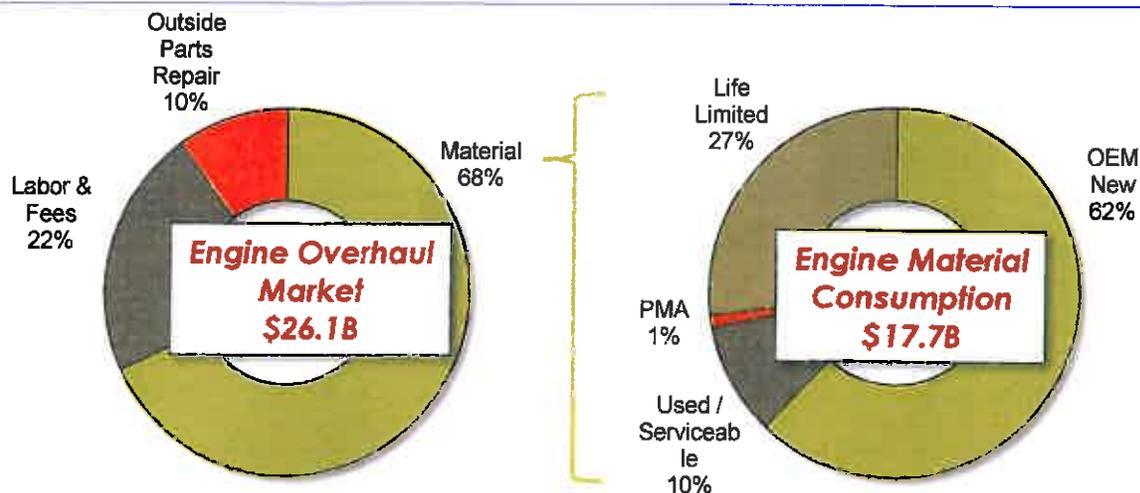
### Level of MRO Activity

#### Cost Structure

There are three primary cost elements in engine overhaul – material, labor and repair/specialty services (Figure 11).

- Material** - The largest driver of engine overhaul cost is material/parts, accounting for 62% of the total. Material is classified as OEM new spare parts, surplus or Part Manufacturing Approved (PMA) parts. Regardless of who performs the maintenance (operator, independent or OEM), all will use parts acquired from the OEM. In order to reduce costs, airlines may also use surplus/serviceable parts and PMA parts in-lieu of OEM parts. Hence, the material cost declines over the engine life cycle as repairs are developed and surplus material / PMAs become more available. Surplus parts have become a more popular alternative in recent years, and now account for >20% of material consumption in the air transport market.
- Labor** – Labor is the second largest cost item at 22%. Labor includes direct labor to disassemble, inspect, repair, reassemble and test the engines as well as general and administrative overhead and employee benefits. The percentage of certificated technicians varies by type of overhaul facility. For dedicated engine overhaul facilities, approximately 10% of the technicians are certificated.
- Repair/Specialty Services** – Overhaul providers, where possible, seek to refurbish articles rather than purchasing costly new parts. These repairs may be contracted to independent or specialized shops.

Figure 11: Engine Overhaul Cost Structure



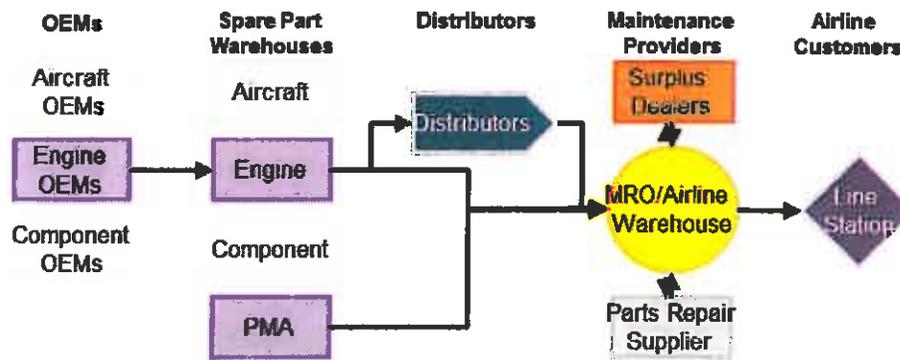
Source: ARSA 2013, ARSA 2013, Engine Parts Repair Survey

## Supply Chain

There are four main sources of supply to engine overhaul shops (*Figure 12*): material/part suppliers, distributors, repair/ specialty service suppliers and labor, the latter being internal to the engine overhaul shop.

- Material suppliers include engine OEMs, PMA suppliers and surplus dealers. Approximately 60% of engine OEMs are domiciled in the US and 38% are domiciled in. The PMA suppliers that represent approximately half the market are all domiciled in the US. Approximately two-thirds of surplus dealers are domiciled in the US. On average, engine overhaul providers work with 10-20 material suppliers including OEMs, PMAs and surplus dealers.
- Material suppliers can sell parts directly to the engine overhaul shop or through a distributor. Engine OEMs typically sell directly to engine overhaul shops – the exception being for old, declining product lines. Major PMA suppliers will sell directly to engine overhaul shops; smaller PMA suppliers typically utilize distributors or major PMA holders for parts distribution. Surplus dealers tend to sell directly to engine overhaul shops. Over 60% of distributors are domiciled in the US. On average, engine overhaul providers work primarily with four to five major distributors and a dozen or so smaller distributors – mostly for hardware and consumables.
- Engine OEMs are key repair/specialty service providers, as are large third-party engine overhaul facilities. Over half of the repair/specialty service providers are domiciled in the US, although many of these providers have facilities all over the world due to the importance of turn-around time for repair/specialty services. On average, engine overhaul providers work with 20-30 certificated part 145 repair/specialty service providers for parts maintenance

activities and four to five non-certificated services for specialty services such machining and plating. Engine overhaul providers focused on BGA utilize smaller number outside suppliers with approximately 10-12 repair / specialty service suppliers.



Supply Chain MRO/Airline Warehouse

### 3.3 COMPONENT MAINTENANCE

#### Introduction

Aircraft components provide the basic functionality for aircraft including aircraft control & navigation, communications, control surface movement, cabin air conditioning, electrical power, landing gear and braking.

A typical air transport aircraft has hundreds of components from dozens of OEMs. Accordingly, the component MRO market is extremely fragmented. *Figure 13* details the major market segments.

**Figure 13: Air Transport Market Component MRO Segments**

Market Segment	Maintenance Activities	% Component MRO Costs
Wheels & Brakes	Brake pad, servo valve, wheel maintenance, antiskid maintenance	25%
Avionics	Maintenance of displays, communications equipment, navigation systems, and autopilot	14%
Auxiliary Power Unit	Maintenance of the aircraft's auxiliary power unit including accessories	9%
Fuel Systems	Maintenance of engine fuel controls and aircraft fuel systems	8%
Thrust Reversers	Maintenance of aircraft thrust reversers, including actuation and surfaces	6%
Landing Gear	Maintenance of aircraft's landing gear systems	6%
Equipment/ Furnishings	Maintenance of removable items of equipment and furnishings externally mounted on the aircraft or contained in the flight and passenger components	5%
Flight Controls	Maintenance of primary and secondary flight control actuators	4%
Hydraulic Power	Maintenance of hydraulic pumps and conveyance hardware	3%
Electrical	Maintenance of electrical generation and distribution systems	3%
Other	Maintenance of myriad other systems including environmental control, in-flight entertainment, safety, water & waste, and pneumatics	17%

Wheels & brakes is typically the largest category of component maintenance spending on most aircraft, accounting for 25%. This is attributable to the significant wear and tear from multiple daily landings as well as the exotic materials such as carbon composite brake pads that provide light weight and heat dissipation properties.

Flight deck avionics is the second largest component MRO category. Avionics comprise several major subsystems including cockpit displays, communications equipment, navigations systems, and autopilot. Dozens of "black boxes" are required. Avionics account for 14% of a typical aircraft's component maintenance costs, and even higher for business jets.

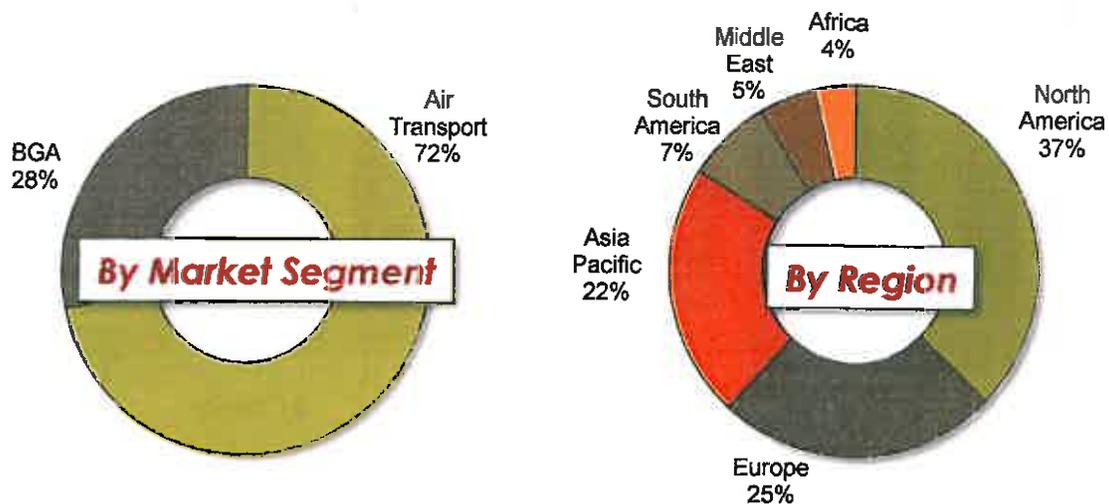
The third largest component maintenance spend category is on auxiliary power units (APU). The APU is an installed gas turbine, which provides electric power, engine starting and cabin cooling functionality.

Beyond these three major categories are several important maintenance segments: fuel systems (8% of total component maintenance spending), thrust reversers (6%), landing gear (6%), equipment and furnishings (5%), flight controls (4%), hydraulics (3%), and electrical systems (3%).

### Market Description

The civil component MRO market is as estimated \$16.8B. Air transport is the largest segment at \$12.0B or 72% of the total component overhaul market with BGA comprising the remaining 28%.

Figure 14: 2012 Global Civil Component MRO Market (\$16.8B)



### Market by Region

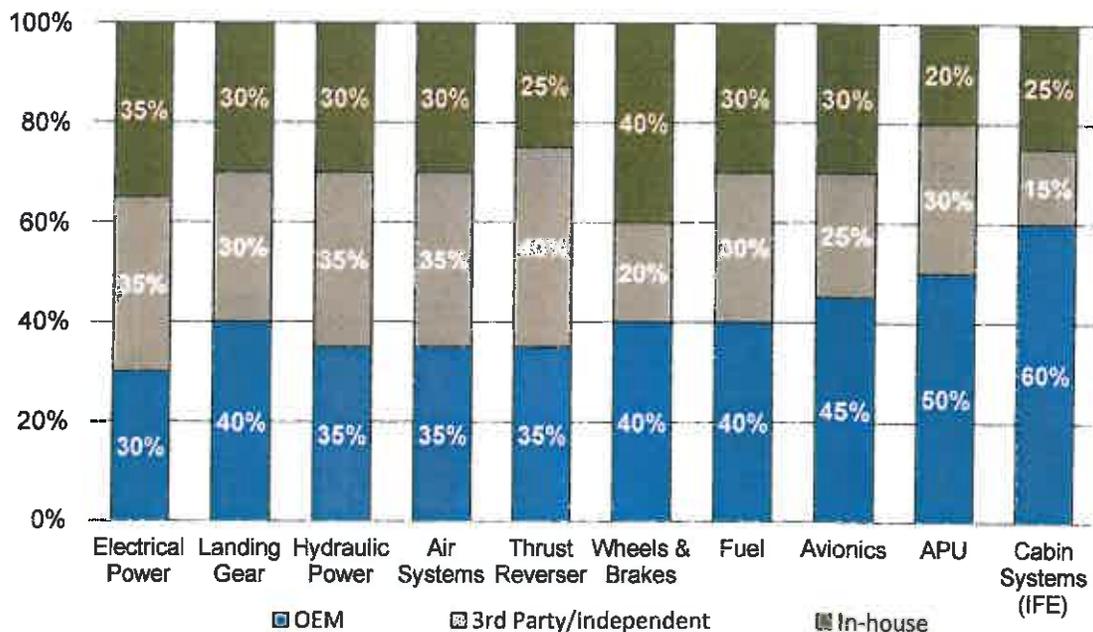
Thirty seven percent of component maintenance demand originates from aircraft operators in North America. Europe is the second largest market (25%), followed by Asia-Pacific (22%), South America (7%), Middle East (5%) and Africa (4%).

There are four types of maintenance providers in component MRO activities:

- **OEMs** – Component OEMs are major players; beyond basic repair activities, OEMs also sell service parts and refurbish piece parts. Most OEMs focus exclusively on repair of their own equipment.
- **Operator** – Airlines with in-house component maintenance capability.
- **Airline Third Party**. Often an airline's internal operations provide third-party MRO services to improve their revenues and margins.
- **Independent** – There are numerous independent providers serving the global.

MRO market shares of each component category reflect the underlying economics of repair activities as well as the competitiveness of each provider group.

**Figure 15: Component Market Shares by Supplier Category**



#### Overall MRO Market

Overall, operators perform approximately 30% of component maintenance; OEMs have a slightly larger share (35%), and for APUs and avionics control approximately half of the market. Airlines third party shops and independents have the remaining 35% of the market.

Airlines that perform component MRO tend to perform work on the fast moving components that require minimal capital expenditure with a relatively high proportion of labor.

Third party MROs have a larger share, by default, of the components that are suitable for broad support contracts. Independents can excel in components with high labor costs since the labor rate is often lower than OEMs and operators.

OEM's have a higher proportion of capital intensive components requiring costly testing and intellectual property. Their share of new technology components will also be relatively high until the product matures.

### Cost Structure

While the cost structure of component maintenance varies considerably by component type, like engine maintenance; the three major cost elements are material, labor and repair/ specialty services.

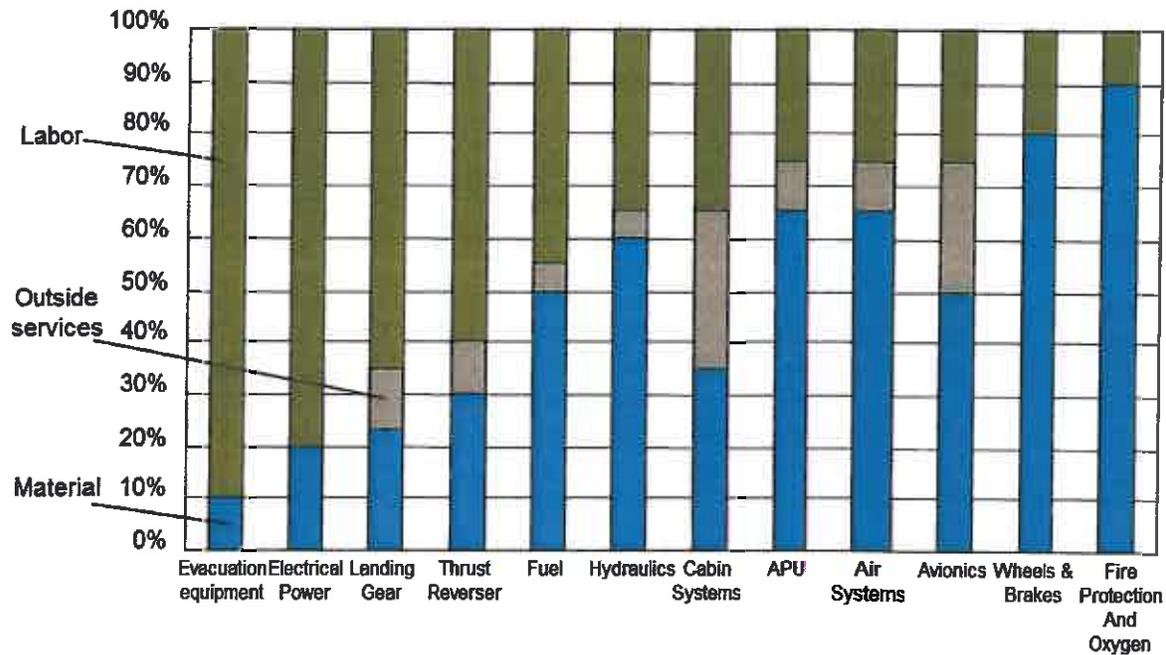
The material in component MRO comprises service parts from OEMs, surplus dealers and PMA suppliers as well as hardware obtained through distributors. OEMs generally have a very high market share for service parts – typically 90% or more – but for older, mature equipment with significant surplus parts availability, OEM market shares can be 70% or less. Usage of PMA parts for component maintenance, currently two percent overall, continues to expand.

The other two elements of component MRO are labor and specialty services. Labor is required to inspect, disassemble, repair, reassemble and test components. A typical component MRO facility will have a 50:50 mix of certificated and non-certificated technicians. Specialty services include processes such as plating, coating, machining, avionics card repair, and specialty testing.

The cost structure of major component categories is shown in *Figure 16*. The most labor intensive activities are shown on the left hand side of the chart including electrical power, landing gear, thrust reverser repair, and fuel systems; the least labor intensive include wheels and brakes, avionics, and APUs; all of these categories are heavily dependent on material and outside services (e.g., card repair for avionics). Overall, labor is approximately 35% of component MRO spending; materials 60%, and outside services 5%.

Components with a higher proportion of materials may provide higher margins. High material content repairs may benefit OEMs that have greater ability to influence spares pricing and develop work scopes to minimize spares usage. However, components with high material content may be at a greater risk to PMA development especially if spares are high priced and availability is poor.

**Figure 16: Typical Component MRO Cost Structure by Category**



Source: ICF SH&E Analysis

The cost structure of component repair can be influenced by the provider type. OEMs generally prefer to maximize usage of their own service parts in lieu of alternate material sources and labor. In contrast, independent MRO suppliers seek to minimize purchases of service parts from OEMs and, where possible, develop repairs for parts with designated engineering representatives (DER). Most independents believe that internal parts repair capability increases margins and enhances operational control due to reduced dependence on OEM service parts availability.

### Supply Chain

There are several important categories of suppliers to component maintenance facilities (see *Figure 17*): parts suppliers, distributors, and repair/specialty service suppliers.

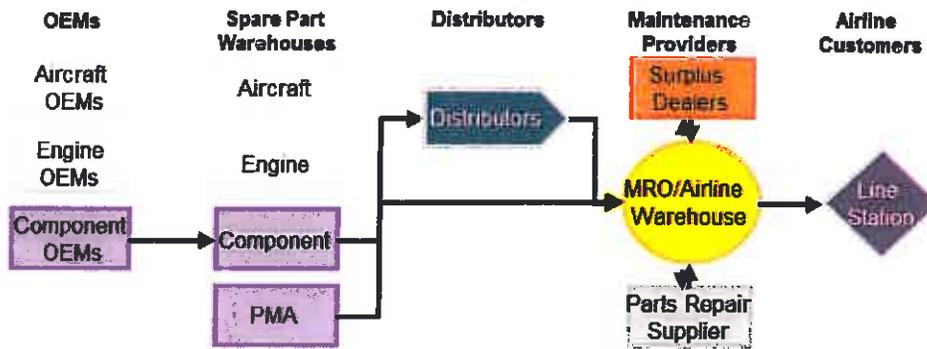
Material suppliers include component OEMs (including hardware manufacturers), PMA suppliers and surplus dealers. Approximately 60% of component OEMs listed previously are domiciled in the US. The vast majority of PMA firms are US-based. Finally, there are multiple surplus dealers supporting the component MRO supply chain; approximately two-thirds of which are domiciled in the US.

Like the engine overhaul supply chain, major material suppliers sell directly to overhaul shops while smaller suppliers typically sell through distributors. Distributors typically sell hardware, consumables and service parts made by smaller OEMs. Over 60% of distributors are domiciled in the US.

Finally there are thousands of specialty service providers that support component MRO facilities with services ranging from plating, machining, coating, parts repair, brazing, and inspection. ICF SH&E believes that 50-60% of these suppliers are based in the US.

The number of suppliers that support an individual component MRO facility varies greatly; a facility focused on a narrow product range might deal with 20-40, while a facility servicing a broad range of components will have a base in excess of 100 suppliers.

**Figure 17: Engine Overhaul Cost Structure**



Source: ICF SH&E Analysis

### 3.4 LINE MAINTENANCE

#### Introduction

Line Maintenance includes light checks plus day-to-day operational maintenance that is carried out to ensure that the aircraft remains in operational readiness, including trouble shooting, defect rectification, and component replacement. Technicians diagnose and correct faults on the aircraft on an ad-hoc basis and carry out minor and major aircraft checks on a scheduled interval basis. Line maintenance consists of three primary activity categories: Transit checks, Daily/Weekly checks and A-checks. For business and general aviation (BGA), line maintenance is captured in airframe heavy maintenance (Section 3.1).

Figure 18: Line Maintenance Overview

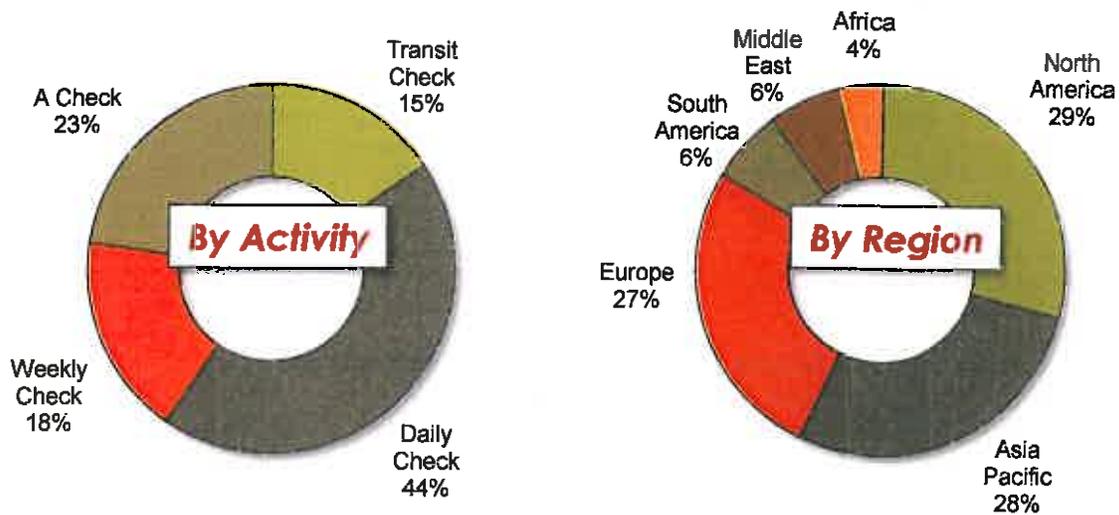
Activity	Description	Frequency	Labor Input	Typical Cost
Transit checks	<ul style="list-style-type: none"> <li>• Transit checks sometimes also described as turn-round check</li> <li>• Consists of specific visual checks ("walk-round"), review of check log and defects, and where needed, defect rectification and trouble-shooting</li> <li>• For long-haul operations, this also will include tasks for ETOPS clearance</li> </ul>	Every flight cycle	1 – 4 labor hours	\$75 to \$350 per flight cycle
Daily/Weekly checks	<ul style="list-style-type: none"> <li>• Daily checks at intervals of 24-36 hours, sometimes described as overnight checks</li> <li>• Weekly checks include 7/8day checks and 3/4day checks</li> <li>• Additional work may be specified for the aircraft downtime by the maintenance planners e.g., defect rectification, out-of-phase checks</li> <li>• Increasingly this downtime is also used for IFE and cabin maintenance</li> </ul>	Daily: 24-36 hours (occasionally 48 hours)  Weekly: 4-8 Days	Daily: 5 -10 labor hours  Weekly: 10 – 30 labor hours	\$150 to \$500 per day
A-checks	<ul style="list-style-type: none"> <li>• Typically conducted at a few main bases within the airline network.</li> <li>• Additional work may be specified for the aircraft downtime by the maintenance planners e.g., defect rectification, out-of-phase checks</li> <li>• Increasingly this downtime is also used for IFE and cabin maintenance</li> </ul>	Regional: 350-500 FH  Narrowbody & Widebody: 500-700 FH	Regional: 100-250 labor hours  Narrowbody & Widebody: 250-500 labor hours	\$15 to \$50 per flight hours

Source: ICF SH&E ARSA

## Market Description

The civil line maintenance market is estimated at \$9.9B. Daily/Weekly check is the largest segment at 62% of the market, due largely to the frequency of such checks. North America is the largest market, generating \$2.9B of the total demand, followed closely by Asia Pacific, including India and China, estimated at \$2.8B. Europe is the third largest market at \$2.6B.

**Figure 19: 2012 Global Civil Line Maintenance Market (\$9.9B)**



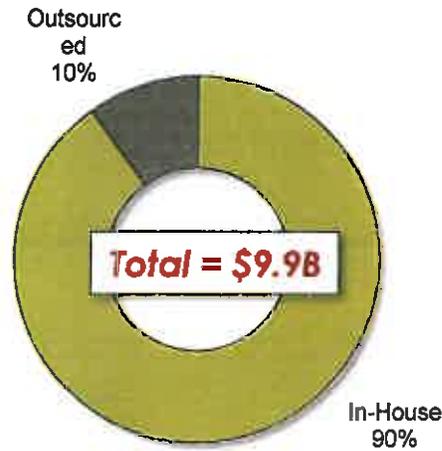
### Line Maintenance

Line maintenance is seen as critical to on-time performance and therefore a “core business” for airlines. Hence, 85%-90% of line maintenance is performed by operators. When airlines do use contract maintenance, it is typically at airports where they do not have sufficient operations to justify a dedicated line station; high growth, low volume international airlines are more likely to use contract line maintenance in order to manage growth; this is particularly the case for new stations where they have little volume or experience or requires quick implementation.

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**Figure 20: 2012 Global Civil Line Maintenance Supply**


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Source: ICF SH&E Analysis

Given its importance to operational reliability, line maintenance provider selection is mostly focused on proven experience and expertise on type. At outstations, preferred contractors will have spares available on-site or close by to reduce the risk of long Aircraft On Ground (AOG) situations. For A-checks, man-hour rates and turn-time reliability are vital – to keep costs competitive and to ensure the aircraft is available for scheduled service at the expected time. Line maintenance effectiveness is as good as the technicians trouble shooting skills and spare parts flow.

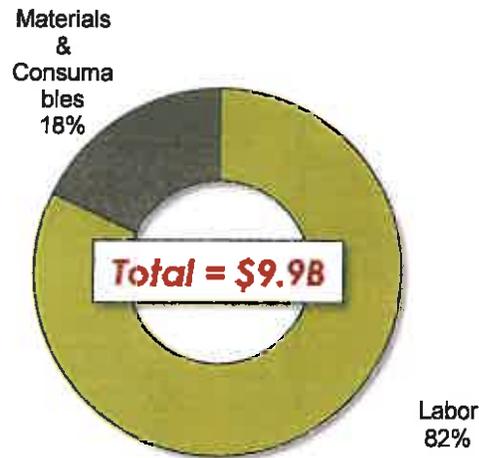
Line maintenance is a small portion of the BGA MRO market and is included in the airframe heavy maintenance figures for this analysis.

### Cost Structure

There are two primary cost drivers in line maintenance (*Figure 21*) - labor and material.

**Labor** – Labor is the dominant component of line maintenance cost, accounting for 80-85% of the total. Labor includes direct labor required to inspect, troubleshoot, remove LRUs and engines as required, as well as general and administrative overhead and employee benefits. Over 98% of line maintenance technicians are certificated.

- **Material** – Material is typically 15-20% of the cost of line maintenance and primarily consists of expendables and consumables, such as fasteners, brackets, solvents, etc.

**Figure 21: 2012 Global Civil Line Maintenance Supply**

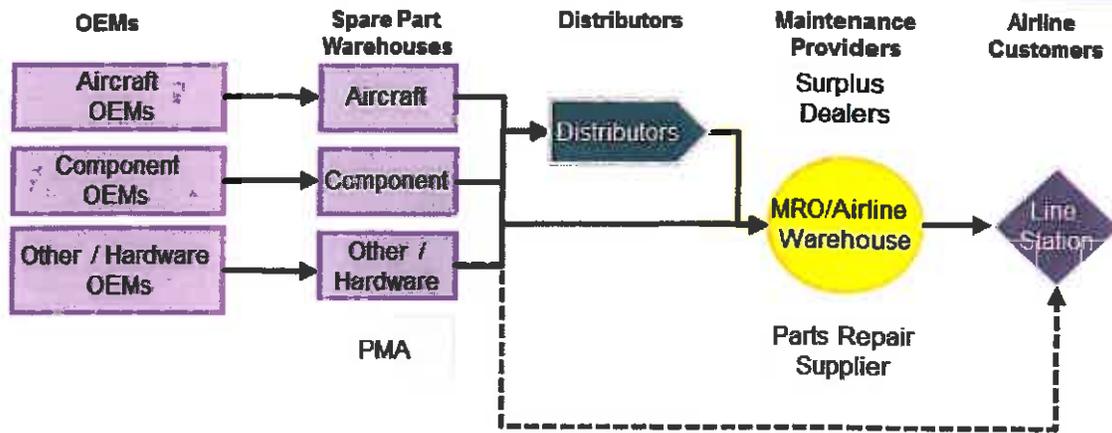
Source: ICF SH&E Analysis

### Supply Chain

There are three main supply sources for line maintenance (*Figure 22*): part suppliers, distributors, and labor (internal to the facility itself).

- There are several primary sources for parts: Aircraft OEMs, component OEMs and other suppliers/hardware providers. "Other" material suppliers include dozens of chemical and solvent suppliers. On average, line maintenance providers work with less than five aircraft OEMs, and hundreds of component OEMs and hardware suppliers.
- Distributors are a common intermediary between parts suppliers and airline warehouses and line stations. An estimated 60% of distributors are domiciled in the US. Line maintenance providers typically work with 5-6 major distributors and a dozen or so smaller distributors for hardware and consumables.

Figure 22: 2012 Global Civil Line Maintenance Supply



Source: ICF SH&E analysis

## 4 GLOBAL MRO ECONOMY ACTIVITY & IMPACT

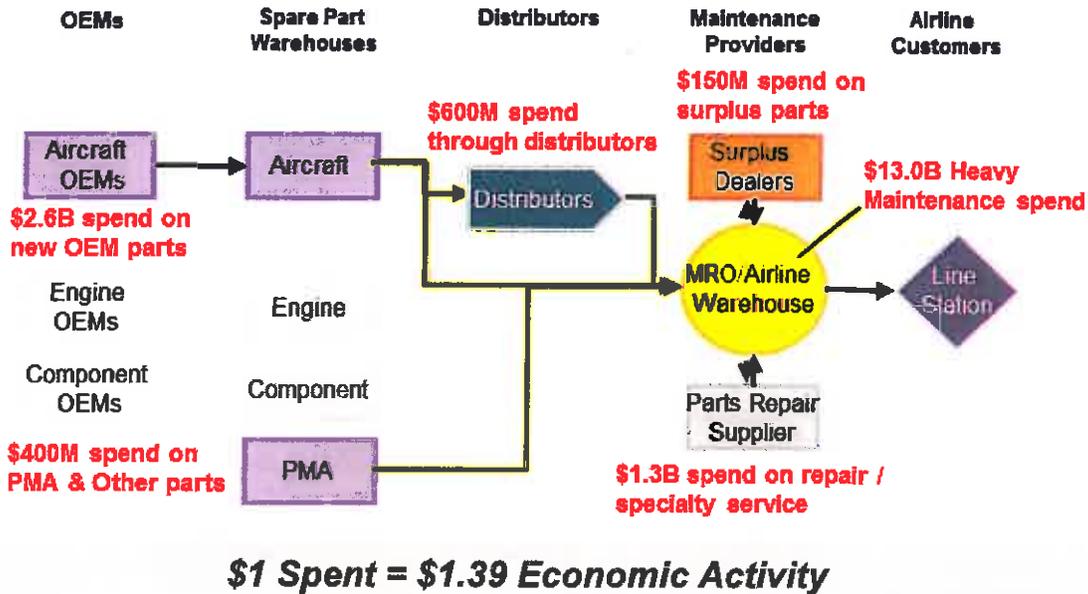
### 4.1 ECONOMY ACTIVITY

#### Heavy Airframe Maintenance

Globally, operators spend \$13.0B on heavy airframe maintenance which generates \$18.1B in overall economic activity (Figure 23). Every dollar spent on heavy airframe maintenance generates \$1.39 in economic activity. Of the \$18.1B of global economic activity, the US generates \$7.5B (Figure 24).

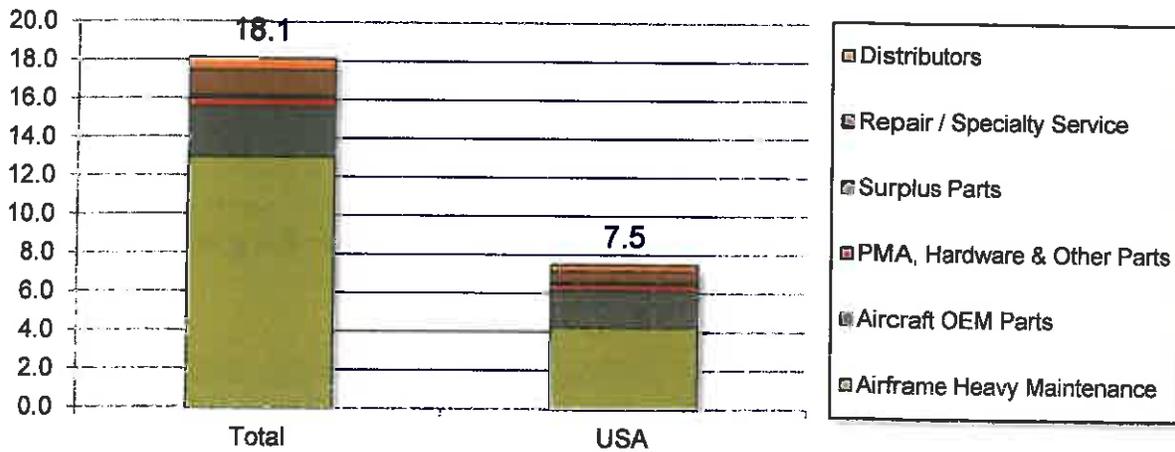
Heavy airframe maintenance material consumption is the largest economic activity outside of the service; approximately \$2.6B per year is spent on material globally and over 75% of this figure is with suppliers domiciled in the US, or approximately \$2.0B annually. Repair/specialty service and distribution generate \$1.3B and \$600M respectively; approximately half of the suppliers are domiciled in the US.

Figure 23: Economic Activity Generated By Airframe Heavy Maintenance



Source: ICF SH&E

**Figure 24: Role of US In The Airframe Heavy Maintenance Supply Chain (\$B)**

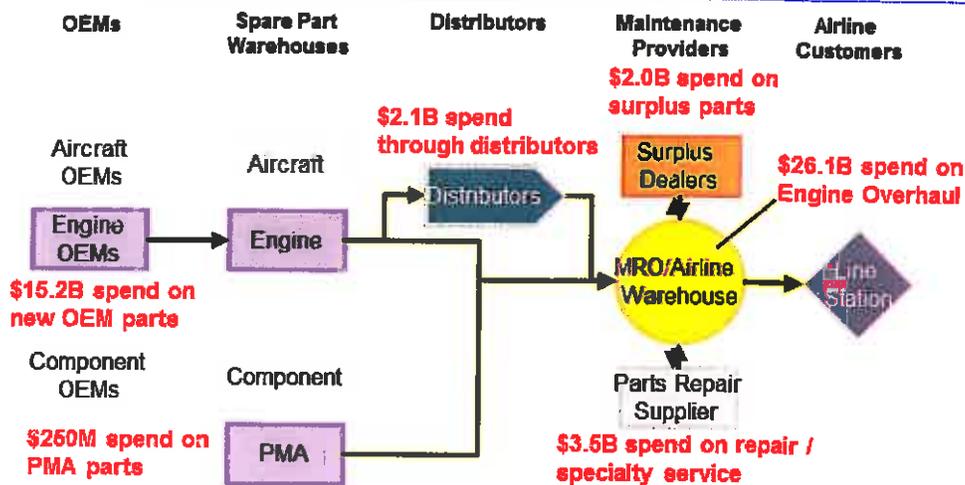


Source: ICF SH&E Analysis

**Engine Overhaul**

Globally, \$26.1B is spent on engine overhaul services which generates \$49.1B in overall economic activity (Figure 25). Every dollar spent on engine overhaul services generates \$1.88 in economic activity. Of the \$49.1B of global economic activity, the US generates \$22.8B (Figure 26). Engine MRO material consumption is the largest economic activity outside of the service itself; over \$17B per year is spend on material globally and over 60% of the spend is with suppliers domiciled in the US (or approximately \$10.6B annually). Repair/specialty service and distribution generate \$3.5B and \$2.1B respectively, approximately 60% with suppliers domiciled in the US.

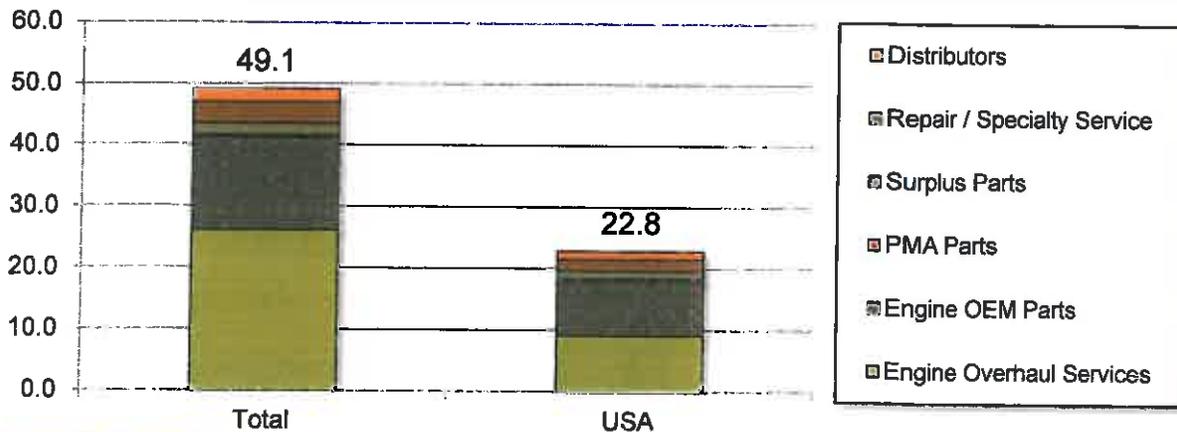
**Figure 25: Economic Activity Generated By Engine Overhaul**



**\$1 Spent = \$1.88 Economic Activity**

Source: ICF SH&E Analysis

**Figure 26: Role of US In The Engine Overhaul Supply Chain (\$B)**

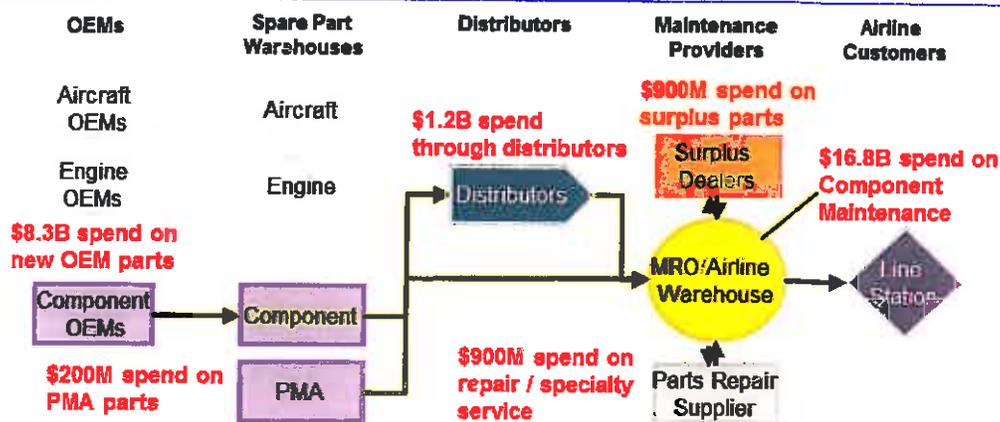


**Component Maintenance**

Globally, \$16.8B is spent on component MRO services which generates \$28.2B in overall economic activity. Beyond the \$16.8B accrued by MRO facilities, there is another \$8.3B spent on service parts from OEMs, \$1.2B from distributors, \$900M specialty suppliers, \$900M from surplus dealers, and \$200M from PMA parts suppliers. In aggregate, every dollar spent on component MRO services generates \$1.68 in economic activity.

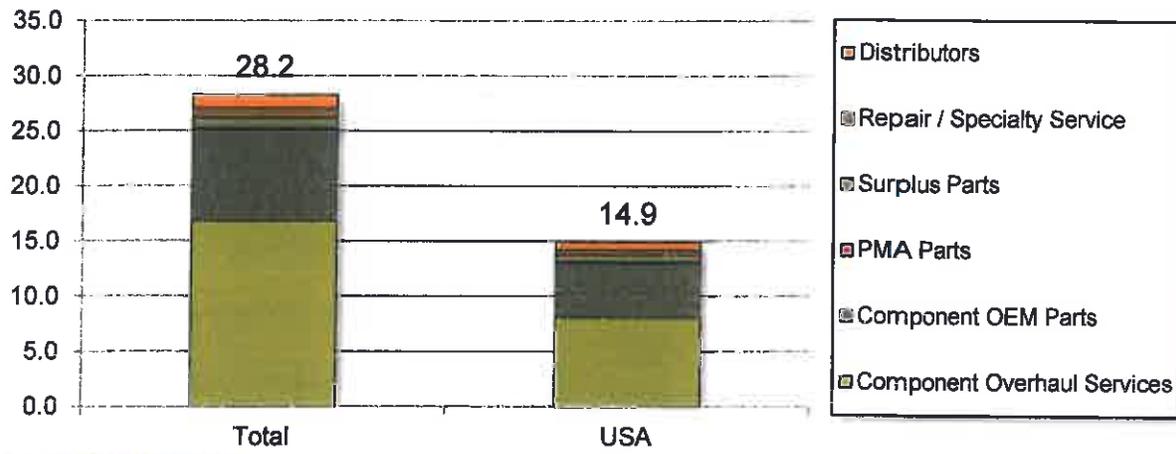
The U.S. plays a prominent role in component MRO activity (Figure 28) as a consequence of its large air transport and BGA fleets and its high concentration of component OEMs. Overall, US suppliers account for an estimated \$14.9B of the \$28.2B in total economic activity – 50% of the total.

**Figure 27: Economic Activity Generated By Component Maintenance**



**\$1 Spent = \$1.68 Economic Activity**

Figure 28: Role of US In The Engine Overhaul Supply Chain (\$B)



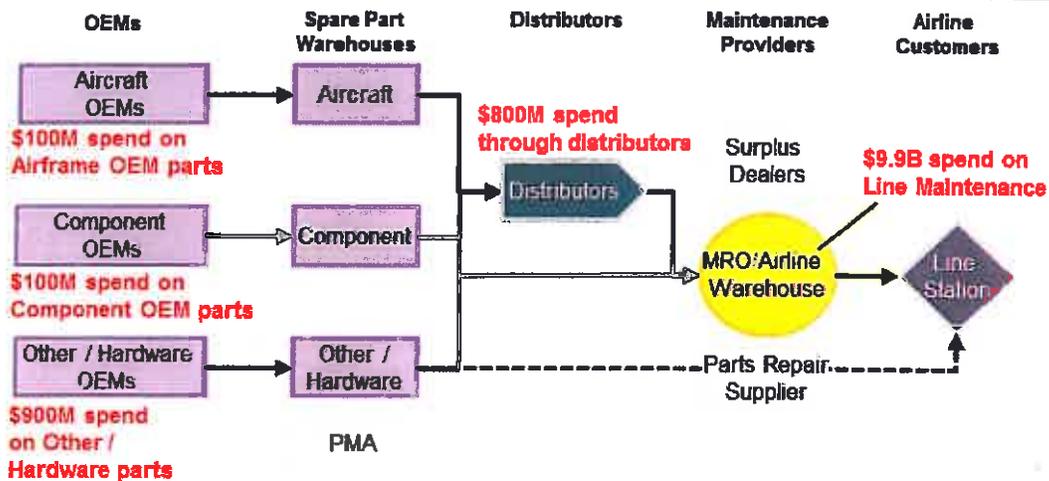
Source: ICF SH&E

**Line Maintenance**

Globally, operators spend \$9.9B on line maintenance which generates \$11.8B in overall economic activity (Figure 29). Every dollar spent on line maintenance generates \$1.19 in economic activity. Of the \$11.8B of global economic activity, the US generates \$4.1B (Figure 30).

Line maintenance material consumption is the largest economic activity outside of labor; approximately \$1.1B per year is spent on material globally and approximately 70% of the spend is with suppliers domiciled in the US or approximately \$700M annually. Distribution generates \$800M; approximately 60% of suppliers are domiciled in the US.

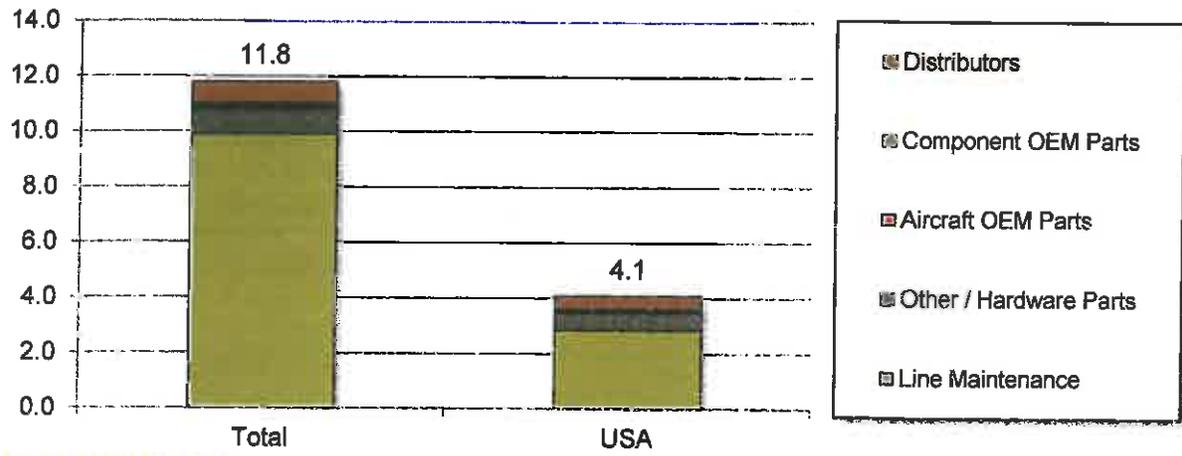
Figure 29: Economic Activity Generated By Line Maintenance



**\$1 Spent = \$1.19 Economic Activity**

Source: ICF SH&E

Figure 30: Economic Activity Generated By Line Maintenance



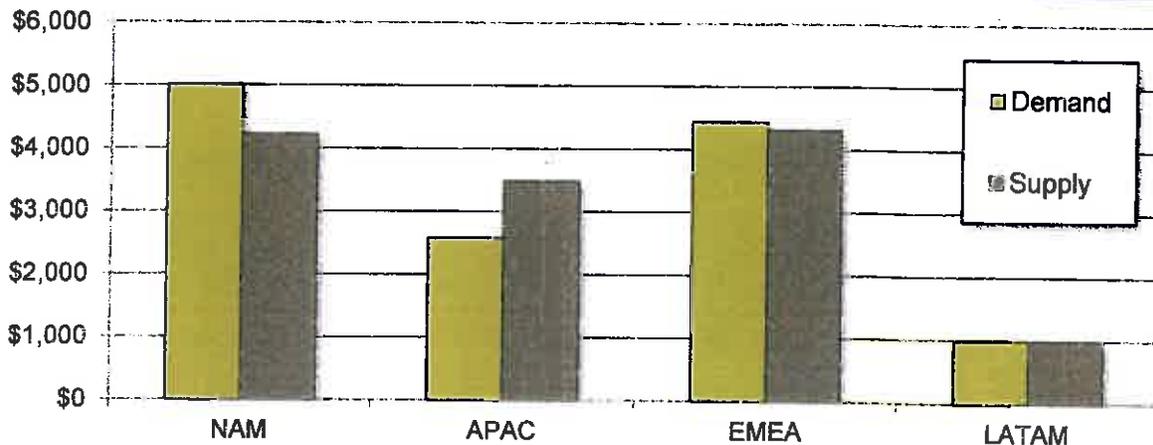
Source: ICF SH&E

## 4.2 BALANCE OF TRADE

### Heavy Airframe Maintenance

North American (NAM) operators generate \$5.0B (Figure 31) of heavy airframe maintenance demand – over 75% is performed by providers domiciled in North America (Figure 32); Approximately \$1.1B of heavy airframe maintenance is performed in regions outside North America and an additional \$344M is conducted for other regions – resulting in a total of \$4.2B of heavy airframe maintenance performed by North American airframe heavy maintenance providers. Asia-Pacific (APAC) is a net exporter of heavy airframe maintenance; APAC operators generate \$2.6B of demand – nearly 95% of which is domiciled in APAC with an additional \$1.1B supplied to other regions.

Figure 31: Airframe Heavy Maintenance Supply & Demand (\$M)



Source: ICF SH&E

Figure 32: Heavy Airframe Maintenance Intra-Region Flow

Market Segment	Demand By Operator Region		Supplier Region			
			NAM	APAC	EMEA	LATAM
Air Transport	NAM	\$2,972	67%	24%	4%	5%
	APAC	\$2,185	1%	96%	3%	0%
	EMEA	\$3,425	1%	9%	90%	1%
	LATAM	\$498	5%	4%	2%	89%
B&G	NAM	\$2,041	93%	1%	4%	2%
	APAC	\$395	14%	80%	5%	1%
	EMEA	\$1,010	10%	1%	88%	1%
	LATAM	\$492	25%	0%	10%	65%

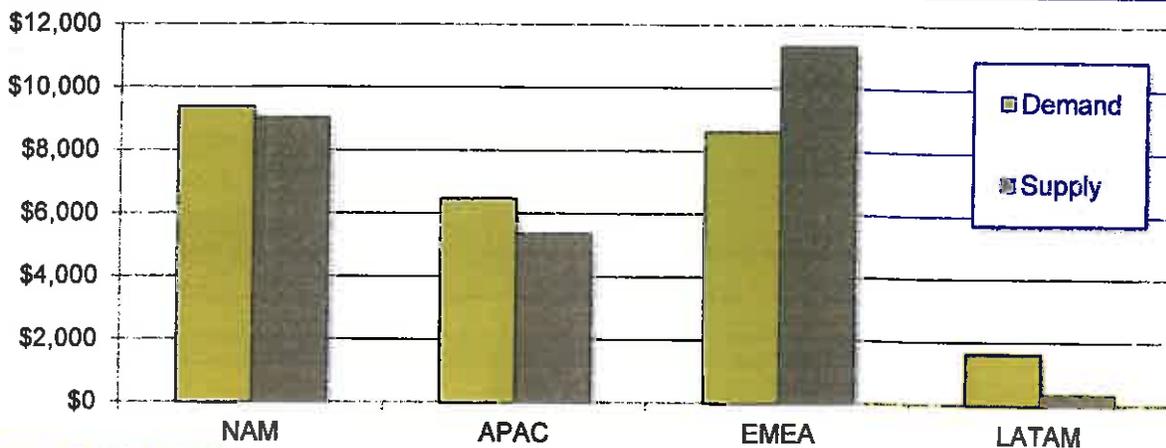
Source: ICF SH&E Analysis

### Engine Overhaul

North America generate \$9.4B (Figure 33) of engine overhaul demand – about 70% of this work is performed by providers domiciled in North America (Figure 34); approximately \$2.9B of work is sent to regions outside North America and an additional \$2.6B of is performed for other regions – resulting in a total of \$9.0B of engine overhaul work performed by North American engine overhaul providers. Europe, Middle East, and Africa (EMEA) operators generate \$8.6B of engine overhaul demand – about 13% of the work or \$1.1B flows to North America.

Figure 33: Engine Overhaul Supply & Demand (\$M)

Figure 34: Engine Overhaul Intra-Region Flow



Source: ICF SH&E Analysis

Market Segment	Demand By Operator Region		Supplier Region			
			NAM	APAC	EMEA	LATAM
Air Transport	NAM	\$7,337	65%	4%	29%	1%
	APAC	\$6,163	6%	70%	23%	0%

Business & General Aviation	EMEA	\$7,705	10%	8%	81%	1%
	LATAM	\$1,164	50%	4%	42%	4%
	NAM	\$2,043	82%	1%	15%	2%
	APAC	\$309	60%	14%	25%	1%
	EMEA	\$903	37%	1%	60%	2%
	LATAM	\$435	60%	1%	25%	14%

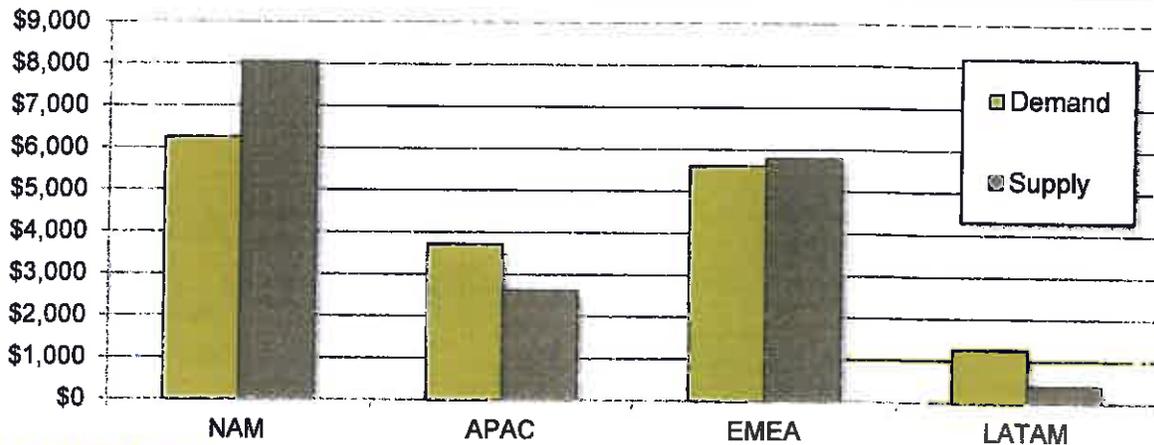
Source: ICF SH&E Analysis

### Component Maintenance

The component MRO market is indeed global, as most components are relatively easy to package and ship. The intra-region flow is also shaped by the location of suppliers. The U.S. has the highest density of component OEMs and has a 50% share of the installed base. As a result, the U.S. has a deep concentration of OEM service centers. In contrast, Europe has many leading component OEMs as well as a very strong base of airline third-party and independent MROs. As a result, North American and European are net exporters of component MRO.

As Figures 35 and 36 demonstrate, the North American market is a net exporter of \$1.8B in component maintenance work; in region operators generate an estimated \$6.2B of component MRO demand with in region providers capturing \$8.0B of revenue. APAC and Latin America (LATAM) are net importers of component maintenance.

Figure 35: Component Maintenance Supply & Demand (\$M)



Source: ICF SH&E Analysis

Figure 36: Component Maintenance Intra-Region Flow

Market Segment	Demand By Operator Region	Supplier Region				
		NAM	APAC	EMEA	LATAM	
Air Transport	NAM	\$3,848	80%	4%	15%	1%
	APAC	\$3,200	20%	65%	15%	0%
	EMEA	\$4,316	15%	5%	80%	0%
	LATAM	\$681	50%	2%	15%	33%

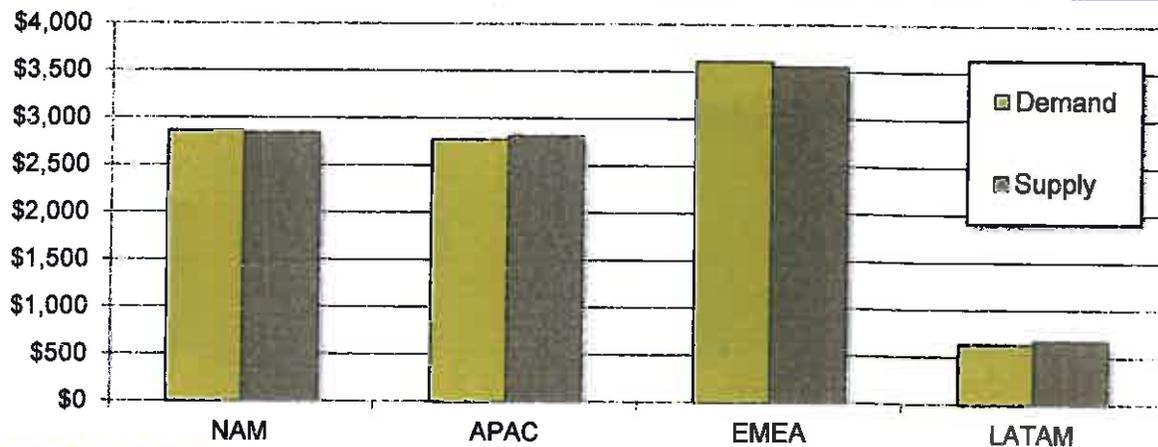
Business & General Aviation	NAM	\$2,399	93%	1%	5%	1%
	APAC	\$515	54%	20%	25%	1%
	EMEA	\$1,287	37%	1%	60%	2%
	LATAM	\$576	60%	1%	25%	14%

Source: ICF SH&E Analysis

## Line Maintenance

North American operators generate \$3.36B (Figure 37) of line maintenance demand – 97% is performed by providers domiciled in North America (Figure 38); Approximately \$93M of line maintenance is performed in regions outside North America and an additional \$72M is done for airlines from other regions – resulting in a total of \$2.8B for North American line maintenance providers. EMEA operators generate \$3.6B of line maintenance demand – 97% of which is domiciled in EMEA.

Figure 37: Line Maintenance Supply & Demand (\$M)



Source: ICF SH&E Analysis

Figure 38: Line Maintenance Intra-Region Flow

Market Segment	Demand By Operator Region		Supplier Region			
			NAM	APAC	EMEA	LATAM
Air Transport	NAM	\$2,861	96.7%	1.0%	1.6%	0.7%
	APAC	\$2,775	0.9%	98.2%	0.9%	0.0%
	EMEA	\$3,609	1.2%	1.7%	96.5%	0.6%
	LATAM	\$634	0.6%	0.1%	0.5%	98.8%

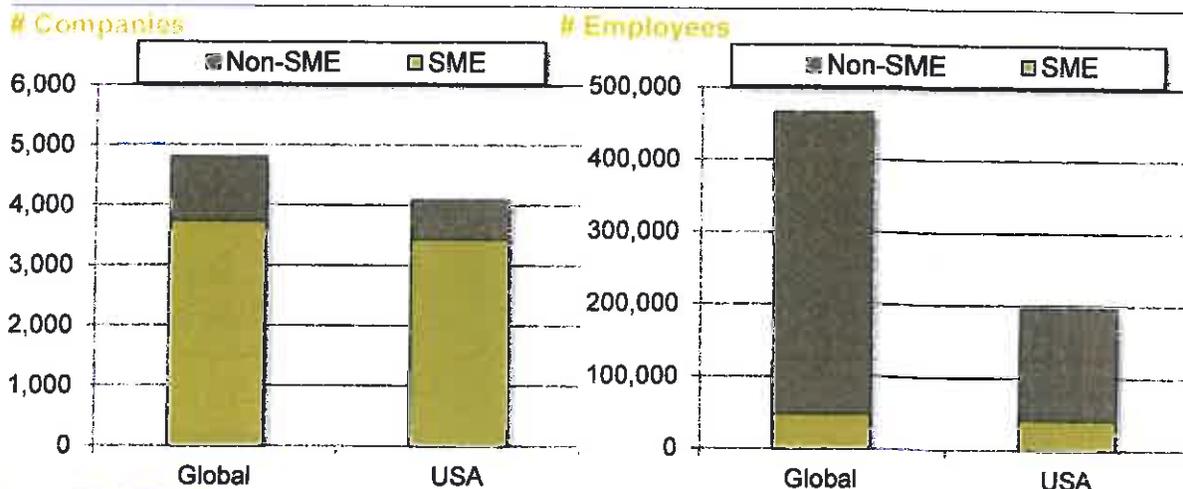
Source: ICF SH&E Analysis

## 5 AVIATION MAINTENANCE INDUSTRY EMPLOYMENT & ECONOMIC IMPACT

### 5.1 GLOBAL CIVIL AVIATION MRO EMPLOYMENT

There are approximately 466,000 employees from some 4,800 firms worldwide participating in the civil MRO market. Nearly 80% of firms are SMEs. Globally, there are about 277,000 technicians – 22% of which are certificated. In the USA, there are nearly 4,100 firms with 196,000 employees in the civil MRO market. SMEs comprise 84% of all firms and account for 21% of all employees. There are over 143,000 technicians in the USA and approximately 36% are certificated.

Figure 39: Civil Aviation MRO Companies & Employment

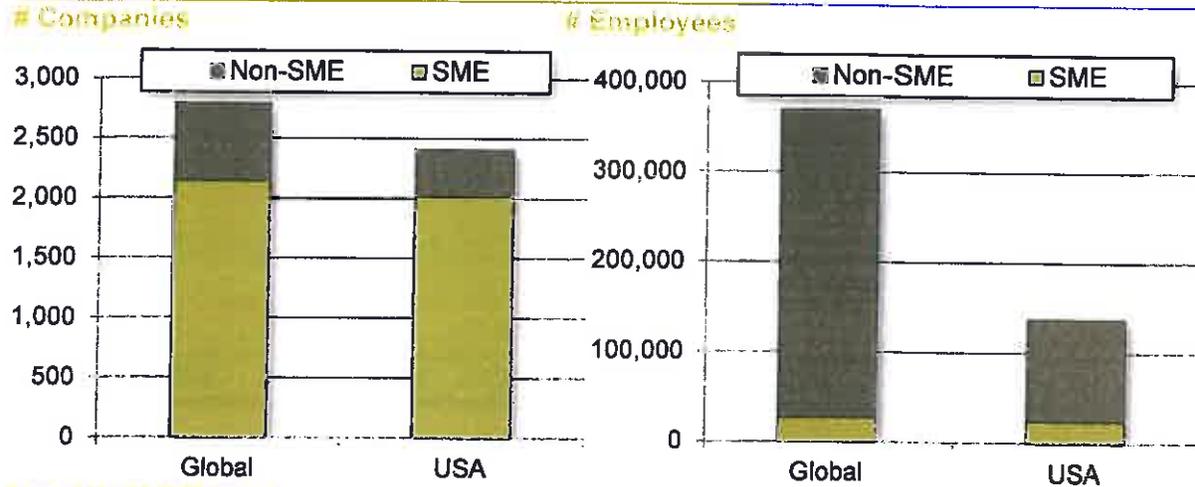


### Heavy Airframe Maintenance

Heavy airframe maintenance facilities employ 369,000 employees within 2,788 companies (Figure 40); nearly 80% are SMEs, which employ over 26,000 people worldwide. In the US, there are 137,124 employees in the heavy airframe maintenance supply chain within 2,406 companies; nearly 85% of the providers in the US are SMEs – employing nearly 24,000 people.

According to the FAA, there are 217,971 technicians engaged in heavy airframe maintenance, with nearly 30% being FAA certificated individuals. In the US, there are 102,857 technicians – approximately 57% or 58,561 are FAA certificated.

**Figure 40: Airframe Heavy Maintenance Employment**

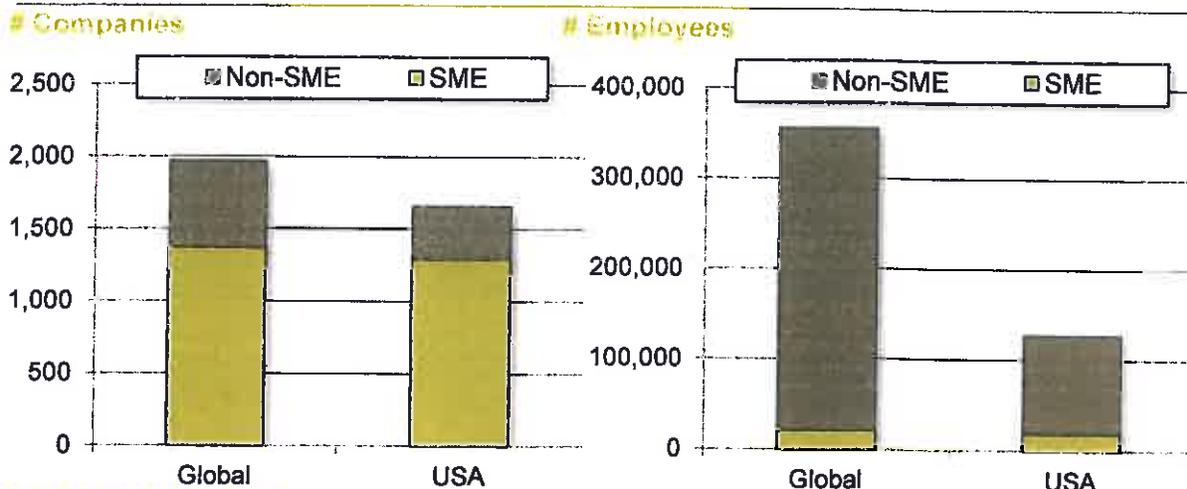


**Engine Overhaul**

The global engine overhaul supply chain employs 355,648 employees within 1,970 companies (Figure 41); approximately 70% are SMEs, employing nearly 19,738 people worldwide. In the US, there are 127,298 employees in the engine overhaul supply chain within 1,656 entities; nearly 80% are SMEs – employing nearly 18,000 people.

Globally, there are 208,966 technicians in the engine overhaul supply chain, around 30% of whom are FAA certified. In the US there are 95,701 technicians – approximately 57% or 54,600 are FAA certified.

**Figure 41: Engine Overhaul Employment**

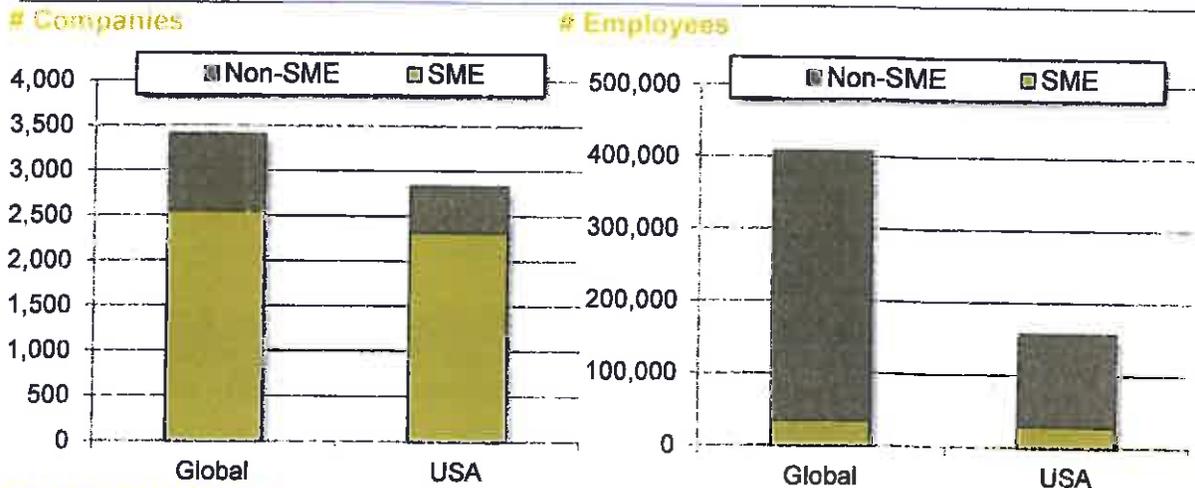


**Component Maintenance**

The global component maintenance supply chain employs 407,524 employees within 3,405 companies (Figure 42); approximately 75% are SMEs, employing nearly 33,342 people worldwide. In the US, there are 156,971 employees in the component maintenance supply chain within 2,829 entities; about 80% are SMEs – employing 28,119 people.

Globally, there are 236,171 technicians in the component maintenance supply chain; around 30% are FAA certificated. In the US there are 113,635 technicians – approximately 51% or 58,137 are FAA certificated.

**Figure 42: Component Maintenance Employment**



**Line Maintenance**

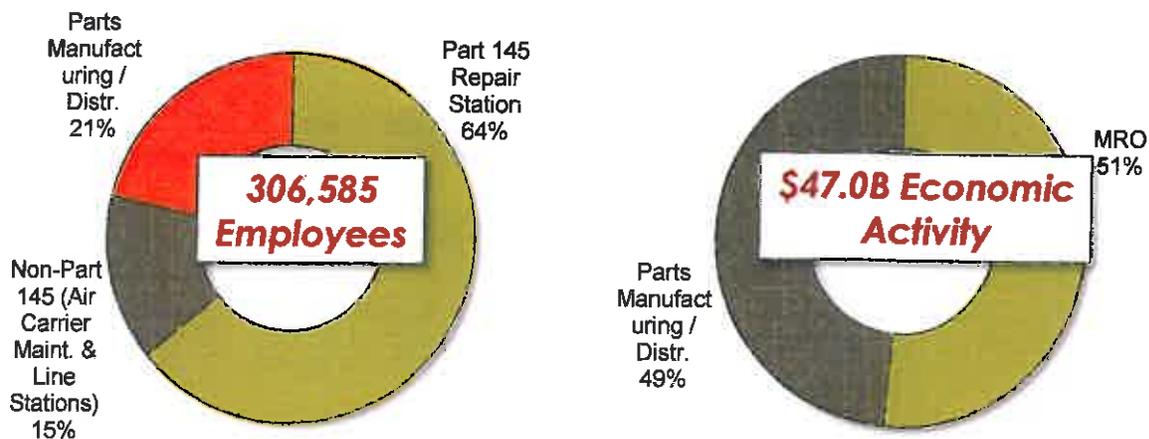
Labor, which is internal to the line maintenance facility, accounts for approximately 116,500 employees; an additional 12,700 employees support work in other parts of the line maintenance supply chain. In the US, it is estimated that approximately 41,000 employees are in line maintenance supply chain.

## 5.2 US EMPLOYMENT & ECONOMIC IMPACT BY STATE

### Overview

The US civil aviation maintenance industry employs over 306,000 people and generates \$47B in economic activity (Figure 43). MRO accounts for 80% of the total employment in the US with 240,000 employees; within the MRO industry, companies that are certificated by the FAA under part 145 are the largest employers with nearly 200,000 employees. The remaining 45,000 are employed by other companies involved in civil aviation. Parts manufacturing and distribution accounts for the remaining 20% of employment with 66,000 employees. MRO generates over 50% of the economic activity or \$24.1B. With 20% of the total employment, parts manufacturing and distribution accounts for 49% of the total economic activity or \$22.9B.

Figure 43: US Civil MRO Employment and Economic Activity



Source: FAA, ICF SH&E, ICF SH&E analysis

Analyzing the MRO industry at the state level, ICF SH&E estimates that California, Texas, Georgia, and Florida combined represent more than a third of the total US civil aviation maintenance employment with an estimated 111,000 employees (Figure 44); the top ten states represent nearly two-thirds of the total employment in the US.

California and Texas also generate the most economic activity followed by Arizona, Washington, Georgia and Connecticut; together, these six states generate almost half of the total economic activity (Figure 45).

Figure 46 presents the detailed employment and economic impact at the state level.

Figure 44: 2012 US Employment Ranking by State (# Employees)

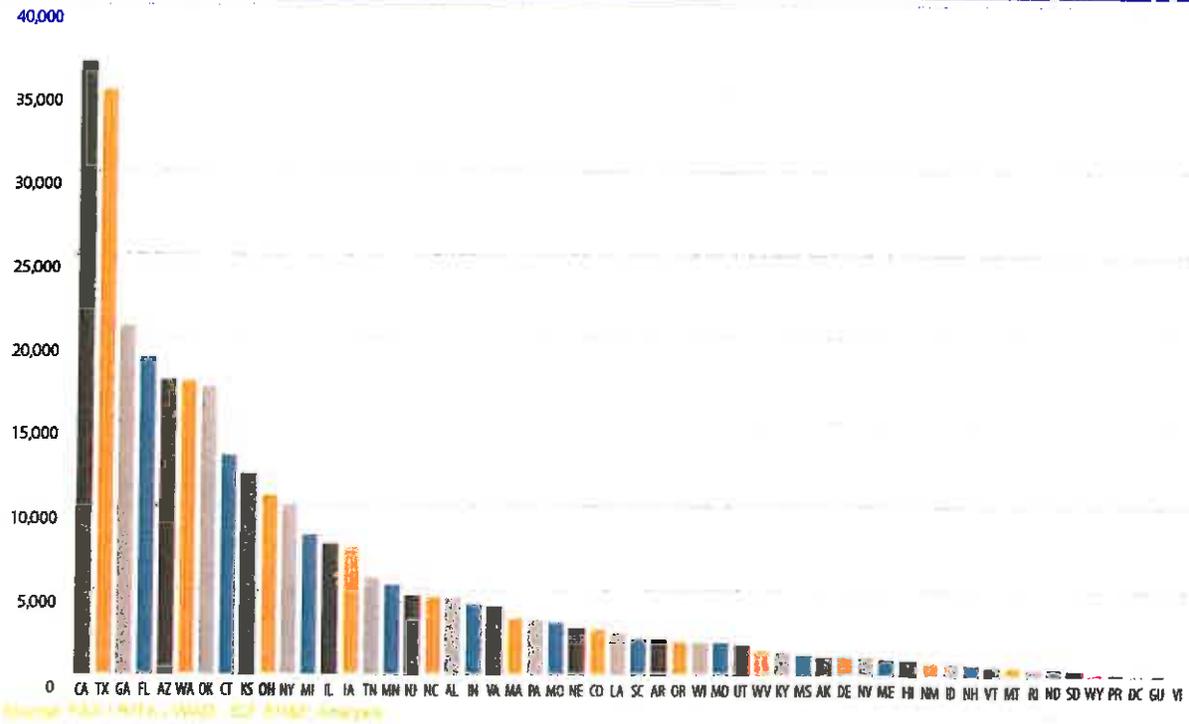


Figure 45: 2012 US Economy Activity Ranking by State (\$M)

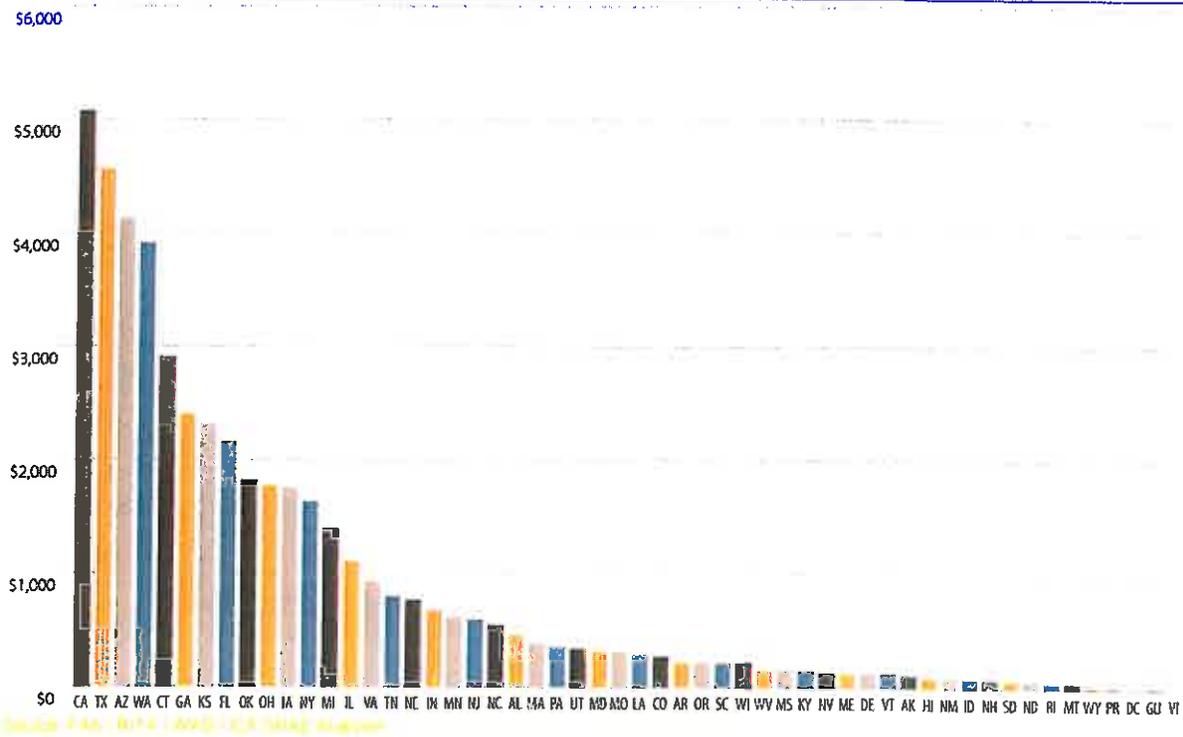


Figure 46: 2012 US Aviation Maintenance Industry Employment and Economic Impact

State	Aviation Maintenance Industry Employment			Aviation Maintenance Industry Economic Activity (\$M USD)	
	Maintenance, Repair and Overhaul (MRO)		Total Employment (MRO plus Parts Manufacturing/Distribution)	MRO	Total Economic Activity (MRO plus Parts Manufacturing/ Distribution)
	FAA-Certificated Repair Station	Air Carrier (Base and Line Maintenance)			
AK	541	478	1,028	\$101.9	\$104.7
AL	4,400	96	4,523	\$449.6	\$458.4
AR	2,000	15	2,074	\$201.5	\$220.8
AZ	5,529	2,311	17,480	\$784.0	\$4,122.5
CA	28,408	2,744	36,497	\$3,115.2	\$5,074.5
CO	1,183	1,461	2,659	\$264.4	\$269.2
CT	6,084	48	13,008	\$613.2	\$2,904.4
DC	18	0	18	\$1.8	\$1.8
DE	925	0	1,006	\$92.5	\$119.2
FL	16,488	1,435	18,873	\$1,792.3	\$2,161.8
GA	16,001	3,286	20,683	\$1,928.7	\$2,399.5
GU	11	0	11	\$1.1	\$1.1
HI	138	718	864	\$85.6	\$88.3
IA	3,042	98	7,463	\$314.0	\$1,749.0
ID	569	96	697	\$66.5	\$77.0
IL	3,620	2,690	7,712	\$631.0	\$1,101.6
IN	2,785	225	4,143	\$301.0	\$674.9
KS	6,932	141	11,872	\$707.3	\$2,310.3
KY	518	765	1,326	\$128.3	\$142.4
LA	2,047	182	2,411	\$222.9	\$282.9
MA	1,961	1,071	3,293	\$303.2	\$389.4
MD	1,003	275	1,855	\$127.8	\$318.0
ME	752	36	914	\$78.8	\$120.5
MI	4,007	1,765	8,235	\$577.2	\$1,390.0
MN	3,192	1,725	5,267	\$491.7	\$608.6
MO	1,494	1,537	3,053	\$303.1	\$310.3
MS	931	65	1,132	\$99.6	\$144.6
MT	380	20	418	\$40.0	\$45.8
NC	3,206	957	4,537	\$416.3	\$539.9
ND	244	24	364	\$26.8	\$58.5
NE	1,339	99	2,700	\$143.8	\$764.4
NH	556	49	637	\$60.5	\$71.0
NJ	3,931	281	4,649	\$421.2	\$590.7
NM	600	96	742	\$69.6	\$84.8
NV	529	360	1,002	\$88.9	\$126.1
NY	5,265	2,094	10,028	\$735.9	\$1,631.9
OH	5,623	1,913	10,624	\$753.6	\$1,772.6
OK	13,096	3,492	17,097	\$1,658.8	\$1,826.7
OR	1,788	15	1,916	\$180.3	\$217.6
PA	2,494	654	3,259	\$314.8	\$351.4
PR	100	0	100	\$10.0	\$10.0
RJ	334	0	377	\$33.4	\$47.5
SC	1,944	144	2,098	\$208.8	\$212.3
SD	73	34	272	\$10.7	\$65.2
TN	1,970	3,172	5,727	\$514.2	\$796.5
TX	25,090	5,979	34,873	\$3,106.9	\$4,556.7
UT	292	1,012	1,750	\$130.4	\$337.1
VA	1,162	593	4,028	\$175.5	\$925.7
VI	2	0	2	\$0.2	\$0.2
VT	161	32	482	\$19.3	\$114.8
WA	8,267	404	17,437	\$867.1	\$3,911.3
WI	1,692	101	1,884	\$179.3	\$209.5
WV	1,345	0	1,382	\$134.5	\$146.7
WY	68	20	105	\$8.8	\$14.4
<b>Total</b>	<b>196,130</b>	<b>44,808</b>	<b>306,585</b>	<b>\$24,094</b>	<b>\$46,975</b>

Source: FAA (MRO), MRO/CT STAT analysis

## 6 CONCLUSION

The global turbine-powered civil aviation fleet is about 80,000 aircraft with over 26,000 aircraft operating in the air transport fleet. Nearly half the civil aviation fleet is domiciled in North America with 37,000 aircraft, followed by 16,000 aircraft in Europe and 11,000 aircraft in Asia Pacific. These aircraft fly over 85 million hours per year with the air transport fleet accounting for almost 80% of those hours.

The civil MRO market contains four distinct segments: heavy airframe maintenance, engine overhaul, component maintenance and line maintenance. The 2012 civil MRO market is estimated at over \$65B. Engine overhaul is the largest segment at \$26.1B followed by component MRO at \$16.8B. North American-based aircraft account for \$23.5B.

Heavy airframe maintenance accounts for \$13.0B. Over 70% is in air transport aircraft and 38% for aircraft based in North America. Four key providers exist in the heavy airframe maintenance market: OEMs, operators, independents, and airline third party. For the air transport market, operators account for over 50% of the market share, while for the BGA market, independent providers account for 65%. Labor makes up approximately 70% of the typical cost for heavy airframe maintenance while material and other repairs account for 30%.

Engine overhaul accounts for \$26.1B. Over 86% of this market is in air transport aircraft and 36% for aircraft based in North America. For the air transport market, the engine OEM accounts for 43% of the market share, while for the BGA market, the OEM accounts for 50%. Material accounts for 68% of the typical cost for engine overhaul while labor takes up 22%. Parts repair accounts for 10%.

Component maintenance accounts for \$16.8B. Over 70% of this market is in air transport aircraft and 37% for aircraft based in North America. Supplier market share varies widely by component type, but OEMs are significant providers. The typical cost structure for components varies as well, with some component such as wheels and brakes and fire protection having a significant material cost.

Finally, line maintenance accounts for \$9.9B with almost 30% of the market for North American-based aircraft. Almost 90% of the market is done in-house by operators and labor accounts for over 85% of the cost structure.

For every dollar spent on heavy airframe maintenance, \$1.39 dollars of economic activity are generated. One dollar spent on engine overhaul generates \$1.88 of economic activity and one dollar spent on component maintenance generates \$1.68 of economic activity. Line maintenance generates \$1.19 of economic activity for every dollar spent.

In the United States, there are nearly 4,100 firms with 196,000 employees in the civil MRO market. SMEs account for 84% of the total and 21% of all employees. There are over 143,000 technicians in the United States and approximately 36% are certificated.



Appendix A:  
**US Aviation  
Maintenance  
Employment &  
Economic Activity  
Methodology**

## Employment

Employment can be segmented into three primary groups: MRO, Service Parts and Distribution.

- **MRO** – The employment to support the maintenance, preventative maintenance and alteration of aircraft; this includes airframe heavy maintenance, engine overhaul, component maintenance and line maintenance. MRO employment includes technicians as well as employees engaged in sales, general and administrative activities.
- **Service Parts** – There are three primary sources for service parts: OEMs, PMA holders and hardware manufacturers. Service parts employment includes persons engaged in distribution, administrative and manufacturing activities.
- **Distribution** – Distributors are a common intermediary between parts manufacturers and suppliers and MRO facilities. Distribution employment includes employees supporting distribution center operations as well as sales, general and administrative activities.

The main source of employment for the MRO industry are facilities certificated by a national aviation authority under part 145 (repair stations). Part 145 employment estimates are based in part on 2012 FAA repair station data. Part 145 facilities account for approximately 80% of the total MRO employment, but do not capture employment for non-certificated activities. To capture and identify the 20% of employment represented by non-certificated companies, maintenance employment and base locations are identified for the airlines in the US. Employment for non-Part 145 firms is allocated based on the following assumptions:

- 80% of line maintenance/base maintenance personnel are at hub or key airports
- 20% are at tertiary line stations
- For low cost carriers which fly point-to-point, 40% of line maintenance personnel are at tertiary line stations

Sources of data for non-Part 145 firms include: company 10Ks, RITA Database and general internet search.

Service parts employment is estimated by identifying the key commercial OEMs and associated employment by state using data from the World Aerospace Database; the results are then aggregated to reflect the pro-rata employment contribution by state.

Overall, US service parts suppliers generate \$19.5B in revenue. ICF SH&E research suggests that for every \$1M in service parts revenue, a company typically employs three people (2.5 manufacturing plus 0.5 administrative). Overall, ICF SH&E estimates that there are 58,483 employees to support \$19.5B in service parts revenue in the US; these 58,483 employees are allocated based on the pro-rata employment contribution by state developed previously.

Finally, distribution employment is based on employment data from World Aerospace Database for US-based distributors and re-distributors. There are approximately 7,164 employees participating in the distribution of service parts.

## Economic Activity

Economic activity by state is developed by multiplying the employment at the state level by the following revenue per employee assumptions (*Figure 47*):

---

**Figure 47: US Civil MRO Employment and Economic Activity**

---

MRO	Service Parts	Distribution
\$100K/employee	\$330K/employee	\$500K/employee

Source: ICF SH&E



# The Underline

## **Transformative Vision**

Friends of The Underline, a 501(c)3 non-profit organization, will transform the underutilized land below Miami's Metrorail, from the Miami River (near downtown) to Dadeland South Station, into a 10-mile, world-class, linear park and urban trail directly integrated into transit.

## **Current Condition**

The corridor below Metrorail is 100 ft. wide and includes Metrorail infrastructure. There is an existing narrow, meandering asphalt path without lighting, water or planned landscaping. Eight transit stations are along the corridor and 28 intersections pierce the path, many of them dangerous.

## **Our Plan**

Straighten, widen and light the pedestrian and bicycle trail, add signature landscaping, add iconic park nodes and improve the safety of crosswalks.

## **Why The Underline?**

**Improve safety:** Miami is the 4th most dangerous place in the country for pedestrians and the most dangerous in Florida for bicyclists.

**Move people better:** With a safe, dedicated biking, walking, running commuter highway.

**Greener, healthier:** The Underline adds hundreds of acres of green space for 400,000 residents nearby. These residents will be more active with lower risks of health disease.

**Create connections:** The Underline will be the spine of a safe, connected bike network.

**Economic impact:** Increased values of adjacent property.

**Build a better city:** Build a walkable, bikeable city with access to transit.

## **Broad-based support**

**Partners:** Miami-Dade County Transit and Parks, Recreation and Open Space Departments

**Funders:** Cities of Miami, Coral Gables and South Miami, The John S. & James L. Knight Foundation, The Miami Foundation, The Mitchell Wolfson Foundation, Health Foundation of South Florida

55 Merrick Way, Suite 202B

Coral Gables, FL 33134

[www.theunderline.org](http://www.theunderline.org)

[info@theunderline.org](mailto:info@theunderline.org)

305-439-1199

# The Underline

TABLE 1  
Large metro areas, ranked by Pedestrian Danger Index

Rank	Metropolitan area	Total pedestrian deaths (2003–2012)	Annual pedestrian deaths per 100,000 (2008–2012)	Percent of people commuting by foot (2008–2012)	Pedestrian Danger Index (2008–2012)
1	Orlando-Kissimmee, FL	583	2.75	1.1	244.28
2	Tampa-St. Petersburg-Clearwater, FL	874	2.97	1.6	190.13
3	Jacksonville, FL	380	2.45	1.4	182.71
4	Miami-Fort Lauderdale-Pompano Beach, FL	1,539	2.58	1.8	145.33
5	San Antonio, TX	1,000	1.95	1.1	126.26
6	Birmingham-Hoover, AL*	148	1.33	1.1	125.60
7	Houston-Sugar Land-Baytown, TX	1,034	1.70	1.4	119.64
8	Atlanta-Sandy Springs-Marietta, GA	839	1.59	1.3	119.35
9	Phoenix-Mesa-Scottsdale, AZ	840	1.85	1.6	118.64
10	Charlotte-Gastonia-Concord, NC-SC	254	1.65	1.5	111.74

The top four most dangerous places to walk in the country are all in Florida.



Miami is the most dangerous place to bike in the state. This is a tribute to bicyclists killed by a car on Miami's Rickebacker Causeway.

---

# The Underline



The current path crosses 28 intersections many of them dangerous. Our plan is to greatly improve the safety at all intersections making walking & biking with transit access a safe alternative to driving.



The Underline will have two paths, one for pedestrians and one for bicyclists. We will add lighting, seating, landscaping and amenities to attract biking and walking commuters.



# The City of Miami

## Project:

- **Commodore Ralph Middleton Munroe Marine Stadium.**
- The project area is located in the City of Miami on Virginia Key abutting the basin.

## Project Requests:

- We are asking the Florida Legislature for **\$5 million this session** for the restoration.
- Short and long term funding is needed to help stabilize and secure the building.
- A public private partnership is part of the mix of funding for the \$38 million project.

## Scope:

- Phase 1 repairs include the structural piers that support the historic Marine Stadium both on the land side and over the water. Phase 2 is to remove graffiti and complete the concrete and rebar restoration.
- A Master Plan was completed for the area with the Marine Stadium as the focal point.
- The breakdown and cost of the restoration to the Marine Stadium is as follows:

Design/Permitting/Buildable Construction Plans	\$ 1,000,000 <i>(state grant, work underway)</i>
Phase 1: Under Structure Restoration	\$ 5,656,896
Phase 2: Upper Structure Restoration	\$ 11,970,304.50
Phase 3: Building Restoration	<b><u>\$ 8,848,805.97</u></b>
Restoration Construction Total:	\$ 26,476,006.47

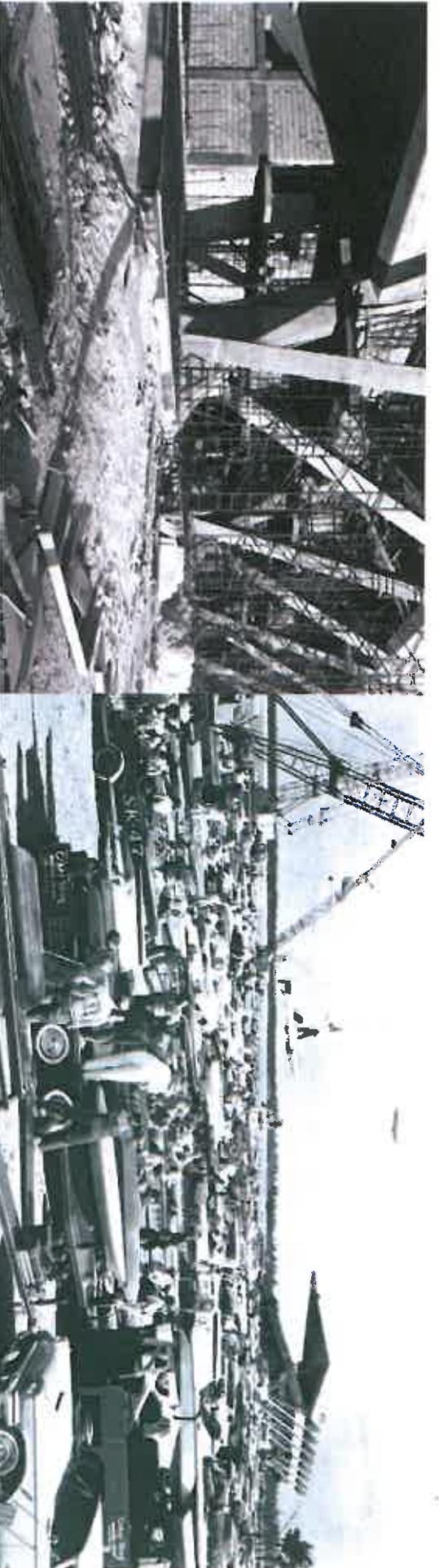
**\*Note:** The schedule above is for the structural and cosmetic repairs to the stadium. It does not include the costs for ticket areas, rest rooms, concession areas, new event seating, the sound systems, lighting/directors booth, floating stage, and other infrastructure necessary for the stadium to host events which would bring the total cost of the project to about \$38 million. After an operator is selected, the final layout and planning will be formulated based on the agreement with the operator.

## Economic Impact:

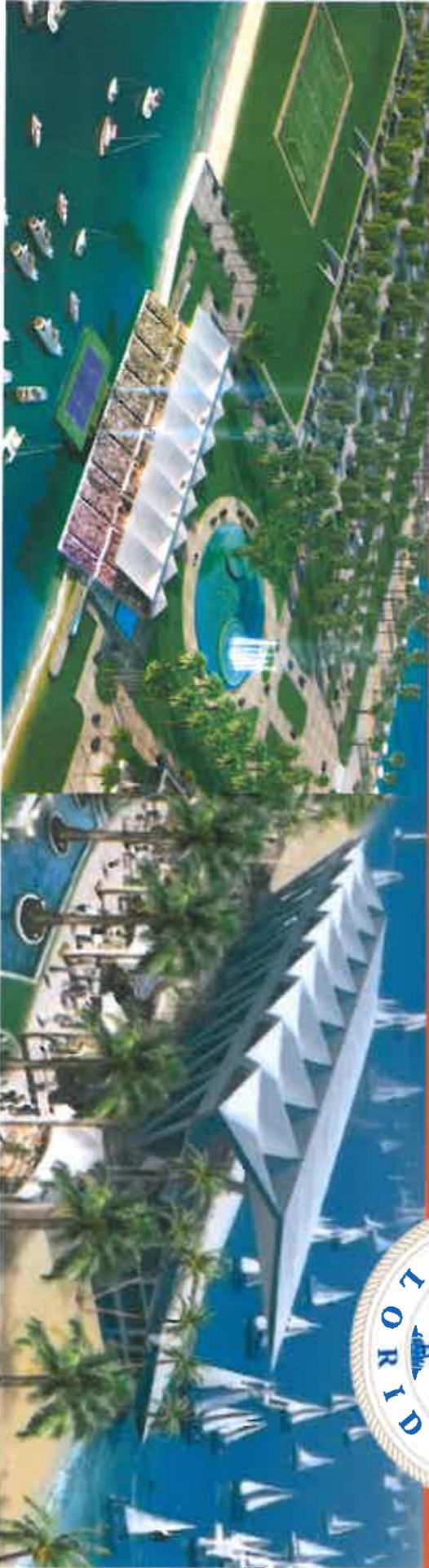
- The construction phases and finishing work will generate approximately 470 construction jobs that will last about 2 – 3 years.
- Once the facility is operational, there should be about 225 part and full time jobs created.

## Significance:

- The Miami Marine Stadium ("Stadium") was built in 1963, with its dramatically suspended, folded-concrete roof and cantilevered over the water's edge.
- The structure received national and international acclaim and is now widely regarded as a design and engineering marvel with no equivalent in the world.
- In 2012, the Stadium was designated by the National Trust for Historic Preservation as one of 34 "National Treasures" in need of saving, along with the National Cathedral in Washington, D.C. and the hospital complex on Ellis Island.
- In 2009, the Stadium was listed by the National Trust for Historic Preservation as one of "America's 11 Most Endangered Historic Places."
- Unfortunately, the Stadium has been closed since 1992, due to damage Hurricane Andrew and currently is in disrepair.
- Through the efforts of the City of Miami and various entities and individuals to preserve, restore and rehabilitate to vibrant public use the Stadium site is in furtherance of the best interests of the Greater Miami community.
- An Accessible Place of Recreation, Heritage, and Natural Conservation.
- Complete public access to waterfront.
- Expanding public facilities and recreational activities.
- Enhance public amenities, transportation.



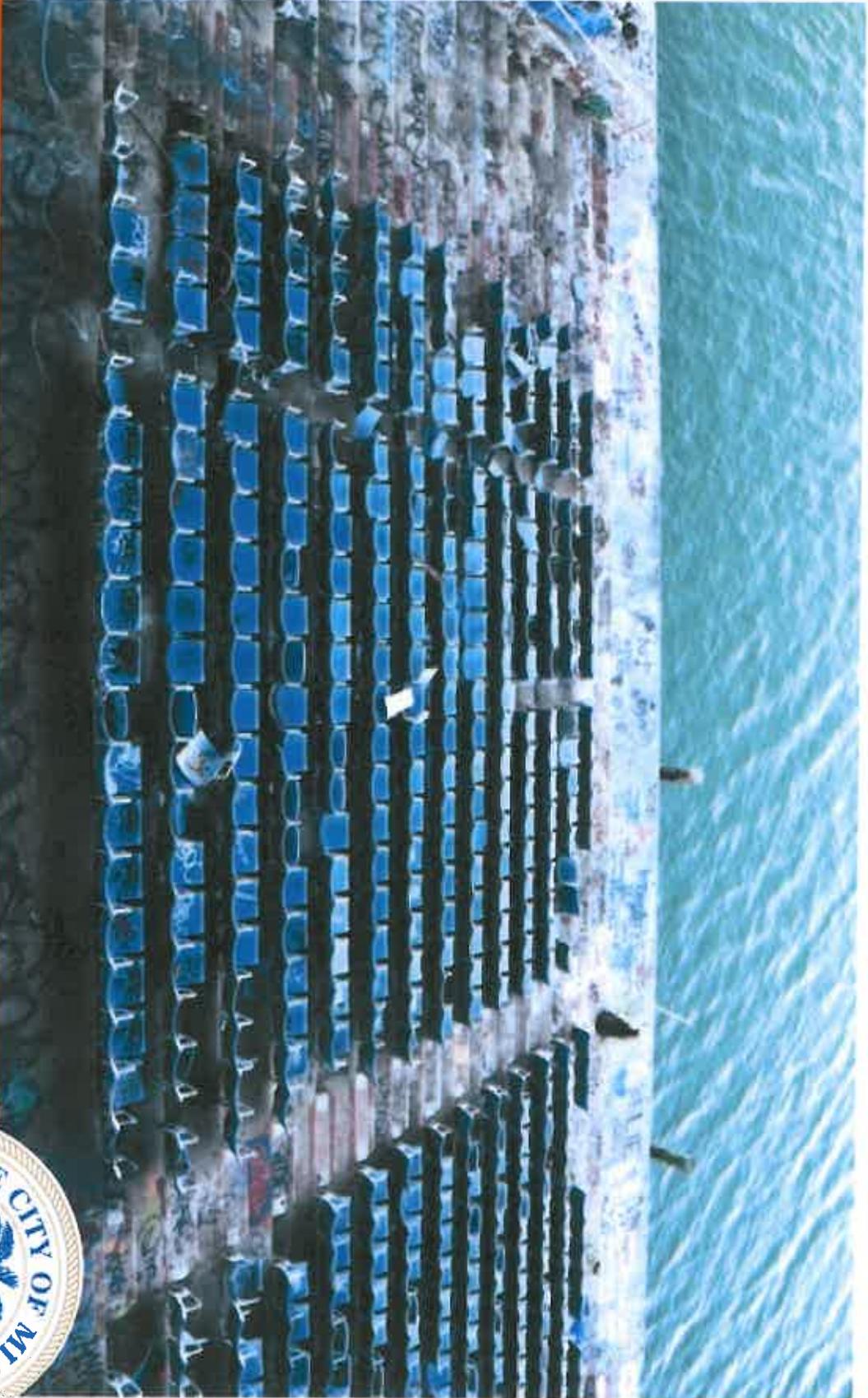
# Miami Marine Stadium



# Miami Marine Stadium



# Miami Marine Stadium

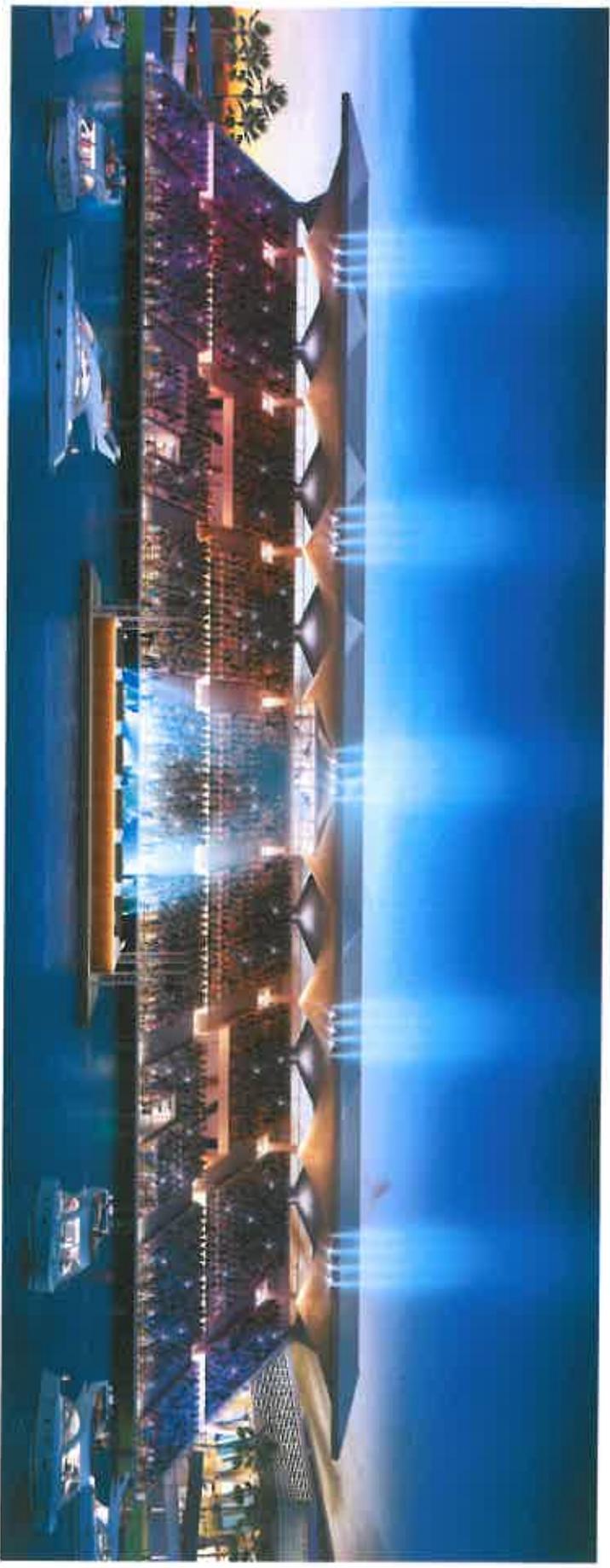


# Miami Marine Stadium



# Miami Marine Stadium





# Miami Marine Stadium



10

2015 Legislative Project Support & Assistance Request  
Glades County Legislative Delegation

<b>Member Sponsors:</b>
Senator Bill Galvano, District 26 Representative Cary Pigman, District 55
<b>Project Title:</b>
Glades County Regional Training Center. Glades County is a Fiscally Constrained County located in a State Designated Rural Area of Economic Opportunity, formerly known as a Rural Area of Critical Economic Concern, in Moore Haven, Florida
<b>Project Cost:</b>
\$2,000,000
<b>Requester/Recipient:</b>
Glades County Board of County Commissioners P.O. Box 1527 Moore Haven, FL 33471 Paul Carlisle, County Manager 863-946-6000
<b>Project Description:</b>
<p>Glades County as a fiscally constrained county is requesting support and funding for an economic development project that brings together the public and private sector in a true partnership. This project includes the construction of a 40,000 square foot training center (30,000 sq. ft. of working warehouse training and business incubator space/10,000 sq. ft. of classroom and office space) on a 4.3 acre parcel located within the Glades County's twenty (20) acre industrial/business park. This appropriation will allow for the County to complete construction of the training center building. FDOT has committed to providing turn lanes and traffic signaling on US 27.</p> <p>The Training Center is for logistics, distribution, manufacturing and transportation services including curriculum. It will ultimately serve the entire FHREDI region, which includes Glades, Hendry, Okeechobee Highlands, Hardee, and DeSoto Counties, and the cities of Pahokee, Belle Glade and South Bay and the Community of Immokalee. The Training Center will provide new jobs, but more importantly this project will offer a unique opportunity to reduce the high unemployment in these communities of Rural Area of Opportunity, formerly known as Rural Area of Critical Economic Concern/RACEC.</p> <p>The Training Center is designed to coincide with the opening of a travel center being developed on adjacent property. The travel center is designed for long distant truck traffic and will initially employ 30 people, potentially including drivers and mechanics trained at the proposed training center. The Training Center can also provide the workforce training for two projects under development in the area - Americas Gateway Logistics Center and Air Glades.</p> <p>Glades County has earmarked \$1.3 million in reserves to provide infrastructure to the Training Center, which includes trucking circulation area and parking, outside storage, staging, sorting area, visitor, student and employee parking areas, lighting, roadways, signage, landscaping, irrigation, water, stormwater treatment area and wastewater. The County is applying for CDBG and Rural Infrastructures Grants funding.</p>
<b>Supporting State and local statistical information:</b>
<p>The project is located in a Rural Area of Opportunity, formerly known as Rural Area of Critical Economic Concern/RACEC.</p> <p>The project combines Economic development, workforce training and job creation and education This project will provide for reducing unemployment and increase the lower than State median</p>

household incomes in the region as unemployed residents in the region are able to successfully secure employment at existing businesses and new businesses that are recruited to the region. State sales tax revenue will be enhanced by this new and expanding business creation.

Glades County median household income = \$35,219; State = \$47,309;  
Glades County persons below poverty = 35.3%; State = 15.6%  
Glades County unemployment = 9.3%; State = 6.7%

**Contact Information:**

**Contacts in Tallahassee:**

**Dale Milita**

[dmilitagovser@gmail.com](mailto:dmilitagovser@gmail.com) (561.718.2100)

**Connie Vanassche**

[ccvgovser@gmail.com](mailto:ccvgovser@gmail.com) (561.512.0089)

**Contact in Glades County:**

**Paul Carlisle, County Manager**

**P.O. Box 1527**

**Moore Haven, FL 33471**

**863.946.6000**

[pcarlisle@myglades.com](mailto:pcarlisle@myglades.com)

11

## Metropolitan Ministries Pasco Transitional Housing – Phase II

### Quick Fact Sheet

- Pasco County Schools “Students in Transition” Program served 1293 families in homeless or unstable housing situations
- 88 Families/201 children living in Motels
  - 12 units under construction for homeless families in Pasco
    - State funded \$1mm in FY 2014
    - Pasco County funded \$600k in SHIP funds
    - Private Donations of \$200K raised to build first 12 units
- Current request is for one time capital expenditure of \$1,495,498
- Economic growth from the full initiative is estimated to include the creation of 10 jobs and \$532K in annual wages/benefits.
- Ongoing Operational Budget impact to Metropolitan Ministries is \$532K fully funded by private and county support.
- This program is designed to lead families to self-sufficiency. It is not just shelter. We will have 24 hour staff on site, employment case managers, housing managers, culinary job training programs, GED programs and life skill training.
- These wrap-around services lead to a 97% success rate at our Tampa campus.
- Total support used to match state funded appropriation will exceed \$750K in private sector support.



**METROPOLITAN  
MINISTRIES**

**MISSION**

Alleviate Suffering, Promote Dignity and  
Instill Self-Sufficiency...

**VISION**

Be America's most Effective Caregiver to  
Homeless Families

**The Problem: Homeless Families in Pasco**

Pasco County Schools "Student in Transition Program:

- 1293 families served last year
- 88 families/201 children in hotels
- 118 children in domestic violence shelters
- 196 children in emergency shelters
- 88 teens "on their own"

**HOPE & SAFETY**

Where poor and homeless families can receive help, hope and guidance  
to get back on their feet.





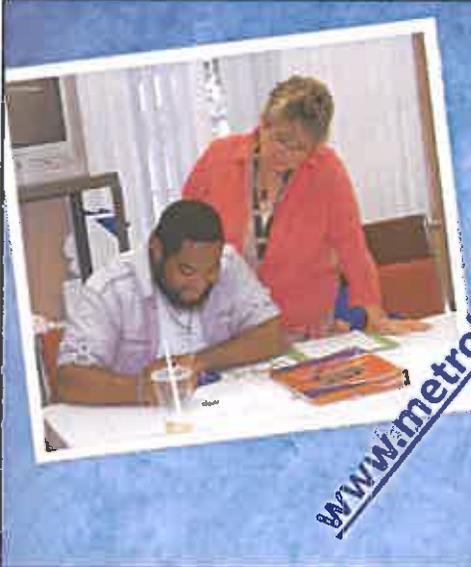
- ✓ EMERGENCY FOOD PANTRY
- ✓ MEAL SITE PARTNERSHIPS
- ✓ CLOTHING CLOSET
- ✓ HEALTH CLINIC
- ✓ MID-FLORIDA UTILITY PARTNERSHIP
- ✓ FLORIDA ID & BIRTH CERTIFICATE ASSISTANCE
- ✓ MAIL BOX SERVICE
- ✓ GED PROGRAM
- ✓ EMPLOYMENT DEVELOPMENT
- ✓ 12-STEP PROGRAMS
- ✓ HOLIDAY FOOD & TOY ASSISTANCE
- ✓ GED PROGRAM
- ✓ EMPLOYMENT DEVELOPMENT

**WHO NEEDS YOUR SUPPORT?**

SOME FAMILIES WE SERVE ARE HOMELESS, LIVING IN THEIR CARS OR CAMPING IN THE WOODS. MOST ARE WORKING POOR...ONE EMERGENCY AWAY FROM HOMELESSNESS.

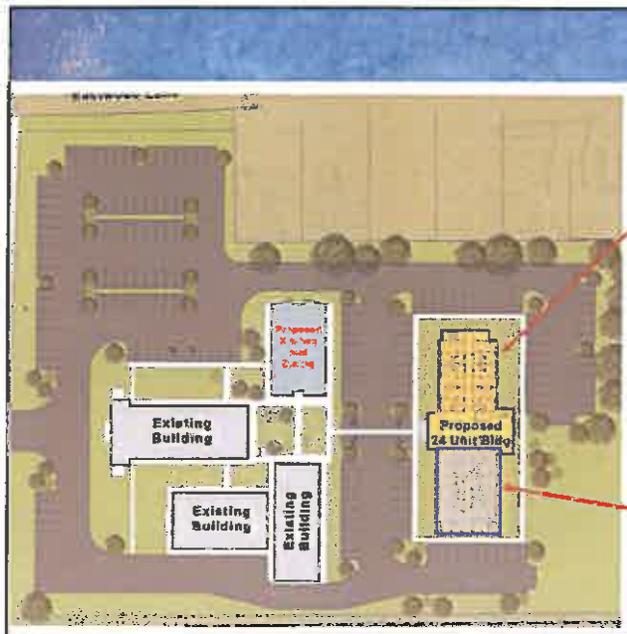
**12,000 clients /year**

**Our focus is on families with children.**



**GED, ABE, Computer Literacy & Technology**

**January 2015: ground breaking on our new Transitional Housing Complex**



**Ground Breaking on Phase 1 (12 units /common space) January 2015, completion date August**

**12 more units (Requested appropriation Metropolitan Ministries Pasco Transitional Housing – Phase II)**

**A Transitional program involves more than just a building.**

Case Management, Job Counseling,  
Life Skills, Computer Skills, etc.



**METROPOLITAN  
MINISTRIES**

**HOPE IS HERE**

**metromin.org**  
**3214 U.S. Hwy. 19**  
**Holiday FL 34691**

**Project name: Metropolitan Ministries Pasco Transitional Housing – Phase II**

**Project Description:** The subject project is a 2-story transitional family housing facility consisting of twelve (12) residential units, each approximately 340 square feet. These 12 units are the second phase of a 24-unit transitional housing facility Metropolitan Ministries will utilize to house homeless families. Families residing in this facility will participate in Metropolitan Ministries' Uplift-U program, during which they will receive intensive case management and counseling to help them transition from homelessness to self-sufficiency. In addition to the residential units, the project includes 2,000 square feet of public space from the first phase that includes a reception area, counseling offices, laundry room and a job training room. The project is located on a 5-acre site behind Metropolitan Ministries' existing facility, which it uses as a food pantry, community center and kitchen.

**Counties:** Pasco County

**Governmental Entity:** Not for Profit

**Outcome anticipated:** February 28, 2016

**Amount request from the State:** \$1,491,458

**Total Cost of Project:** \$1,491,458

**Request is made to fund:**

Hard Construction Costs	\$1,120,189
Soft Costs (Predevelopment, Design, Impact Fees)	<u>371,269</u>
TOTAL	\$1,491,458

**What type of match exists for this project?**

This program is designed to lead families to self-sufficiency. It is not just shelter. We will have 24 hour staff on site, employment case managers, housing managers, culinary job training programs, GED

programs and life skill training. These wrap-around services lead to a 97% success rate at our Tampa campus. Metropolitan Ministries is taking on the operational budget to house, feed, and educate the residents in the transitional housing facility. Our annually operating budget for this additive program is estimated to be \$532k. Metropolitan Ministries will fund with private donations.

**Was this project previously funded by the State? Yes (Phase I)**

**Is this project included in an Agency's Budget request? No**

**Is this project included in the Governor's Recommended Budget? TBD**

## **Additional Background Information**

### **The Need:**

According to the Pasco School District in 2013:

- 1345 children were considered doubled-up (living in another's household)
- 1776 children doubled-up, sheltered and unsheltered

Metropolitan Ministries runs an outreach and prevention center in Holiday, Florida designed to prevent homelessness or leverage community resources to help families in crisis.

The families we help include single income mothers struggling to make ends meet, the unemployed, victims of domestic violence, and seniors on fixed income. We offer food, clothing, GED classes, affordable after school care, utility assistance, employment counseling, case management and temporary motel vouchers.

### **New Transitional Housing Initiative:**

**Who:** Homeless Families with Children from the West Pasco area

- Families receive comprehensive intake assessing their needs
- Background Screening - No sex offences or recent violent felonies
- Drug testing – no active drug use
- Length of stay determined by family's needs – estimated at 3 – 6 months

**Programs offered:**

- Intensive Case Management – individualized case plan leading to housing stability and self-sufficiency
- Employment services – getting people work ready and on the job quickly – employment boot camps
- Job training – on-site internships and culinary training program leading to marketable job skills
- Housing services – matching families with housing and housing support to ensure long term housing stability
- Children's educational services – Childcare and school placement and support, afterschool and summer programs
- Financial wellness – budgeting and saving (required 80% of income saved during stay)

Evidenced based and best practices

- The Sanctuary Model of Trauma Informed Care

- Strength Based approach
- Critical Time Intervention case management model – 3 phased program
- Family Resource Center – Family Resiliency Model
- Validated measures and tracking tools – North Carolina Family Self-Sufficiency Scale

In September, 2015 we hope to open 12 housing units to support emergency and transitional housing programs. This first phase is a \$2MM undertaking with funding provide by the State (\$1mm, FY15), the County (\$600k SHIP funds), and the Private sector (\$400k).

The ongoing operational costs for the wrap-around services listed above will all be funded out of the Metropolitan Ministries general operating budget.

### **Next Steps:**

We have permitted the site to accommodate 24 units. This funding request is for an additional 12 units to be added on to the new phase 1 facility. We are requesting \$1.498MM in State support to complete this second phase.

Once this phase is completed Metropolitan Ministries will have daily capacity for 24 families, including 75 children. On an annually basis we expect to care for 60 families and 200 children on our campus as families move in and out throughout the year.

The ongoing operational cost to support these families is approximately \$600k and again, Metropolitan Ministries will undertake these costs via local public and private support as well leveraging collaborative partnerships.

Our success rate for our transitional programing in Tampa is 97%. We strive to bring similar outcomes for families in Pasco with the State's support.

Economic growth from the full initiative is estimated to include the creation of 10 jobs and \$370k in annual wages/benefits.

1. A title of the budget issue  
**Metropolitan Ministries Pasco Transitional Housing – Phase II**
2. The date of submission  
**3-9-15**
3. The following detail of recent funding history:
  - a. The most recent year in which the issue received an appropriation from the state budget  
**An appropriation was made in FY 2014-2015 to care for homeless families in Pasco.**
  - b. If applicable, how much funding was appropriated in FY 2014-15?  
**\$1MM was appropriated for the first 12 units.**
  - c. Of the funds appropriated in FY 2014-15, how much of the appropriation was recurring?  
**One time appropriation no recurring dollars.**
  - d. If there was an appropriation in the FY 2014-15 state budget, was it vetoed?  
**No**

4. The following detail regarding the funding request for FY 2015-16:
  - a. Whether it is for Fixed Capital Outlay, other one-time costs or operating expenses?  
**Fixed Capital Outlay, one time**
  - b. How much of the funding request is for non-recurring funds?  
**\$1,491,458**
  - c. How much of the funding request is for recurring funds? If recurring funds are requested, please note only the recurring funds requested in addition to any recurring funds appropriated in FY 2014-2015.  
**\$0, no recurring funds requested**
  - d. Detail on how the funds requested will be spent - for example how much will be spent on positions and associated salaries, specifics on capital costs, and detail of operational expenses. Include the type and amount of services as well as the number of the specific target population that will be served (such as number of home health visits to X, etc.).

**Request is made to fund:**

Hard Construction Costs	\$1,120,189
Soft Costs (Predevelopment, Design, Impact Fees)	<u>371,269</u>
<b>TOTAL</b>	<b>\$1,491,458</b>

**Economic growth from the full initiative is estimated to include the creation of 10 jobs and \$532K in annual wages/benefits.**

**The subject project is a 2-story transitional family housing facility consisting of twelve (12) residential units, each approximately 340 square feet. These 12 units are the second phase of a 24-unit transitional housing facility Metropolitan Ministries will utilize to house homeless families. Families residing in this facility will participate in Metropolitan Ministries' Uplift-U program, during which they will receive intensive case management and counseling to help them transition from homelessness to self-sufficiency. In addition to the residential units, the project includes 2,000 square feet of public space from the first phase that includes a reception area, counseling offices, laundry room and a job training room. The project is located on a 5-acre site behind Metropolitan Ministries' existing facility, which it uses as a food pantry, community center and kitchen. This program is designed to lead families to self-sufficiency. It is not just shelter. We will have 24 hour staff on site, employment case managers, housing managers, culinary job training programs, GED programs and life skill training. These wrap-around services lead to a 97% success rate at our Tampa campus. Metropolitan Ministries is taking on the operational budget to house, feed, and educate the residents in the transitional housing facility. Our annually operating budget for this additive program is estimated to be \$532k.**

- e. A description of matching funds expected from other sources (federal, state, or local)

**Local Private donations totally \$750K will be generated to complete the project. Over \$500k has been pledged by community leaders.**

- f. Whether the issue will require future state appropriations beyond the 2015-2016 Fiscal Year? If so, please detail future year funding implications.

**No further appropriations are envisioned for the housing of homeless families.**

- g. Contact names and numbers for further information

**Tim Marks  
CEO, Metropolitan Ministries  
813-209-1250, 813-480-2690**

- h. The name of the organization receiving the funds  
**Metropolitan Ministries**



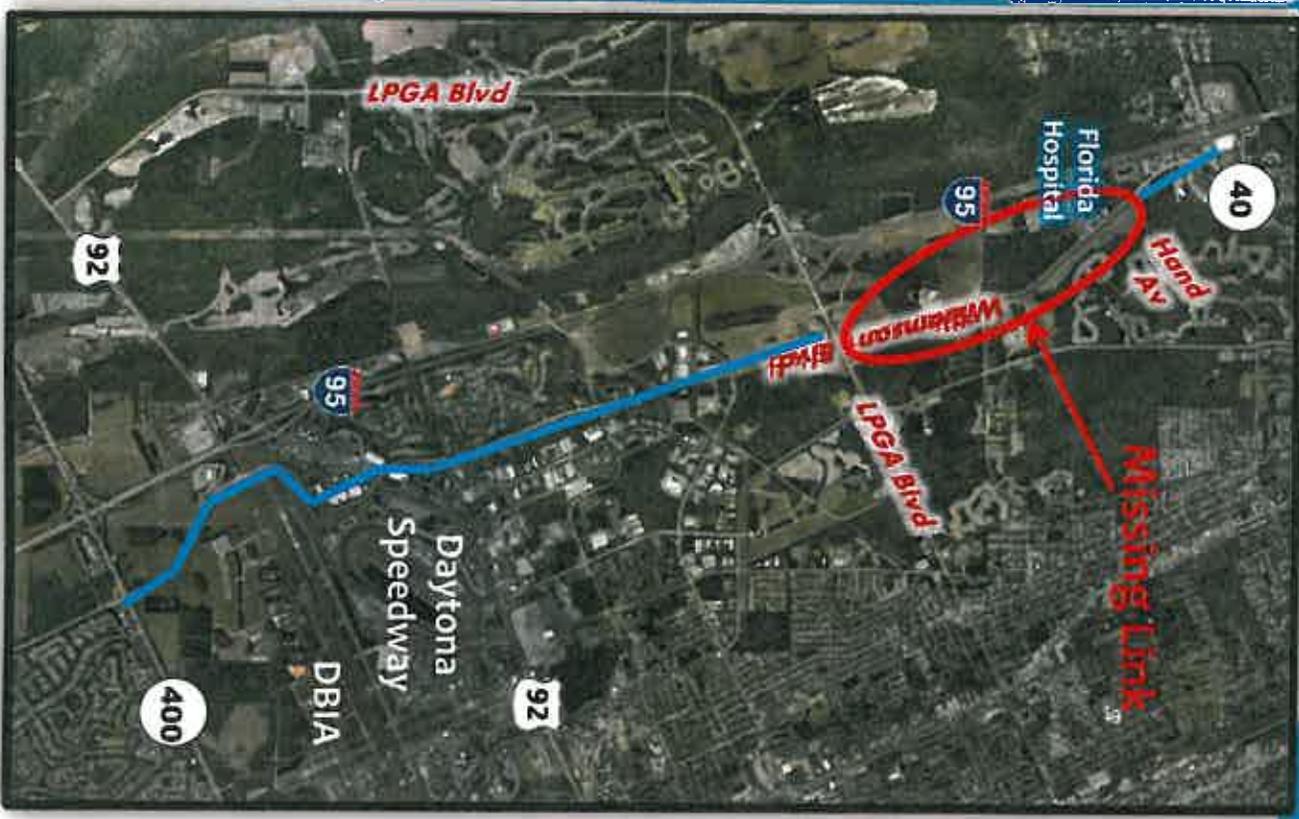
# Volusia County

## 2015 State Legislative Funding Request

### Williamson Boulevard Widening Project



# Volusia County - Williamson Boulevard Widening Project



- Two mile road widening project ( from 2 to 4 lanes)
  - **“Missing Link”** between SR 40, US 92 and SR 400
- **Shovel Ready**
  - 100% engineered and surveyed
  - 100% environmentally permitted
  - Cost-feasible in R2CTPO 2035 Long Range Transportation Plan
  - Verified consistent with Comprehensive Plan
  - Classified as Regionally Significant Facility
  - Parallel to I-95 - local traffic reliever
  - Volusia County is LAP certified by FDOT
- **\$9.5m request for \$13.8m project**
  - **\$4.3m local commitment**

# Volusia County - Williamson Boulevard Widening Project

- **Traffic Demand (R2c TPO)**

2013 Traffic Volume



12, 860 cars daily

Roadway Capacity



17,050 cars daily

2035 Long-Range Traffic Volume

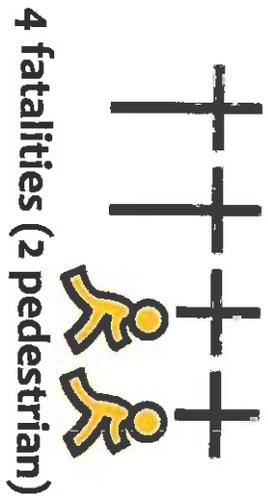


35,320 cars daily

- **Accident History (2012 to 2014)**



52 crashes      Crash Rate = 1.8 PMVM (3x ↑)



4 fatalities (2 pedestrian)



30 injuries

- **Value of Economic Loss**

(2012 to 2014) (US DOT)



**\$50,756,500**

# Volusia County - Williamson Boulevard Widening Project from LPGA Blvd to Hand Ave



- **Exploding economic corridor**
  - Underdeveloped corridor/land availability
  - Immeasurable stimulus for office & commercial/retail development
  - Florida Hospital Complex
  - New 810,000 SF Distribution Center supporting Trader Joe's expansion into Southeast U.S.
  - New investment of over \$1B for Daytona International Speedway & Daytona One
  - Announced \$98M/600 jobs in new developments at LPGA Blvd
- **Broad community support**
  - City of Daytona Beach, City of Ormond Beach, City of Holly Hill
  - Florida Hospital
  - Daytona State College
  - ICI Homes
  - Consolidated Tomoka Land Co.
  - Daytona International Speedway
  - Daytona Regional Chamber of Commerce

# Volusia County - Williamson Boulevard Widening Project

## Volusia County Contacts

### Government:

Pat Patterson, Volusia County Vice-chair

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### Project Manager:

Gerald N. Brinton, P.E., County Engineer

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**Volusia County**  
FLORIDA



**County of Volusia**  
**Support Funding for Williamson Boulevard Project**  
**\$9,500,000 request for \$13,779,000 project**

The County of Volusia requests your support in funding the 4-laning of Williamson Boulevard in Daytona Beach to support and enhance economic development along this corridor. This project which is virtually shovel-ready will expand the existing 2-lane Urban Principal Arterial roadway to 4-lanes, a distance of approximately 2 miles.

**Current Situation**

- Federal Functional Classification: Urban Principal Arterial.
- The project is included as cost feasible in the River to Sea Transportation Planning Organization (TPO) 2035 Long Range Transportation Plan, is TPO classified as a regionally significant facility, and is verified consistent with the comprehensive plan.
- The daily traffic volumes are currently 12,860 and projected by the regional TPO to increase nearly three times that in the future.
- Accident rate is triple the average for this type road, with 4 fatalities and 30 injuries since 2012. The US DOT estimates the value of economic loss of life at over \$50m.
- Nearly 1,000 acres of vacant property, zoned office and commercial/retail, is adjacent to the Williamson Boulevard corridor.
- A recently completed major hospital facility (Florida Hospital) is located between I-95 and this section of Williamson Boulevard which provides the hospital's only access. Daytona State College has a branch campus, the Advanced Technology College, that also directly accesses this section of Williamson Boulevard.

**Project**

This project will 4-lane the remaining 2-lane section of the northern portion of Williamson Boulevard beginning at SR 40 in Ormond Beach extending south to US 92 (International Speedway Boulevard), immediately adjacent to the Speedway track, and on to SR 400 (Beville Rd). The project length is 2 miles beginning just north of LPGA Boulevard and ending just north of Hand Avenue.

- 100% engineering & surveying is complete.
- 100% environmental permitting is complete.
- Right of way acquired with exception of one parcel (currently in negotiations with landowner).
- Volusia County is LAP (Local Agency Program) certified by FDOT for managing projects with federal funding.
- \$9.5 million is requested in grant funding for construction including construction, engineering, and inspection (CEI); Local contribution totals \$4.3 million, including \$925,000 expended for engineering, survey & permitting; \$1,354,000 expended for right of way acquisition and an additional \$2,000,000 in local funds committed for acquisition of the remaining right of way parcel. Total estimated project cost is \$13,779,000 comprised of \$9,500,000 in grant funding and \$4,279,000 in local funds.
- Funding requested for:
  - Construction including CEI services

**Community Impact and Benefits**

This regionally significant project will:

- Enhance office and commercial/retail development opportunities for the corridor
- Allow for creation of jobs in new development area
- Allow easy access to and from Interstate 95
- Relieve I-95 of local traffic
- Improve safety along the corridor

**State Return on Investment**

The indirect economic benefits will be tremendous with the potential for significant job creation. The expansion of Williamson Boulevard will offer immeasurable stimulus for office and commercial/retail development. The demand for locating along this corridor has already begun with the availability of land linked to appropriate land use classification and close proximity to Interstate 95. Examples include recently announced developments such as the Project Shopper, a 380,000 square-foot outlet mall currently proposed near the southern end of this road project in the vicinity of the intersection of Williamson Boulevard and LPGA Boulevard. The estimate of assessed value for tax purposes is likely to exceed \$70 Million and employ more than 500 people. A Sam's Club (135,000 square-foot wholesale club) is also proposed in the same vicinity. This development is likely to add more than 100 jobs to the area with an assessed value of more than \$8 Million. Also, an apartment community is proposed along the Williamson Boulevard corridor that is likely to contain 240 luxury apartments with over 400 residents. This development would likely have an assessed value in excess of \$20 Million.

The expansion of this section of Williamson Boulevard to 4 lanes is critically needed to support the announced developments and to stimulate continued development. Without this enhanced transportation facility flow of traffic will be hampered in the near future with direct impacts to continued economic development and job creation.

**Contact for more information:** Gerald Brinton, P.E., County Engineer, 386.736.5967, or [gbrinton@volusia.org](mailto:gbrinton@volusia.org).

# Fred Costello

## State Representative, District 25

Fred.Costello@MyFloridaHouse.gov

February 18, 2015

1. **Project Title:** 4-laning of Williamson Boulevard in Daytona Beach **Date:** February 4, 2015

2. **Project Description:** (include services to be provided) This project which is virtually shovel-ready will expand the existing 2-lane Urban Principal Arterial roadway to 4-lanes, a distance of approximately 2 miles.

3. **Funding History:** No previous state budget appropriations have been requested or received

a. Most recent year which received an appropriation from the state budget None

b. How much funding was appropriated in FY 2014-15 None

c. Of the funds appropriated in FY14-15 how much is recurring? None

d. If there was an appropriation in the FY 14-15 state budget, was it vetoed? None

4. **Funding Request for 2015-16:**

a. Is it Fixed Capital Outlay, other One-Time costs or Operating Expenses? Fixed Capital Outlay

b. How much of funding request is for non-recurring funds? 100% (\$9.5M)

c. How much of the funding request is for recurring funds? None

d. How will the funds be spent? (Positions, salaries, Capital costs, details of operations) include type, amount of services, as well as number of the specific target population that will be served (number of home health visits to X, etc.).

The entire \$9.5M funding will be spent on a construction of a competitively bid road project with a total project cost of \$13.8M. This project will 4-lane the remaining 2-lane section of the northern portion of Williamson Boulevard beginning at SR 40 in Ormond Beach extending south to US 92 (International Speedway Boulevard), immediately adjacent to the Speedway track, and on to SR 400 (Beville Rd). The project length is 2 miles beginning just north of LPGA Boulevard and ending just north of Hand Avenue.

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Port Orange, FL 32127-4458  
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386-304-5511

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Lynnette Phillips, Executive District Aide

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e. A description of matching funds expected from other sources (federal, state, or local) completed; \$1.4M expended for right of way acquisition (all needed right of way is in public ownership with exception of one parcel which is under negotiation with landowner). And, an additional \$2M in local funds committed for acquisition of the remaining right of way parcel. Total estimated project cost is \$13.8M comprised of \$9.5M in grant funding and \$4.3M in local funds. F. Will the issue require future state appropriations beyond the 2015-16 Fiscal years? No If yes, detail funding

5. **Contact:** Name: Gerald N. Brinton, P.E., Volusia County Engineer Phone #: (386) 878-5020  
E-mail: [Gbrinton@volusia.org](mailto:Gbrinton@volusia.org)

6. What local/statewide interest does this project address Williamson Blvd is the major detour route for Interstate 95 between Port Orange, Daytona Beach, and Ormond Beach. The daily traffic volumes are currently 12,860 and were projected by the regional Transportation Planning Organization (TPO) to almost double in the future. However, this projection didn't account for recent developments along the corridor (refer to Question 7). In addition, a recently completed major hospital facility (Florida Hospital) is located between I-95 and this section of Williamson Boulevard which provides its only access. And, Daytona State College has a satellite campus that also directly accesses this section of Williamson Boulevard.

7. **Measurable Outcome Anticipated:** (Please also include the metrics that will demonstrate the beneficial return on investment to Florida taxpayers):

The indirect economic benefits will be tremendous with the potential for significant job creation. The expansion of Williamson Boulevard will offer immeasurable stimulus for office and commercial/retail development. The demand for locating along this corridor has already begun with the availability of land linked to appropriate land use classification and close proximity to Interstate 95. Examples include recently announced developments such as the Project Shopper, a 380,000 square-foot outlet mall currently proposed near the southern end of this road project in the vicinity of the intersection of Williamson Boulevard and LPGA Boulevard. The estimate of assessed value for tax purposes is likely to exceed \$70 Million and employ more than 500 people. A Sam's Club (135,000 square-foot wholesale club) is also proposed in the same vicinity. This development is likely to add more than 100 jobs to the area with an assessed value of more than \$8 Million. Also, an apartment community is proposed along the Williamson Boulevard corridor that is likely to contain 240 luxury apartments with over 400 residents. This development would likely have an assessed value in excess of \$20 Million.

8. What type of match exists for this request? Local  Private  Federal  None

9. Enter all amounts that apply: Total Cash Amount: \$ \$9.5M Total in Kind Amount \$ \$4.3 Local

10. Was this project included in an Agency Budget Request? Yes  No

11. If yes, name the Agency: \_\_\_\_\_

12. Is there documented need for this project? Yes  No

**Fred Costello**  
*State Representative, District 25*  
Fred.Costello@MyFloridaHouse.gov

February 18, 2015

13. If yes, what is the documentation? (County/local government, Agency Needs Assessment, etc.)  
Volusia Transportation Planning Organization's (TPO) 2035 Cost-Feasible Transportation Plan-  
Adopted 9/28/2010 (Local Road Project #27) and Volusia County's 5-Year Road Program  
(Williamson Blvd Design and Right-of-Way)

14. Was this project request heard before a publicly-noticed meeting of a body of elected officials  
(municipal, county, or state)? Yes  No

15. If yes, name the body:

Volusia County TPO & Volusia County Council

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209 Dunlawton Ave, Suite 15	The Capitol	
	Rebecca.Reichenberg@MyFloridaHouse.gov	402 S
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# **City of Fort Lauderdale**

## **FY 2015 Appropriations Request**

### **Rapid Rehousing Program**



# City of Fort Lauderdale

## Rapid Re-Housing Program

- Rapid Re-housing is one of the single most important interventions in the fight to end homelessness
- Data has accumulated over the past few years showing it to be more cost-effective than other programs and only a small percentage of households (usually less than ten percent) return to homelessness within a year
- Housing First Model



# City of Fort Lauderdale

## Rapid Re-Housing Program

### Why are we here?

- Broward County has the **SECOND** highest rate of homelessness in the State
- Broward County Continuum of Care receives **\$10.1m** from federal grant funds
- Miami-Dade is has the **highest** rate of homelessness in the state and receives **\$22m** more federal grant funding
- Fort Lauderdale is disproportionately impacted as **57%** of the homeless population resides within the city
- Receives **\$461,012** for Chronic Homeless Housing Program

**4.5% of Continuum of Care federal grant funds**

# City of Fort Lauderdale

## Rapid Re-Housing Program

**What are we requesting from the Budget Appropriations Subcommittee on Transportation, Tourism, and Economic Development?**

- Requesting \$1,000,000
- With a 20% local match = \$ 200,000
- To help reduce homelessness in Fort Lauderdale
- By transitioning 67 persons experiencing homelessness residing in the Homeless Assistance Center (crisis shelter) to an appropriate housing solution

# City of Fort Lauderdale

## Rapid Re-Housing Program

- The City of Fort Lauderdale is proposing **\$1,000,000** grant award with a **20%** match (which is \$200,000) for the Rapid Rehousing Homelessness Budget Appropriations Request.
- The breakdown is as follows for **67** households served:
  - 67 households X \$1,000 each X 12 months = \$806,722.69
  - 67 households X \$5,000 (case management support services) = \$336,134.46
  - Housing (\$806,722.69) + Case management support (\$336,134.46) = \$1,142,857.15
  - Administrative Cost (5% of \$1,142,857.15) = \$57,142.86
- **Yielding: \$1,200,000 Total Project cost**

# Fort Lauderdale Rapid Re-Housing Unmet Need

**2014 Homeless  
Point in Time  
Count: 2,766**

**Unsheltered  
Homeless**  
• 237 in Fort  
Lauderdale  
(26%)

• Approx. \$1 m

**Sheltered  
Homeless**  
• 584 in Fort  
Lauderdale (31%)

• Approx. \$ 8.6m

**Rapid  
Re-Housing  
CRISIS**  
• 30  
(families)

• Approx.  
\$1.5 m



**UNMET NEED**

**Permanent  
Supportive  
Housing**

## CHRONIC

- 499 chronic units
- 744 non-chronic units

• Approx. \$9.6 m

- Fort Lauderdale:  
Receives:  
• 4.5% for 22  
chronic units

• \$461,012

**Self -  
Sufficiency**

**Housing our way  
out of  
Homelessness!**



# City of Fort Lauderdale Rapid Re-Housing Program

**How** will Fort Lauderdale provide Rapid Re-Housing?

- Fort Lauderdale lead the Collaborative Homeless Prevention and Rapid Re-Housing program in 2009 that experienced success that the City can build on
- The City is ready to embark on a more aggressive and widespread Rapid Re-housing program

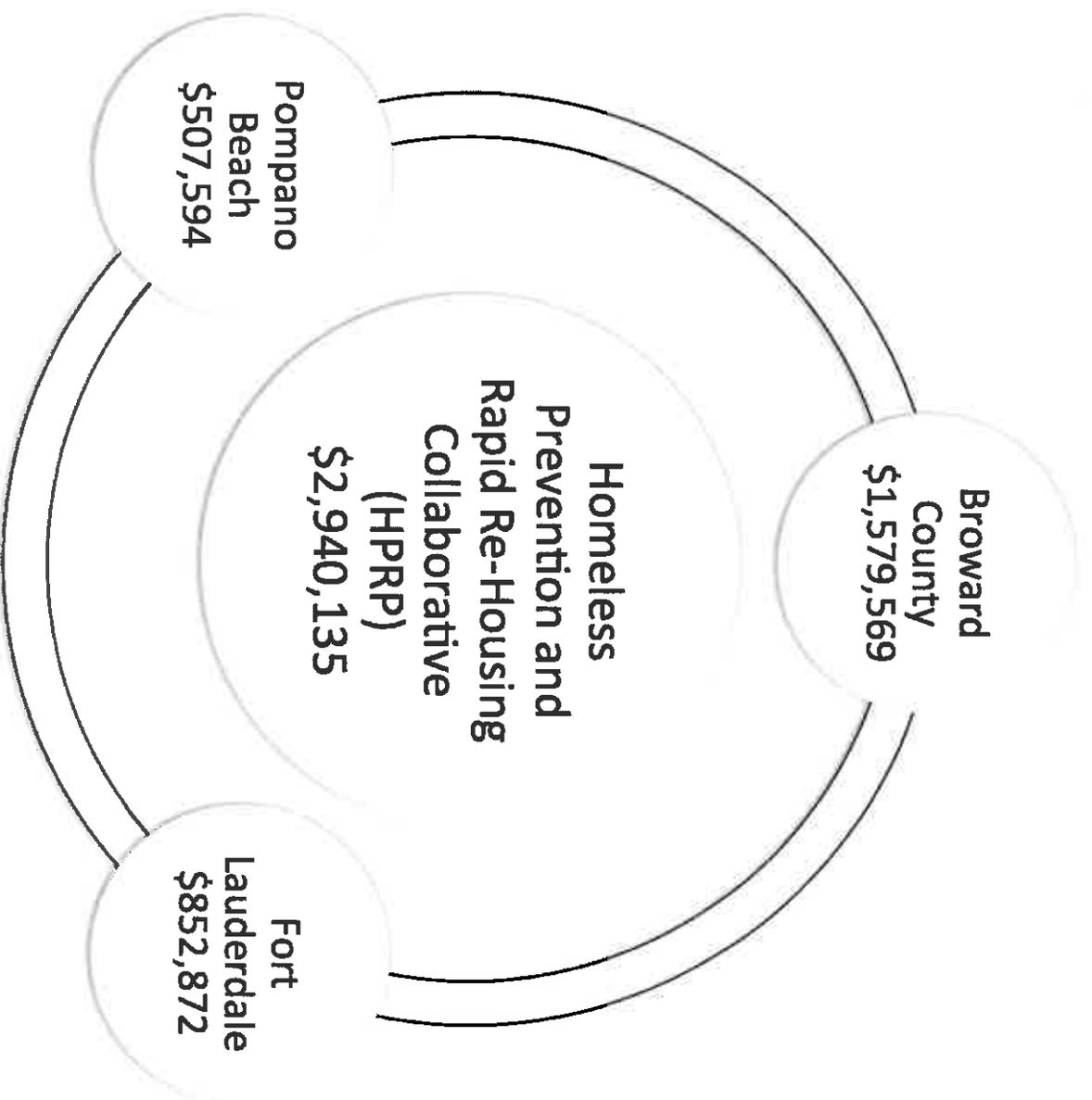
**Fort Lauderdale is Experienced and Ready!**

# City of Fort Lauderdale

## Rapid Re-Housing Program

- The City of Fort Lauderdale Program model compliments the Broward County Continuum of Care (Coc) Ten Year Plan to End Homelessness
  - A Way Home
- Program targets Continuum of Care unmet need of providing Rapid Re-Housing for **individuals/families living in shelters and victims of fleeing domestic violence**
- **Proven Success**





**Collaborative Partners:**

- 2-1-1 First Call for Help
- Broward County Family Success
- Local community case management providers
- Broward Regional Health Planning Council
- Legal Aid
- Women in Distress

**Results:**

Screened over **7,211** residents  
Over **4,000** eligible individuals and families

**Assisted:** 945 households

**How funds expended:**

- Short-Term Rent (1-3 months) \$ 1,190,434
- Medium-Term Rent (4-6 months) \$ 313,174
- Long-Term Rent (6-9 months) \$ 117,985
- Move in \$ 369,614
- Utilities \$ 17,860
- Hotel/Motel Vouchers \$ 29,086

**Total Direct Housing Assistance:**  
**\$2,038,153**



# City of Fort Lauderdale Rapid Re-Housing Program

## Successes of Homeless Prevention and Rapid Re-Housing Program

Program evaluated by Master of Public Health Program Faculty and Students  
from

Nova Southeastern University

- Maximization of county and city resources by utilizing holistic collaborative approach – single point of entry, eliminated duplicate efforts, served more clients
- Experienced Leadership – collaboration of very defined expertise each element of program
- Strengthened communication - Broke Down Silos

**Common Goal, Common Effort, Collective Impact**

# City of Fort Lauderdale Rapid Re-Housing Program

**Why Fort Lauderdale?**

- **Proven Success in Rapid Re-Housing**
- Developed a comprehensive homeless strategy that collaborates with numerous agencies, non-profit, charitable and faith-based organizations, to share resources and leverage strengths in a unified effort
- The only South Florida city participating in the 100,000 Homes Campaign to provide the chronically homeless with permanent housing

# City of Fort Lauderdale Rapid Re-Housing Program

## Why Fort Lauderdale?

- The first South Florida city to establish a Police Homeless Outreach Unit, which makes 8,000 referrals a year providing access to housing, medical care, and social services
- Home to the only full service comprehensive Homeless Assistance Center in Broward County
- Active partnership with Mission United, that provides housing and social services to homeless Veterans

# City of Fort Lauderdale Rapid Re-Housing Program

**Why Fort Lauderdale?**

**Expand your efforts in making a difference in the lives of the homeless!**

**Common Goal, Common Effort, Collective Impact**



# Questions?



## EMERGING TECHNOLOGY-BASED ENTREPRENEURSHIP AND INNOVATION AT MIAMI DADE COLLEGE

The latest new industry being explored by entrepreneurs is Big Data — the collection, storage, analysis, use, and monetization of the flood of information and personal data being generated in an increasingly digital world. Data-driven ideas are powerful. They transform the way we live, work, learn and play. However, they also necessitate improved cyber resilience to mitigate the economic and strategic high-cost impact of potential data cyber-attacks.

Leveraging its role as the gateway to Latin America, South Florida is now one of the next U.S. tech hot spots. Big Data and Cybersecurity, as emerging technologies, are key to entrepreneurship, innovation, and economic development.

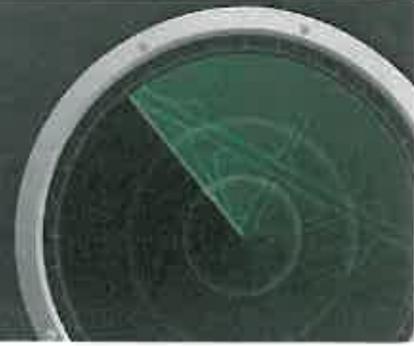
Thinkers and visionaries abound in our community, but many of our best innovators do not have the support or resources to strengthen their ideas through data-driven discovery and bring them successfully to life on a stable, safe, and resilient cyberspace. To fill this void, Miami Dade College has created The Idea Center and partnered it with its Emerging Technologies Center of the Americas (ETCOTA).

Our economic development plan in need of funding is comprised of four components:

1. **Big Data/Cybersecurity Laboratory:** equipping students with an inter-disciplinary toolset for cyber-secure data-driven decision-making
2. **Phase II Venture Program:** targeting early-stage, scalable companies with less than three years in operation and existing revenues with hands-on coaching, mentorship and resources to grow ventures and create new jobs
3. **Accelerator for Research and Transformative Entrepreneurship:** expansion, launching 100 ventures over the initial three years, with spaces for product development and experimentation, and access to prototyping technologies
4. **The Idea Center:** expansion, serving fastest-growing neighborhoods in Miami-Dade County.

### Summary of Implementation Cost

Initiative	Estimated Cost
Big Data/Cybersecurity Laboratory	\$965,000
Phase II Venture Program	370,000
Accelerator Expansion	700,000
The Idea Center Expansion	450,000
<b>Total:</b>	<b>\$2,485,000</b>



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The Whiting Aviation Park is an approximately 267-acre planned commercial/industrial park adjacent to South Field, Naval Air Station Whiting Field. The Park located in Santa Rosa County, Florida is five miles north of the City of Milton and 10 miles north of Interstate 10. The County recently executed a Limited-Access Use Agreement with the United States Navy which enables future civilian tenants of the Aviation Park to utilize airfield facilities. Santa Rosa County intends to develop the WAP to attract a mixture of aviation related commercial and industrial development as well as some non-aviation development. In 2011, Santa Rosa County received the Whiting Aviation Park Master Plan Update which provided information on various economic conditions along with the development phasing, cost estimates and capital improvement program.

**Key Points on Whiting Aviation Park**

- 267 acres of unimproved land located adjacent to NAS Whiting Field
- Limited-Access Use Agreement executed between U.S. Navy and Santa Rosa County, Florida
- LAUA allows up to 75 operations by civil aircraft per day
- WAP has access to two active bi-directional runways, Manufacturing, Maintenance, Repair, and Overhaul type aviation operations will be the primary target activity at the WAP



**Demographic Points**

- Over 8,400 employees in the manufacturing sector located within a 45 mile radius
- Within a 45 minute drive over 185k individuals in the labor force
- Median Annual wage for the Pensacola MSA \$36,174
- Median Annual Manufacturing wage for Pensacola MSA \$55,043
- Average Salary for Aircraft Mechanics and Service Technicians \$54,038
- Largest concentration of military retirees in the nation in U.S. FL Congressional District One

**Sample of Potential Economic Impacts**

- 200 jobs @ \$50,000 Average Wage creates \$218.8 million job creation impact over 8 years
- 110 jobs @ \$50,000 Average Wage creates \$122.7 million job creation impact over 8 years

**Opportunity is Now**

- With the location of major aviation manufactures to the south-east region aviation leads have increased, we need to capitalize on their supply chain
- Runway access will create new marketing opportunities and generate leads that will increase jobs in Florida

To start/complete the build-out of the Whiting Aviation Park, we realized the construction of the infrastructure must be completed in phases. The complete build-out of the Whiting Aviation Park is broken down into three-phases with Phase One listed below. The following chart shows the capital improvement program developed as part of the master plan update.

### Phase One:

#### Projects Completed

Item	Cost
Security Fencing Project	\$362,748

#### Phase One Items to be Completed

Task Number	Item	Estimated Cost
1	Construction Plans	\$850,000
2	Access/Haul Route	\$465,117
3	South Entrance Road	\$3,619,231
4	Taxiway Yankee Improvements	\$650,487
5	Taxiway Connector to Property Line	\$1,045,763
6	Taxiway Connector from Property Line	\$1,111,611
7	Domestic & Fire Water Service	\$787,995
8	Sanitary Sewer	\$578,237
9	Electrical	\$1,495,000
10	Public Ramp Grading	\$2,636,290
11	Public Ramp Paving	\$1,566,513

Phase One Total	\$14,806,244
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During development of the master plan, the Navy indicated their preference that the Taxiway Yankee Improvements be one of the first few projects constructed. With the Navy's recommendation in mind and in order to access the site and spur further development, the next project recommended for construction in the master plan is the Access/Haul Route and South Entrance Road. This project includes tree clearing, earthmoving, roadway construction/retention pond construction necessary to allow access for Taxiway Yankee and Taxiway Connector construction. This will also provide prospective tenants the ability to access the first developable site closest to the airfield.

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# Regional Revenue Collection and Inter-Jurisdictional Mobility Funding Need

## FY 2015 - FY 2017

### Background

In November of 2012, Hillsborough Area Regional Transit (HART) convened a working group (“the Regional Working Group”) consisting of transit agencies and transit providers from FDOT District 7 (Hillsborough, Pinellas, Pasco, Citrus, Hernando) as well as FDOT District 1 agencies (Polk and Manatee) to begin working together to develop a regional approach to revenue collection that will not only modernize the process of the collection of fixed-route fares, but also enhance the mobility of passengers between its respective jurisdictions.

### Project Overview

The members of the Regional Working Group currently maintain and utilize a variety of technology infrastructure and supporting business processes to collect fares on its fixed route systems with an average age of 14 years.

Currently, the fixed-route systems within the Regional Working Group, irrespective of infrastructure age, only accept cash, coin, or individual system fare media (typically magnetic strip passes exclusive to the providing agency), with no current ability to accept other forms of payment (e.g. smart cards), or any other Regional Working Group member’s fare media. In other words, if a passenger wants to move between jurisdictions, where routes currently exist for connectivity (see Figure 1-1) they must purchase multiple systems’ fare media to complete their journey.

The Regional Working Group proposes the development of a regional fare collection system that will allow interoperability within the respective systems for infrastructure and management support, while providing seamless and common fare media for its passengers throughout the Tampa Bay region. Using a systematic and phased approach, the Regional Working Group will consider equipment and technology needs along with the development of common fare policies and processes and work toward the evaluation, procurement and implementation of a single fare media for all members.

### Project Detail

The Regional Working Group implementation strategy involves a three-phased solicitation approach. An overview of the proposed project is provided below:

#### Project Phase I

In response to initial available funding, Phase I’s solicitation will revolve around the acquisition of smart card and e-fare readers, as well as a robust “back-office” that will process and reconcile the revenue collection throughout the region. Key deliverables during this phase will be individual member installation and testing of selected routes and vehicles (“Pilot Programs), Regional Working Group collaboration and development of a regional fare schedule and policy, and evaluation of inter-jurisdictional travel within the new smart card systems. It is planned that with the

currently identified State and TBARTA funding, every agency will have at least a pilot project to demonstrate the technology in place by the end of calendar year 2015. However, for all agencies in the region to expand beyond their respective "Pilot Projects," additional funding will need to be secured.

**Project Phase 2**

The Phase 2 solicitation will focus on establishing an agreement with a third-party retail sales establishment to work with the regional agencies in administering the retail relationships for smartcard distribution, relationship management and the management of the account based smartcards.

**Project Phase 3**

The Phase 3 solicitation will be the acquisition of fareboxes to complement the smart card readers, as cash collection will still be required. As the smart card and e-fare readers are expanded through the region, the future requirements of actual new fareboxes will evolve and will be determined by the agencies based on their need after Phases 1 and 2 are complete.

**Funding Need**

Although \$5,842,654 of funding has been received to-date from a combination of State grants, a TBARTA grant and HART/PSTA local dollars, there is a project deficit of \$6,717,009 based on full smart card technology implementation at an estimated cost of \$12,559,663 for hardware, infrastructure, and integration (does not include out-year operating costs to the individual agencies) (see chart below).

SOURCE	AMOUNT
State Intermodal Funding	\$1,946,981
TBARTA	\$267,500
PSTA and HART Local Funding (PSTA/HART use ONLY)	\$3,628,173
Other Agency Local Funding	\$0
<b>Sub-Total</b>	<b>\$5,842,654</b>
<b>Total Need</b>	<b>\$12,559,663</b>
<b>Current Regional Deficit</b>	<b>\$6,717,009</b>
<b>HART Back-Office Wireless Need *</b>	<b>\$1,000,000</b>
<b>Total Deficit</b>	<b>\$7,717,009</b>

\*In addition to the overall regional project cost, for full implementation of this technology, HART will be required to add wireless functionality to each of its fixed route buses for the transmission of revenue data to the regional "back-office." Currently, this is an unfunded project and NOT part of the overall Regional Revenue Collection and Inter-Jurisdictional Mobility project. Current estimates have this additional need for HART at \$1,000,000.

**HART Profile**

Hillsborough County Population: 1,291,578\*

Transit Service Area: 1,000 square miles

**Transit Services**

- Local Bus: 28 Routes
- Express and Limited Express: 12 Routes
- MetroRapid North-South: 1 Route
- ADA Paratransit
- Flex Vans: 5 Routes/Zones
- Electric Streetcar Line\*\*: 2.7 miles

**Fleet**

- Buses: 175
- MetroRapid Buses: 12
- ADA Paratransit Vans: 49
- Flex Vans: 8
- Streetcar Vehicles: 10

**2014 Total Ridership**

- All Modes: 14.9 Million

\* Source: HillsboroughCounty.org

\*\* Operated under contract to Tampa Historic Streetcar, Inc.



**Katharine Eagan, AICP - Chief Executive Officer**  
 1201 E. 7th Avenue, Tampa, Florida 33605  
 Phone (813) 384-6550 • www.goHART.org



## City of Sunny Isles Beach

### North Bay Road Emergency / Pedestrian Bridge

This project has been 12 years in the making and involves building a north/south bridge that will connect North Bay Road from 172<sup>nd</sup> Street to 174<sup>th</sup> Street, creating the only other north/south thoroughfare parallel to State Road A1A.

We are shovel ready and completely permitted by South Florida Water Management District, the U.S. Coast Guard, and the U.S. Army Corps of Engineers.

The bridge is centrally located in the City:

- The north landing point for the bridge is on North Bay Road at 174<sup>th</sup> Street, the most densely populated residential area in the City.
- It is about a ¼ mile south of the City's local K-8 school (that is at capacity at about 2,000 children),
- and about a ¼ mile north of the City's largest park (currently under development).

It will provide pedestrian and non-motorized access, as well as emergency vehicle access, for all, including families walking children to school, the elderly who live nearby, and it will increase the City's overall ADA accessibility, walkability and non-vehicular connectivity.

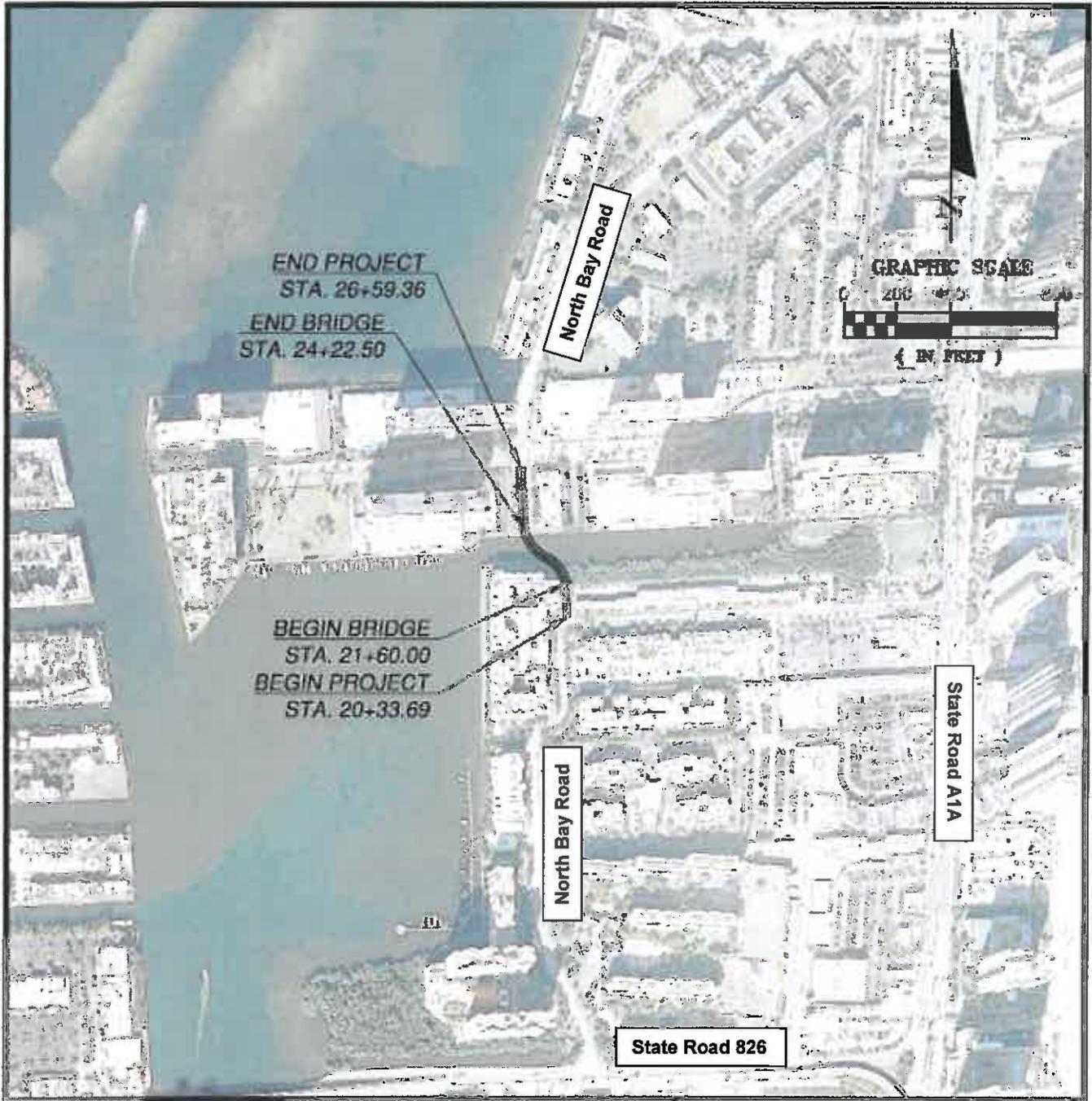
Currently, State Road A1A is the only north/south thoroughfare in the City. In the case of an emergency, this bridge will provide access for emergency vehicles. In the past, we have had several occasions where emergency personnel could not get to an emergency situation in a timely manner because of traffic congestion on State Road A1A.

This project is part of the City's original Comprehensive Plan from 2000 for Future Transportation Improvements.

In closing, this project is a necessary component of the City's infrastructure. Our City's population is growing, while the average age is decreasing as young families move in. We need this bridge to provide safe routes for our residents, including our children, families and elderly to access our school and nearby parks, without having to walk along the narrow sidewalks along State Road A1A. The bridge will increase the City's overall pedestrian and biking connectivity, and it is vital for providing timely responses to emergency situations.

Contact: Christopher J. Russo, City Manager  
[crusso@sibfl.net](mailto:crusso@sibfl.net), 305-792-1776  
 Kathryn McDonough, Asst. to City Manager  
[kmcdonough@sibfl.net](mailto:kmcdonough@sibfl.net), 305-792-1811

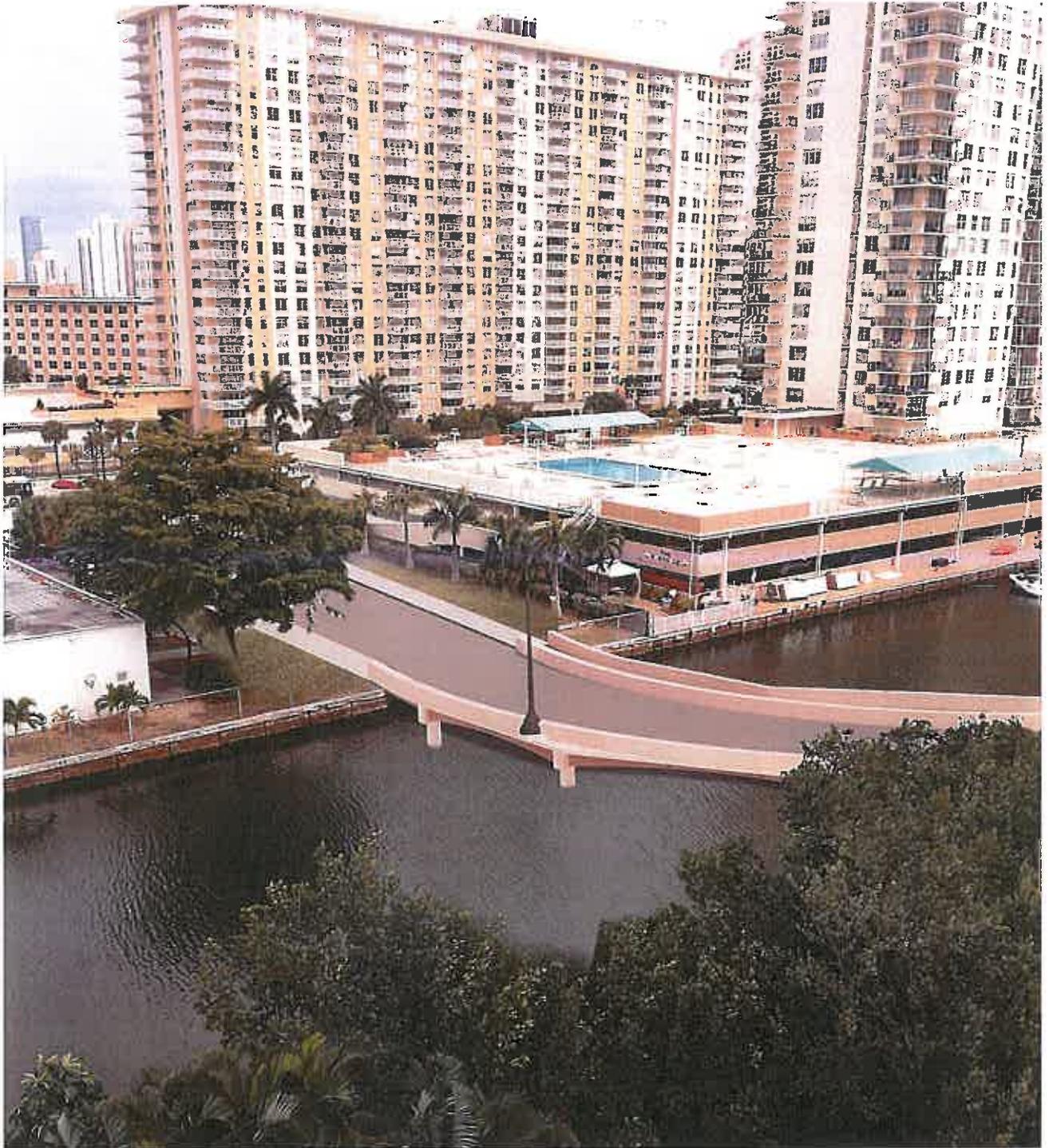
## Aerial of Bridge Site Location



**CITY OF SUNNY ISLES BEACH, MIAMI-DADE COUNTY, FL**

City of Sunny Isles Beach  
North Bay Road Emergency Bridge

## Bridge Rendering



City of Sunny Isles Beach  
North Bay Road Emergency Bridge

## Opa Locka Airport Improvements

AVE – Banyan Project

State Funding Request: \$10M



### Overview:

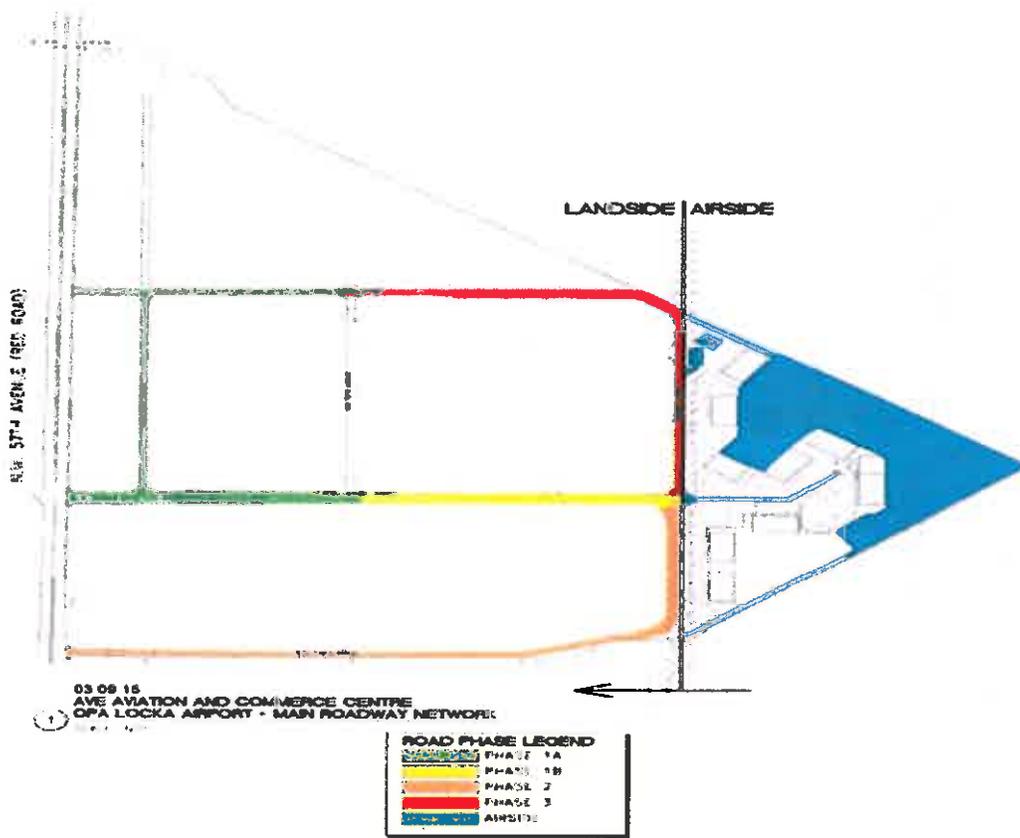
- AVE Aviation and Commerce Center, is a 2.5 million square foot Master Planned Business Park situated on 178 acres of the western portion of the Opa Locka Executive Airport.
- Upon completion, AVE will deliver approximately:
  - 150,000 square feet of Retail amenities
  - 2,100,000 square of Class A Warehouse Space
  - 202,000 square feet of Aviation Facilities.
- AVE is seeking \$10,000,000 for Aviation Infrastructure (Apron) to connect the existing runways to the buildings and improvements for the Banyan Air Services Project that is situated on Twenty Two (22) Airside Acres. AVE will contribute a total of \$24,300,000 to complete the project. The total project cost is \$34,300,000.

### AVE Economic Impact:

- As of March 1, 2015, AVE has invested \$100,000,000 in capital, of which \$20,000,000 is allocated to spine roads, water and sewer, and underground infrastructure.
- Currently, AVE is housing 1,150 permanent jobs and it will reach 1,500 permanent jobs by the end the year 2015.
- Upon completion, AVE will invest in excess of \$200,000,000 and it will be home to over 3,000 permanent jobs.
- AVE will generate in excess of a \$1,000,000,000 impact to the Regional Economy (source: Beacon Council/Miami Economic Associates)

### AVE Banyan Project:

- The AVE Banyan Project provides additional value to community **CREATES A GATEWAY** to the rest of world.
- **DELIVERS** 150 permanent jobs expandable up to 250 permanent jobs.
- **REDIRECTS** smaller air traffic from MIA, clearing the way for larger jets thus **INCREASING** Landing Fees to the County. (FAA)
- **AVIATION** Related Revenue increases via an Aviation cluster: Charter/Sales/Rental/Catering/Fuel/Repair companies will aggregate near an **ACTIVATED** Airfield.
- Banyan will create a need for a Limited Service Hotel.
- The AVE Lease contains a 2:1 square foot ratio for Aviation Development. Whereas, Forty Four (44) acres become available for an additional \$56MM in investment. (source: R-131-07 Miami Dade)



**Tampa Innovation Alliance  
March 2015**

**Executive Summary:**

1. The following is proposed language for funding of the Tampa Innovation Alliance (see page 2). Led by Mark Sharpe, the Alliance has become the focal point for the redevelopment of the key economic zone that includes founding members Busch Gardens, Moffitt Cancer Center, Florida Hospital, and the University of South Florida.
2. The Alliance area is approximately 15,000 acres and is bound by Busch Boulevard to the south and Bearss Ave / Bruce B. Downs to the north, I-275 to the west and I-75 to the east. An "Innovation District" - (see point 5) will be within the boundary of the Alliance area and defined during the Master Planning effort.
3. In 2011, the Tampa Innovation Alliance was created as a non-profit 501.c.6 corporation dedicated to the revitalization and elevation of the commercial areas surrounding the city's leading education, technology and entertainment enterprises. Since its launch, the Tampa Innovation Alliance added a fifth executive-level member – RD Management LLC of New York City, who became the owners of University Mall in late 2014 – as well as 40 members from a wide variety of business sectors at varying engagement levels.
4. The original 4 founders have committed \$800,000 for 2015 and 2016 to cover the administrative costs of the Alliance. 40 new members have joined the Alliance since it opened its doors on November 18, 2014 and has received \$61,350 in new membership fees. The Florida High Tech Corridor has also made a \$50,000 contribution for 2015 and agreed to cover the cost for a study to be conducted by Guy Hagen, a Principle with Tucker Hall, examining the economic impact of the Alliance area and mapping its economic assets.
5. The intent of the Tampa Innovation Alliance is to create a nationally and internationally competitive "Innovation District" that maximizes the considerable strength of the institutions, businesses and community assets which already exist in the area and with appropriate local and state government support to create a one-of-a-kind environment ripe for transformative private sector investment.
6. The Alliance has asked the MPO to conduct an extensive study to provide concepts for future corridor and streetscape improvements along Fowler Avenue and Busch Boulevard. The Alliance intends to contract with transit engineers and urban planners as part of its Master Plan effort to identify transit alignments and transit nodes within the Alliance area of operation, with emphasis on regional connectivity. Our vision is an Innovation District that becomes a premier global destination where cars, public & private transit, walkers and cyclists move safely and innovation thrives.
7. Tampa Innovation Alliance proposes to work closely with the Hillsborough County Board of County Commissioners, City of Tampa, and City of Temple Terrace in creating a framework for creating a master urban plan that would guide redevelopment and future development of this economically vital area, while also working to lessen the uncertainty and reduce the risk which currently stymies

development and reinvestment in the area. We are requesting that the state commit \$2 million for the first phase of the planning which we estimate will take 2 - 3 years. We also recommend that the State funding be administered by Hillsborough County, together with the funding the County will be asked to provide, and that the State's funding be drawn down as agreed upon by the state of Florida and Hillsborough County.

8. The proposed state funding will be used to develop a comprehensive master plan and business plan, and will include participation by local, state, private sector, and non-profit entities.

### **Proposed Planning-only Language**

#### **General Funding Language**

From the funds in Specific Appropriation \_\_\_\_\_, \$2,000,000 in nonrecurring funds from the [General Revenue Fund or \_\_\_\_\_ Trust Fund] is appropriated for release by the Department of Economic Opportunity to qualified local partnerships that include public and private entities for master planning of innovation districts in areas of significant economic opportunity. Funds will be allocated to a local government providing match funding for release to the qualified local partnership upon satisfaction of an approved action plan.

## **INTRODUCTION:**

In 2011, the Tampa Innovation Alliance was created as a non-profit corporation dedicated to the revitalization and elevation of the commercial areas surrounding the city's leading education, technology and entertainment enterprises: the University of South Florida, Busch Gardens, Moffitt Cancer Center and Florida Hospital. Since its launch, the Tampa Innovation Alliance added a fifth executive-level member – RD Management LLC of New York City, who became the owners of University Mall in late 2014– as well as 40 members from a wide variety of business sectors at varying engagement levels.

The Tampa Innovation Alliance aims to leverage the impact of leading institutions in this key area of north Tampa to create wider economic benefits and attract investment that will elevate the local economy. This area is home to a unique collection of institutional assets that, if properly positioned, has the potential to become one of the strongest and most competitive innovation districts nationwide. But despite its many advantages – a Top 50 American research university, the nation's busiest veterans hospital, a National Cancer Institute-designated hospital, and one of the world's great theme parks – the area has struggled in recent years. The effects of the Great Recession, overwhelming traffic, poverty, crime and economic stagnation in the lower and mid-level service and retail sectors have all contributed to a decline in the quality of life that now threatens the future success of growing institutions in the area. Moreover, a lack of strategic investment outside the boundaries of the key institutions has left the community unable to fully capitalize on the remarkable potential that exists here. The Tampa Innovation Alliance is working to stem the lost opportunities, decaying commercial zones and declining sense of place that now surrounds one of the most economically productive zones in the Tampa Bay Region, and if left unabated will stymie its future.

In short, the area significantly underperforms as an economic engine for Hillsborough County because of its need for redevelopment. For example, a 2013 study for the Tampa Innovation Alliance by Zyscovich Architects found:

- Even though the area attracts more than 385,000 guests to area hotels each year, the average daily hotel guest retail expenditure is about \$45.02. (Busch Gardens attracts an estimated 4 million guests each year, but their average daily expenditure outside of the park is a meager \$2.98 a day.
- Of the more than 18,000 employees of USF, Moffitt Cancer Center, Busch Gardens and Florida Hospital, just 15 percent live in the immediate area. More than 15,000 of those employees commute on overburdened roadways.

- Unmet demand in retail, hotel, Class A multi-family residential; retail and office space.

The intent of the Tampa Innovation Alliance is to create a nationally and internationally competitive "Innovation District" that maximizes the considerable strength of the institutions, businesses and community assets which already exist in the area and with appropriate local and state government support to create a one-of-a-kind environment ripe for transformative private sector investment. Numerous studies in recent years have identified the potential for growing the region's high-wage, high-tech sectors as a path toward economic diversification and job growth. In 2009, the Battelle Technology Partnership Practice specifically identified the areas in and around the University of South Florida and Moffitt Cancer Center as a prime opportunity to grow a biosciences and med-ed district, but lamented the lack of focused zoning and development incentives in place to support such a district. The report, currently being updated, called for an overlay district to assist in creating successful growth in the area and to aid in economic redevelopment.

To that end, the goals of the Tampa Innovation Alliance are to:

1. Create a surrounding environment that is staged for expansion of existing, leading institutions that will further generate economic activity by attracting corporate relocations, spin-offs, start-ups and high-value job creators who benefit from being co-located with major economic drivers in the knowledge economy.
2. Create an workable and achievable plan for a transit-oriented, mixed-use urban innovation district that attracts visitors, students, patients and business people from around the world to a wide variety of companies, institutions, attractions, retail and restaurants which provide world-class healthcare, academic, entertainment and social experiences.
3. Reverse the steep decline in the quality of life for residents in the surrounding neighborhoods by creating a pipeline of economic opportunity that allows residents to learn, train and have access to stable and sustainable employment near their homes that supports on-going neighborhood revitalization efforts.
4. Build the Tampa Bay Region's ability to grow, attract and retain a skilled and talented workforce that will create stable, prosperous and thriving communities for generations to come while making the Tampa Bay region among the most competitive business environments in the United States.
5. Create a framework for progress in accomplishing recommendations from the Board of County Commissioner's Economic Prosperity Stakeholder Committee to position Hillsborough County to be leaders in job creation in the economic

recovery by stimulating new, existing and expanding business activities, including startups, within targeted industries.

6. Leverage the unique international attractors of key institutions to grow Tampa's standing and status as a thriving international destination with a diverse and skilled workforce uniquely positioned for success in a globally-integrated economy.

## **WHO is the Tampa Innovation Alliance?**

The executive committee members of the Tampa Innovation Alliance are:

- **Busch Gardens® Tampa** offers 300 acres of fascinating attractions based on exotic explorations around the world. With a unique blend of world class thrill rides, one of the country's premier zoos with more than 12,000 animals, live shows, restaurants, shops and games, Busch Gardens Tampa provides unrivaled excitement for guests of every age. Busch Gardens hosts millions of guests from around the country and world to Tampa every year and is owned and operated by SeaWorld Entertainment, Inc.
- **Florida Hospital Tampa** was founded in the mid 1960's by a group of progressive businessmen who recognized the need for hospital serves in a developing north Tampa region. The 208-bed hospital opened on July 15, 1968. Today, Florida Hospital has grown into a 475 licensed-bed facility that is home to a five Centers of Excellence that focus resources on major disease areas including cancer treatment, women's health, pediatrics, diabetes management and orthopedics. Its mission is to offer patients access to the most advanced technology and treatment options. Florida Hospital has spent \$71 million renovating its Tampa Hospital ER and is planning now for a \$47 million dollar Women's & Children's Hospital & Surgical Advancement/Nursing Units facility.
- **H. Lee Moffitt Cancer Center & Research Institute** opened its doors in 1986 on the Tampa campus of the University of South Florida and is the third largest cancer center in the United States based on patient volume. Moffitt is Florida's only National Cancer Institute Designated Cancer Center, and is a nationally accredited, not-for-profit, multi-faceted organization dedicated to the prevention and cure of cancer. Encompassing treatment, research, education, and community services, Moffitt is the Top-ranked cancer hospital in the Southeast, based on *U.S. News & World Report's* 2014 list of Best Hospitals, and has an estimated annual economic impact of \$1.6 billion. Moffitt employs more than 4,600 people across four corporate entities.
- **RD Property Management, LLC**, specializes in the retail sector. RD Management has over 18 million square feet of neighborhood and community shopping centers throughout the United States and Puerto Rico. RD Management has over 30 years of experience, and is consistently ranked among the nation's largest privately held real estate development and management organizations. The company added University Mall to its portfolio of more than 200 premium properties in December 2014.

- **The University of South Florida**, is a member institution of the State University System of Florida, one of the state's three flagship universities for public research. Founded in 1956, USF ranks 43<sup>rd</sup> in the nation among both public and private universities in research expenditures, according to the National Science Foundation. USF also ranks 15<sup>th</sup> among universities worldwide in generating new U.S. patents and is a national leader in generating income from technology transfer licensing. With more than 48,000 students on the three campuses of the USF System, the university has a growing international profile and attracts students from more than 100 nations. USF set a new institutional record in research grants and contracts in 2014 with more than \$428 million. USF employs more than 16,000 people on the Tampa campus.

Beginning in January 2015 and under the leadership of Alliance Executive Director Mark Sharpe, the membership of the Alliance began to expand rapidly. Among the organizations joining at various membership levels is: the Museum of Science and Industry; the City of Temple Terrace; Bighthouse and Fifth Third Bank. As of March 2015, 40 organizations have joined.

The original 4 founders have committed \$800,000 for 2015 and 2016 to cover the administrative costs of the Alliance. The Alliance has gained 40 new members since it opened its doors on November 18, 2014 and has received \$61,350 in new membership fees. The Florida High Tech Corridor has also made a \$50,000 contribution for 2015 and agreed to cover the cost for a study to be conducted by Guy Hagen, a Principle with Tucker Hall, examining the economic impact of the Alliance area and mapping its economic assets.

Business and individuals, regardless of geographic location, are eligible to join the Tampa Innovation Alliance. Members have the opportunities to serve on Tampa Innovation Alliance Committees to be established in the spring of 2015 following approval by the Executive Committee and will have a voice in shaping priorities of the new organization as well as advocating for redevelopment and investment in the area.

### **WHERE are the boundaries of the Tampa Innovation Alliance?**

The area that encompasses the Tampa Innovation Alliance falls under multiple jurisdictions, including Hillsborough County, the City of Tampa and the State of Florida. Additionally, the City of Temple Terrace has become a member of the Tampa Innovation Alliance in recognition of that city's future success being tied to large institutions in the area and the vibrancy of adjacent commercial zones and neighborhoods. The area is unique – in addition to its collection of notable institutions and large employers – in that its west and east borders are bookended by Interstates 275 and 75, providing it unparalleled connector opportunities to the county's other economic hubs.

In 2013, the updated University Area Community Plan was approved by The Planning Commission, setting forth a comprehensive strategy for the north-central unincorporated Hillsborough County neighborhood, which is bordered by the City of Tampa on the west and south, and the cities of Tampa and Temple Terrace on the east. The northern

boundary of the University Area is Skipper Road/Bearss Avenue/Bruce B. Downs Boulevard and along Fletcher Avenue from North 50<sup>th</sup> Street to the Hillsborough River. The University Area Community Plan Master Plan identified as its goal “to create a stable, safe, and livable community through physical revitalization which establishes positive neighborhood identity and provides community design guidelines to achieve a pedestrian friendly, mixed use area that will serve the needs of the citizens of the University Area Community.

To the south, spanning north of Busch Boulevard and west from I-275 to the Temple Terrace City Limits, are the neighborhoods of Terrace Park and University Square. In early 2012, the Planning Commission was asked to develop a community plan for the Terrace Park-University Square community at the request of Councilwoman Lisa J. Montelione, with the approval of Mayor Bob Buckhorn. Tampa’s comprehensive vision for the city is founded on four core values that enhance the long-term sustainability of the city and its citizenry. The City identified its core values as:

- **Livability:** Tampa is a place where diverse people find it easy, safe, and enjoyable to live.
- **Prosperity:** Tampa is focused on the quality of life for all its’ people and must be economically healthy, with a broad mix of good jobs.
- **Respect:** The living systems that support us are revered and conferred to future generations in better condition than today.
- **Resilience:** The ability of the systems that support our day-to-day living to recover from misfortune, handle uncertainty, and adjust easily to change.

To the same extent, the redevelopment activities undertaken by the Tampa Innovation Alliance would be complimentary to Temple Terrace’s 2025 Comprehensive Plan and its Vision 2020 Goals and Strategies, most specifically the goals delineated by Temple Terrace to enhance economic opportunity through redevelopment and support of I-75 corridor development for high technology enterprises and encouraging neighborhood revitalization outside the city’s western boundaries.

Additionally, in 2010 The Hillsborough County Metropolitan Planning Organization (MPO) and the Hillsborough County Planning and Growth Management Department worked in partnership with stakeholders and local residents to plan for a Multimodal Transportation District in the University of South Florida area. The goals of this effort were to facilitate the use of multiple modes of transportation that will lead to a reduction in automobile use and vehicle miles traveled, to create opportunities for long-term funding of multimodal improvements, and to help meet community objectives for encouraging infill and redevelopment. The USF area was selected because of its status

as a growing regional activity center and its diverse and dense mix of residents, students and employees. Many of the recommendations from the plan have already been accomplished or are in the works, including the Fletcher Avenue Pedestrian Safety Study and related improvements, 22nd Street enhancement project recently completed that provides a model for other corridors in the area, and the new “MetroRapid” Bus Rapid Transit service.

The Tampa Innovation Alliance spans two Economic Development Areas identified in the Area Economic Development Analysis and Mapping prepared by The Planning Commission in 2012: The University of South Florida EDA and the I-75/Fletcher Avenue EDA. For its purposes, the Tampa Innovation Alliance has identified the boundaries of its area of attention as I-275 on the west, Bearss Avenue to the north, Busch Boulevard to the south and 50<sup>th</sup> Street to the east.

In December 2012, the Hillsborough Board of County Commissioners received a report from the Economic Prosperity Committee with a series of recommendations on create an economic development plan for the county with specific measurable results that would:



Position Hillsborough County to be leaders in job creation in the economic recovery.



Immediately stimulate new, existing and expanding business activities, including startups, within our target industries.



Establish a regulatory climate that incentivizes sustainable business and industry growth needed to be a leader in Florida, the US, and the 21st century.



Send a message that the County is “open for business” and provide a competitive advantage as we recruit new businesses and support expansions of existing ones.  
(Economic Prosperity Subcommittee, Letter from the Chairs, 2012)

The Tampa Innovation Alliance and these organizations, working in conjunction with local government, have shared goals of creating a stable, safe, and livable community through physical revitalization which establishes positive neighborhood identity and provides community design guidelines to achieve a pedestrian friendly, mixed use area that will serve the needs of the citizens of the University Area Community.

In its Economic Development Area Analysis, the Planning Commission identified specific strategies for the Tampa Innovation Alliance's general area of interest which can be carried out in an Alliance-led effort. They are:

- Support emerging efforts to brand area as a destination for biotechnology and medical-related investment.
- Consider changing FLU categories HI and LI south of Fowler Avenue and R-20 west of 30th to categories more compatible with targeted industry uses.
- Support transportation and public realm investments to improve competitive position.
- Explore methods to limit extent of residential uses on vacant and redevelopment sites.
- Explore redevelopment potential of University Mall site to support hospital expansion and additional medical, biotech, and support uses.
- Support university efforts to intensify research and incubator activities on USF Campus.
- Explore potential to redevelop or adaptively-reuse warehouse and distribution spaces south of Fowler Avenue.
- Explore potential to consolidate ownership and land bank vacant sites.

For the I-75/Fletcher EDA, the specific planning strategies recommended and which could be carried out by the Alliance are:

- Continue support for extension of high capacity transit service with links to USF and Downtown Tampa.
- Focus public realm improvements to maintain attractiveness.

- Explore methods to limit extent of commercial and residential uses on remaining vacant sites.

## **WHY is a transit-oriented innovation district essential for North Tampa?**

The Brookings Institution describes the rise of innovation districts nationwide as perhaps one of the most important economic, social and demographic trends in recent decades. As the high-tech and knowledge economy continue to grow and the increasingly tech-savvy and entrepreneurial millennial generation becomes a full economic force, communities that can create places that attract and retain a talented workforce will be best positioned for sustainable economic growth. The Brookings Institution describes innovation districts as such:

**Innovation districts are the manifestation of mega-trends altering the location preferences of people and firms and, in the process, re-conceiving the very link between economy shaping, place making and social networking.<sup>2</sup>**

**In recent years, a rising number of innovative firms and talented workers are choosing to congregate and co-locate in compact, amenity-rich enclaves in the cores of central cities. Rather than building on green-field sites, marquee companies in knowledge-intensive sectors are locating key facilities close to other firms, research labs, and universities so that they can share ideas and practice “open innovation.”** (*Brookings Metropolitan Policy Program, 2014*)

The Tampa Bay Economic Development District Comprehensive Economic Development Strategy adopted by the Tampa Bay Regional Planning Council in November 2012 has created a wider regional development plan based on broadening and expanding workforce needs, particularly in high-wage growth areas such as health care and technology. Making the case that the Tampa Bay Region needs to diversify its economy as response to demographic trends that leave the area vulnerable to the inevitable cycles in housing and tourism, the plan made a strong case for rethinking how Hillsborough County develops its competitive advantage as an emerging metropolitan area. Innovation districts – with their wealth of amenities; identifiable sense of place and gathering spots that allow start-ups, spinoffs, creative industries and established legacy

institutions to flourish through collaboration and partnerships are an key element of keeping Hillsborough County competitive in the future.

The Alliance has asked the MPO to conduct an extensive study to provide concepts for future corridor and streetscape improvements along Fowler Avenue and Busch Boulevard. The Alliance intends to contract with transit engineers and urban planners as part of it's Master Plan effort to identify transit alignments and transit nodes within the Alliance area of operation, with emphasis on regional transit interconnectivity. Our vision is an Innovation District that becomes a premier global destination where cars, public & private transit, walkers and cyclists move safely and innovation thrives. The TIA is only as economically viable as its transportation and transit links to key economic areas: north to Pasco County and the thriving Wesley Chapel economic district, south to Vinik's Downtown Project, the Westshore District and burgeoning Pinellas County and downtown St Petersburg. It is our intent to connect to these areas and many others to make our region a vibrant economic hub generating quality jobs that help drive the Florida economy.

### **WHAT are the barriers facing North Tampa?**

The economic recovery currently underway across Hillsborough County has allowed property values to rebound and unemployment to decline. In industry sectors dominant in the Innovation Alliance area – such as health care, education and tourism – there has been particularly strong growth in recent years. However, the private sector response to the physical revitalization of the commercial zones in the area has been tepid. With the economic recovery well underway, it appears there will not be a full market response to the area's need for revitalization absent incentives to do so. It is the Tampa Innovation Alliance's position there is a paramount need to identify the area as an urban master-planned community with accompanying incentives and that will spur reinvestment in the area. There is need for a public-private partnership that will drive development to best maximize existing assets in the area is the quickest and surest way to repair the damage done during the Great Recession and allow a modern, thriving innovation district to rise.

Hillsborough County enters this scenario with considerable advantages. First, the major anchors that drive economic activity in the area are already in place and create a ready and eager market of tens of thousands of health care workers and patients; more than 40,000 students; more

b. Florida Chamber Six Pillars



than 10,000 faculty and staff and more than 4 million tourists a year. These existing institutions already have established – and continue to build upon – powerful and recognizable national and international brands. Moreover, these institutions have mutual interests and strong lines of communication between them. Their goals of building world-class offerings in health, education, entertainment and an overall quality of life experience extends not just to their employees and customers, but to the wider area community who may have barriers to participate in growing and thriving sectors of the economy.

### **How does the Tampa Innovation Alliance accomplish its goals?**

The Tampa Innovation Alliance has examined the barriers to success that now exist. While these issues – zoning, underperforming commercial real estate, missed consumer activities, transportation - also transcend jurisdictional boundaries there is ample opportunities for Hillsborough County to create an environment ripe for solutions and success. The recommended vehicle for bringing the jurisdictions and individual plans which have been created through an inclusive and transparent process is through an overlay district that would create a mechanism for continuity, strategic prioritization and collaboration between the various entities.

Tampa Innovation Alliance proposes to work closely with the Hillsborough Board of County Commissioners, City of Tampa and City of Temple Terrace in creating a master urban plan that would guide redevelopment and future development of this economically vital area, while also working to lessen the uncertainty and reduce the risk which currently stymies development and reinvestment in the area. We are requesting that the State commit \$2 million for the first phase of planning which we estimate will take 2 - 3 years. We also recommend that the State funding be administered by Hillsborough County, together with the funding the County will be asked to provide, and that the State's funding be drawn down as agreed upon by the State of Florida and Hillsborough County.

The area is in need of a plan that crosses jurisdictional boundaries and serves as a vehicle to enact the common goals of the neighboring entities. Through a robust and transparent process that brings together all stakeholders in the area to produce a shared vision of success, the Tampa Innovation Alliance proposes to serve as a vehicle to carry out a master planned urban development that would incorporate strategies developed in previous planning processes with an eye toward economic development in the commercial areas that would support on-going residential neighborhood efforts. The master planned development guidelines could include elements such as zoning, land use and design standards to create a cohesive and productive path forward for the area. The process will include a business plan with defined, measurable outcomes over a specified period of time.

Reimagining, redeveloping, and rebranding the area is best accomplished in a public-private partnerships capable of crossing jurisdictional lines, yet capable of building bridges between the various constituencies of customers, patients, students, residents and business owners who inhabit the larger area and depend on a vibrant commercial district to provide stability and security for the entire area.

The State and County have each invested many tens of millions in the Alliance area over the decades. Its time to reap the dividends through a unique public - private venture that creates new jobs by creating a flourishing environment for industry and talented workers to thrive. We have the players - now we need the plan and ability to execute. Thank you for partnering.



# Hurricane Protection for Traffic Signalization

A presentation to:

Appropriation's Subcommittee on  
Transportation, Tourism and Economic  
Development

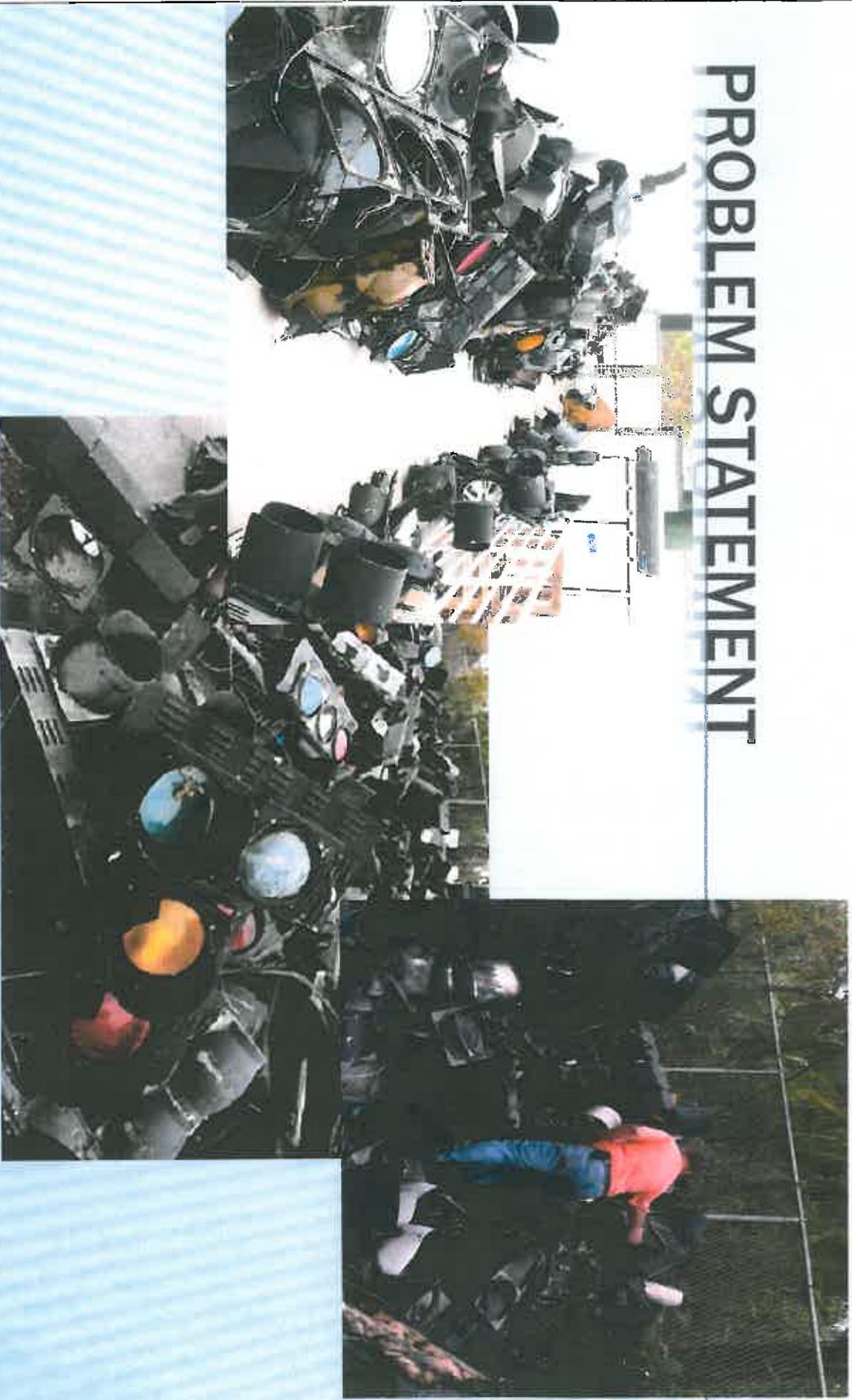
March 11, 2015

# EVACUATION ROUTE SAFETY PROGRAM



**In a cost effective manner, preserve existing traffic signal assets from hurricanes, to prevent fatalities and injuries that occur due to uncontrolled intersection chaos, and to facilitate people getting to and from work after a major storm.**

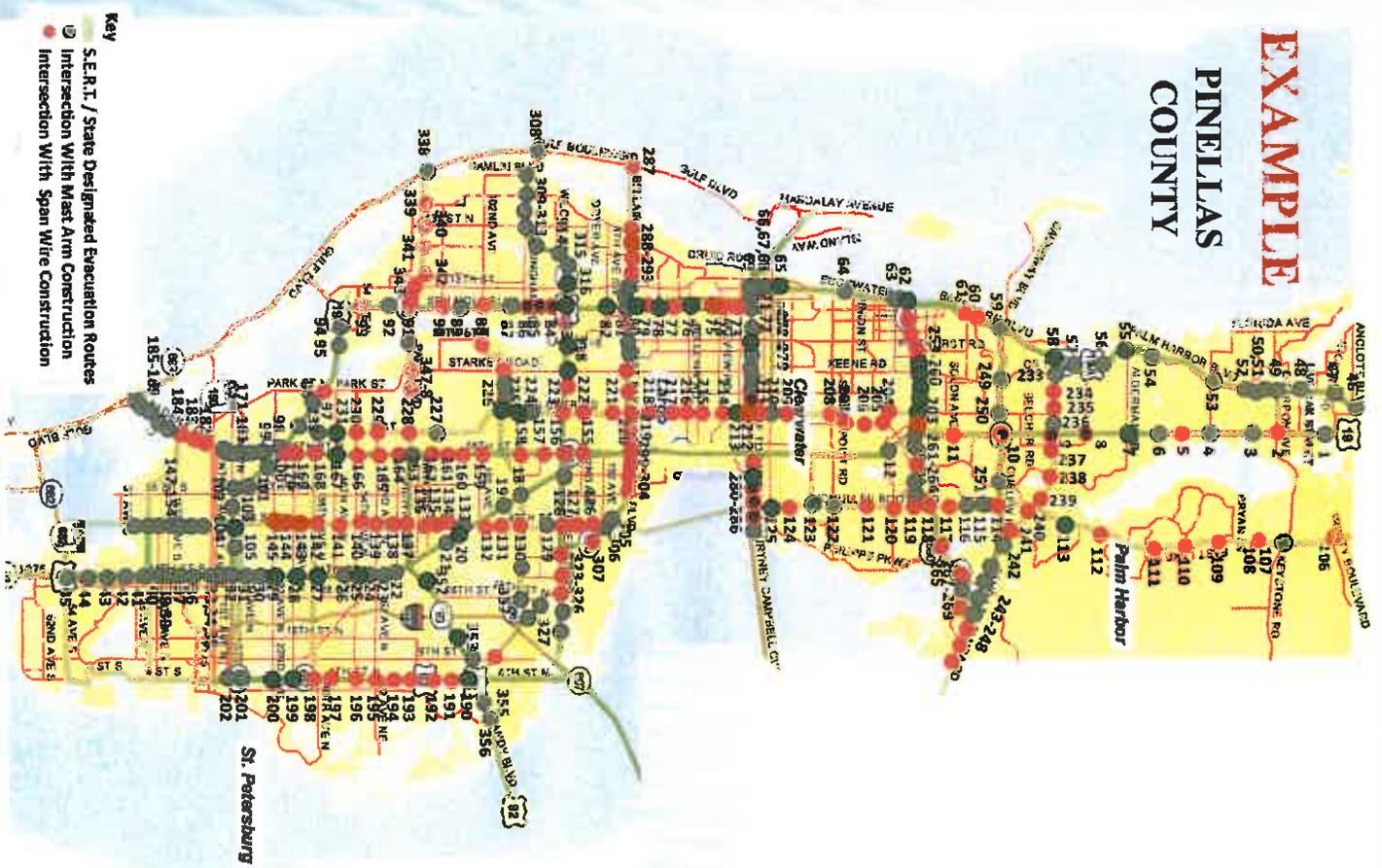
# PROBLEM STATEMENT



**In 2004 and 2005, over half of all of Florida's span wire supported traffic signals were either damaged or destroyed by hurricanes**

Ref: FDOT document

# EXAMPLE PINELLAS COUNTY



## PROPOSED EVACUATION ROUTE CORRIDORS

Broadens previous  
pilot program by  
Creating safe and  
complete evacuation  
route corridors by  
adding retrofit  
reinforcement on span  
wire supported  
signals located  
between mast arm  
supported

**RIGID**



**VS.**

**PIVOTAL / REINFORCED**



# THERE ARE CURRENTLY ONLY TWO WAYS TO PRESERVE EXISTING SIGNALIZED

## INTERSECTIONS:

- Replace the intersections with steel mast arms at an average cost of over **\$400,000\*** per – and 12 to 18 months to complete
- Or
- Retrofit the existing intersections with the Pivotal Hanger Assemblies (the State Standard) at an average cost of under **\$18,000\*** per – and 7 to 10 hours to complete

**\$400K vs. \$18K per intersection**

## REPLACEMENT VS. PRESERVATION

Replacement is accomplished by removing the existing span wire intersection and replacing with steel mast arms

Prevention cost to date – (4 year average) .... Approx. \$475Million\* – 1,000 Intersections

Preservation is accomplished by keeping the existing span wire intersection and adding retrofitted reinforcement

# CONCLUSION

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- Hurricane protection of traffic signalization is critical to maintaining a safe and effective roadway system
- Retrofitting traffic signalization for hurricane protection is a viable alternative to steel mast arms
- Signal Safe pivotal hanger assemblies are FDOT approved and is the State Standard for all Florida Highways
- Transportation crises and expenses due to lost or damaged traffic signals can be prevented and avoided in the future
- Signal Safe devices – invented, designed, engineered, manufactured and packaged – all in Florida

Thank you,

Questions or Comments?



**Signal Safe, Inc.**

Bob Townsend, President

Phone: (561) 798-9663

Cell: (561) 248-8894

e-mail: [bob@signalsafe.net](mailto:bob@signalsafe.net)



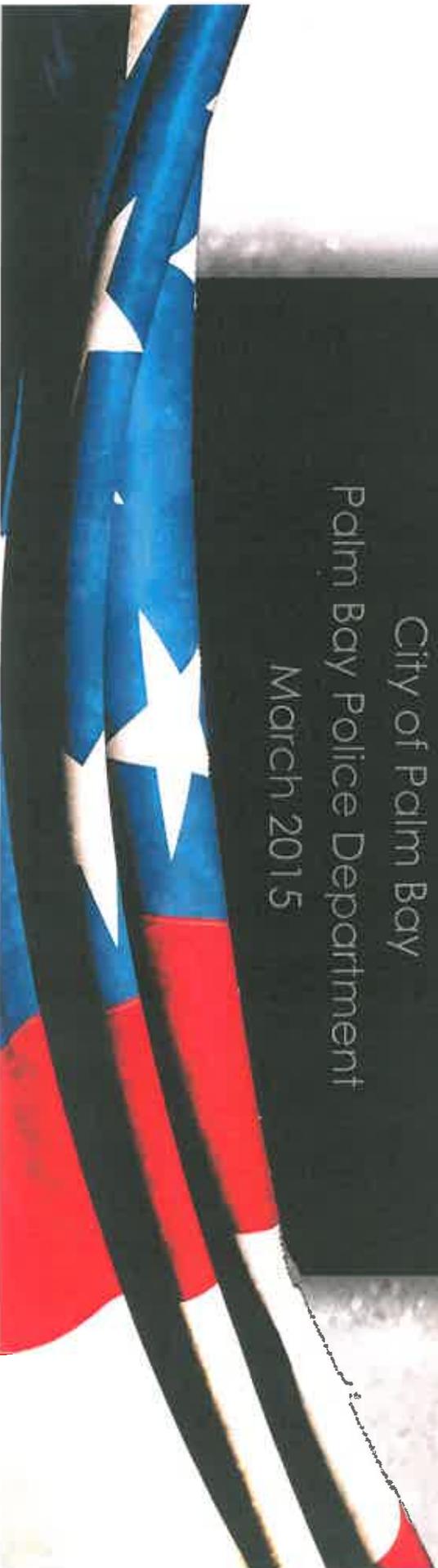
# THE HAMMER

TACTICAL. STRATEGIC. COLLABORATIVE. CONFIDENT.

City of Palm Bay

Palm Bay Police Department

March 2015



# The Range Today

The City of Palm Bay invested over \$600,000 in enhancements and completed significant upgrades creating an open-access training facility for police, fire, and EMS personnel.

## CURRENTLY FEATURES:

- 40-Acres of Land
- Two Classrooms
- Rifle / Pistol Ranges (50, 100, 200 & 350 Yard)
- Dive Pond
- Obstacle Course
- Restrooms



# Phase I:

## **Our Mission to Be A Comprehensive First Responder Training Facility Achievements**

The City of Palm Bay has been granted \$1 Million funding to enhance the existing facilities and make it the preferred training center for first responders.

Currently in Progress – Completion Estimated June 2015:

- Portable Training Simulator
- Live Fire Shoot House
- Tactical Tower



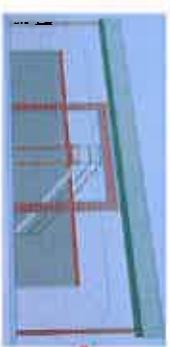


# Phase I: Site Overview

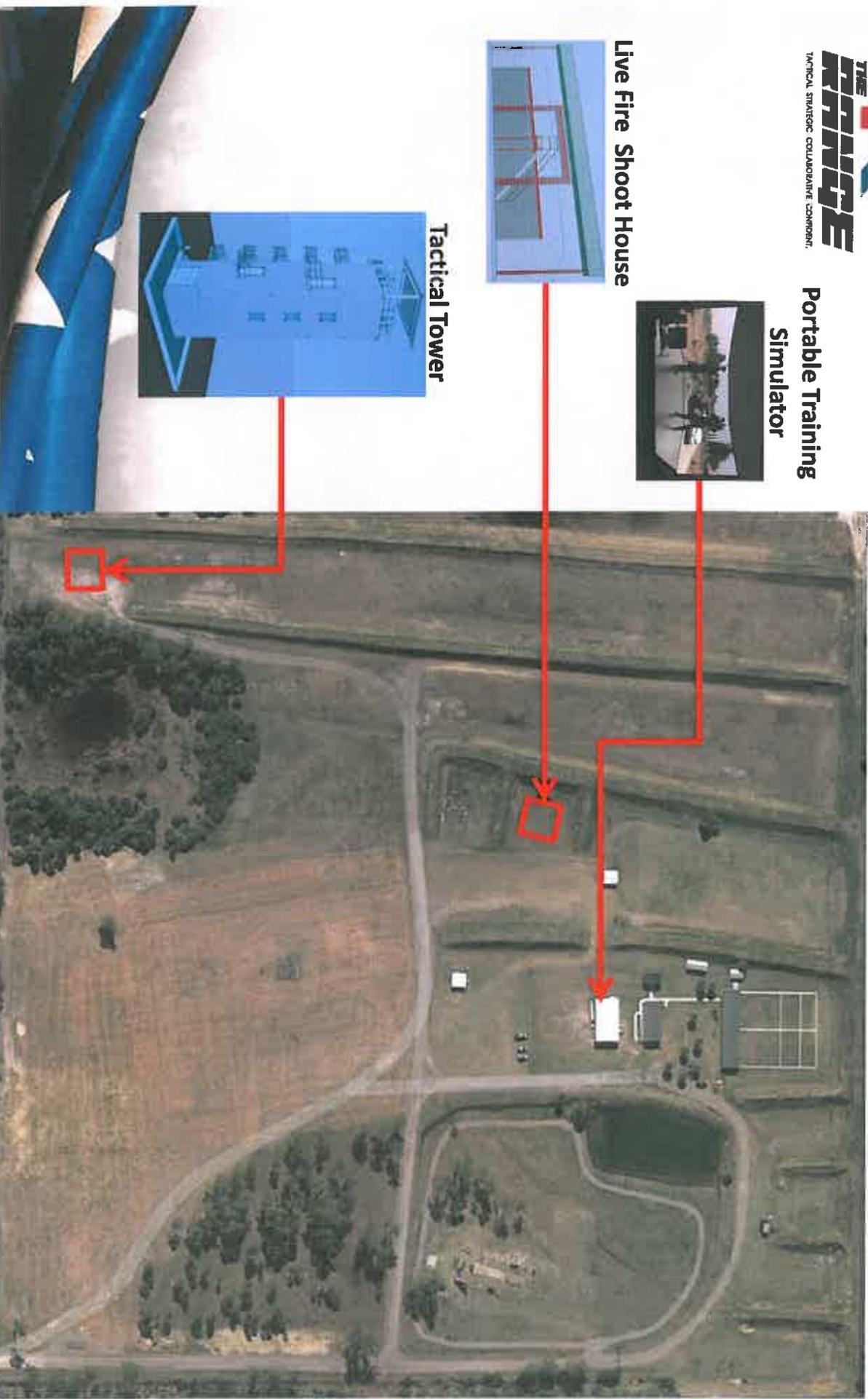
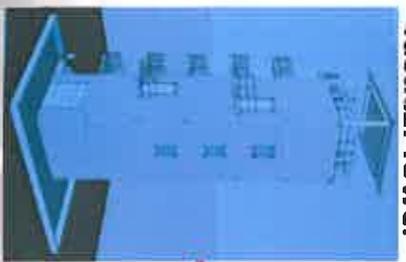
Portable Training Simulator



Live Fire Shoot House



Tactical Tower



# Phase II:

**Our Mission to continue.....**

The City of Palm Bay is requesting additional funding granted \$1.64 Million to continue enhancing the existing facilities and make it the preferred training center for first responders:

- 50 Yard Range
- A large scale scenario simulator and Training Facility
- Turning & Moving Targets
- Maintenance Facility

Once fully developed, the site will provide law enforcement and fire-rescue agencies a centralized, modern, and comprehensive training facility for all disciplines of public safety and domestic preparedness in the Central Florida region -- a region that is home to over 8.5 million people.





**THE RANGE**  
TACTICAL STRATEGIC COLLABORATIVE CONCEPT

**Moving/Turning  
Targets**



**Scenario  
Simulator**



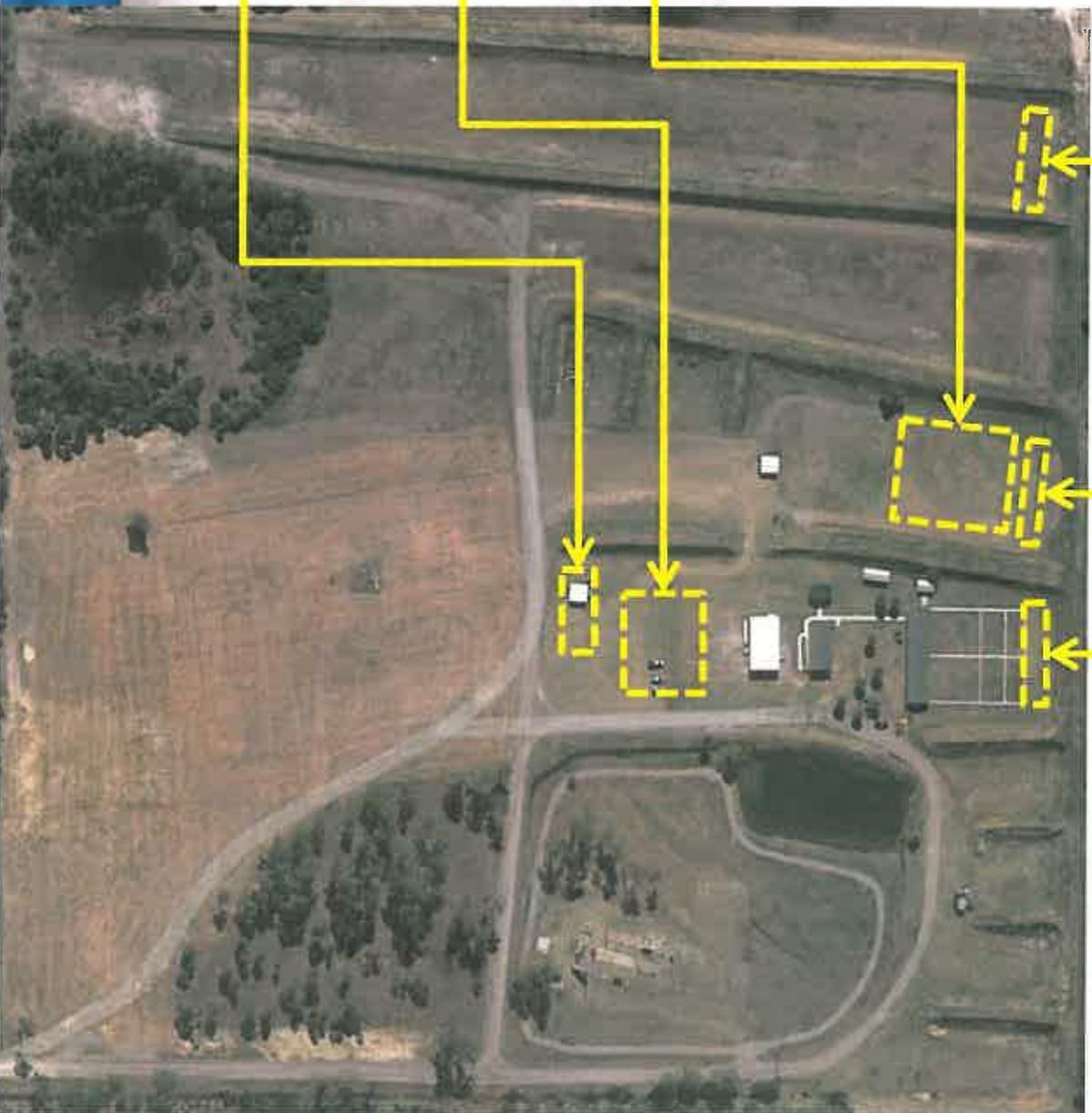
**50 Yard  
Shooting Range**



**Maintenance  
Facility**



# Phase II: Site Plan



# Location of Range: Palm Bay, FL

Palm Bay is at the heart of Central Florida, a region that is home to more than 8.5 million people. The Range is centrally located on Florida's east central coast to facilitate maximum usage from dozens of public safety agencies working in the region and around the state including local law enforcement, FDLE, FBI, DEA, and U.S. Marshals.

## Central FL: Protecting 3.3 million\*

Marion, Sumter, Lake, Seminole, Orange, Osceola, Polk, Hardee, Highlands

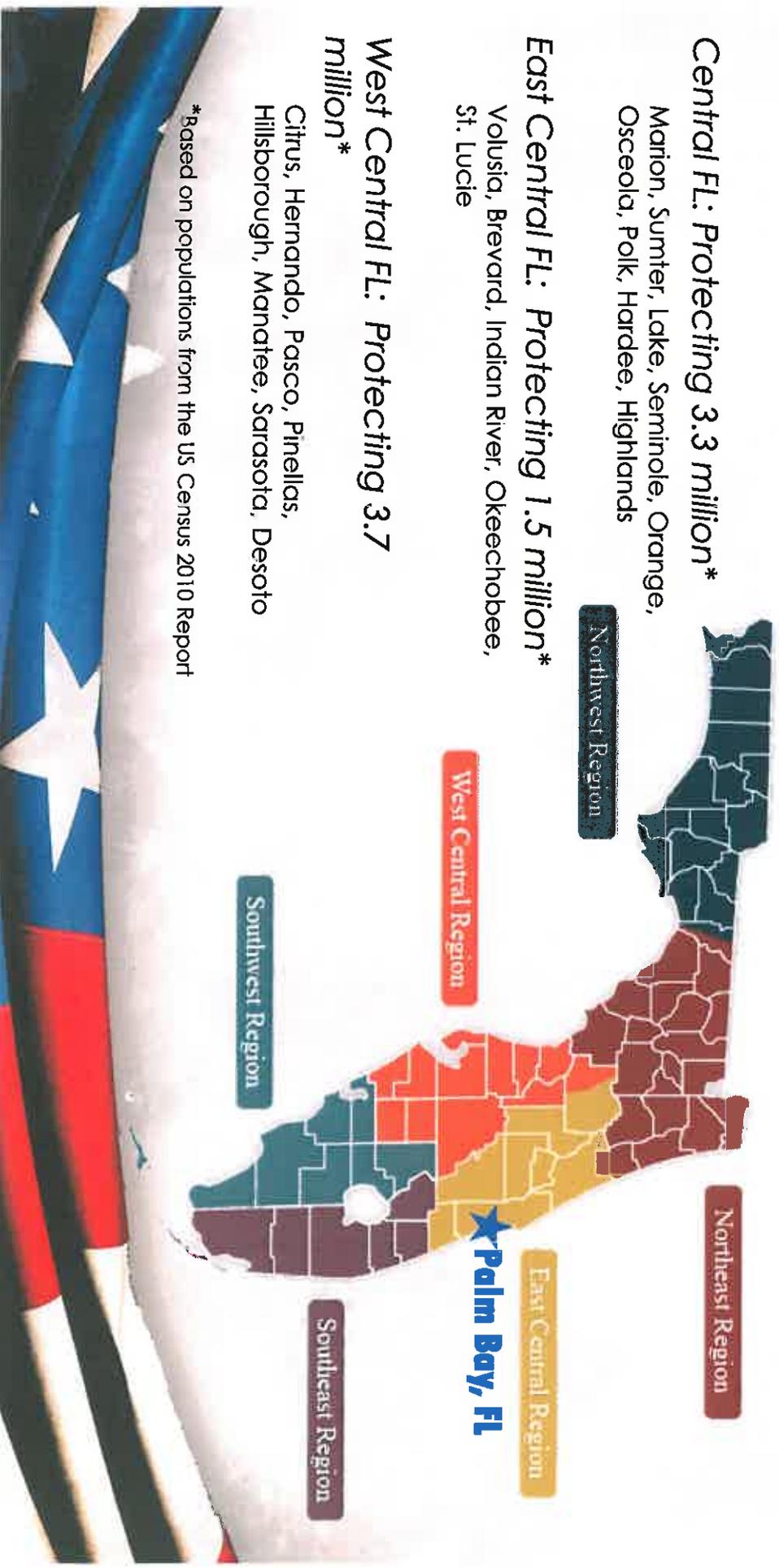
## East Central FL: Protecting 1.5 million\*

Volusia, Brevard, Indian River, Okeechobee, St. Lucie

## West Central FL: Protecting 3.7 million\*

Citrus, Hernando, Pasco, Pinellas, Hillsborough, Manatee, Sarasota, Desoto

\*Based on populations from the US Census 2010 Report





# Economic Impact Factors

- Hotel and Lodging
- Rental Cars
- Gasoline Consumption
- Dining
- Entertainment
- Incidentals
- Local Shopping
- Tourism Visits





# Current Training Impact

- On Average, Palm Bay hosts 8 Advanced Training Classes Annually
  - Partner Training Coordinators:
    - NRA
    - Eastern Florida State College
    - Glock
    - SniperCraft
  - 5 Days/4 Nights
  - Partners bring 24 out of region attendees
- 7 Advanced Training Classes are booked for 2015





# Future Economic Impact

- Completion of Phase I and approval of Phase II features and enhancements - real potential impacts:
  - 2 National Conferences
    - Two – 5 Day / 4 Nights
    - Nationally advertised training conference
    - 400 attendees
  - A Federal Agency/Taskforce is interested in the completed site for a South East Regional Training location:
    - Two - 10 day training session / 9 Nights
    - 40 out of area attendees
  - Increases capacity to host 8 additional Advance Training Courses



# Economic Impact Calculations

HOTEL NIGHTS DOUBLE OCCUPANCY	HOTEL NIGHTS PER ROOM PER NIGHT	HOTEL COST TOTAL	HOTEL COST ANCILLARY FORMULA	TOTAL EDI HOTEL X STUDENTS X ANCILLARY	TOTAL EDI IF SINGLE OCCUPANCY	NOTES
48	\$89	\$4,272.00	\$1.43	\$4,409.28	\$8,821.42	Approximately 8 training classes, 5 days in length with 24 students in each class.
360	\$89	\$32,040.00	\$1.43	\$33,069.60	\$66,142.06	Two -10 day training sessions for federal law enforcement (all attending from out of area)
1600	\$89	\$142,400.00	\$1.43	\$146,976.00	\$293,954.86	Two - 5 day nationally advertised training conferences (approximately 400 students each time)

Assuming double occupancy for rooms.

Ancillary costs include food, fuel, amenities, gifts

\* \$ .43 of hotel room less taxes and charges OR \$38.27 pp



\*Data provided in partnership with  
The Palm Bay Greater Chamber of Commerce and  
The Palm Bay Police Department.

# Thank You.



**For More Information:**

Lieutenant Timothy Lancaster  
Palm Bay Police Department

Training Section

321-952-3465

[tim.lancaster@pbfl.org](mailto:tim.lancaster@pbfl.org)



Senator Jack Latvala  
Chair, Appropriations Subcommittee on  
Transportation, Tourism and Economic Development  
The Capitol  
Tallahassee, FL

Dear Senator Latvala and Committee Members,

On behalf of the National Navy UDT SEAL Museum, it will be an honor to appear before you on Wednesday, March 11, 2015. I look forward to meeting you in Tallahassee.

Sincerely,



Craig Mundt  
Vice President, Board of Directors



## National Navy UDT-SEAL Museum

3300 N Highway A1A • Fort Pierce, FL 34949-8520  
Phone (772) 595-5845 • Fax (772) 595-5847  
www.NavySEALmuseum.com

Office of Governor Rick Scott  
State of Florida  
400 S. Monroe Street  
Tallahassee, FL 32399-0001

27 January 2015

Re: National Navy UDT-SEAL Museum & Memorial building funds- \$4,000,000

Dear Governor Scott,

Founded in 1985, the National Navy UDT-SEAL Museum and Memorial is the only museum and site in the world dedicated solely to collecting, preserving, organizing and sharing with the public, displays, objects, and images to foster understanding, appreciation and recognize the sacrifice of the United States Naval Underwater Demolition Teams and Navy SEALs. It is located in Claude Pepper Park, the St. Lucie County beach-front birth place of these organizations. Although it has a "National" designation by Congress, no federal or state funds have been provided. We seek to enlist State of Florida and your support in continuing to chronicle and impart the UDT-SEAL history past, present and future.

The physical size of boats, dive gear, parachutes, uniforms, weapons, vehicles, photographs, interactive displays and documents has outgrown our present space and expansion is a necessity. Much of our collection of artifacts cannot be displayed as new items and history occur daily. The museum utilizes new technologies, as well as traditional artifacts to share history, create sensory environments, video screens, "Please Touch" panels, interactive hands-on exhibits and activities, all designed to engage and educate visitors. The museum is an educational institution where people of all ages and walks of life can learn about the UDT-SEALs both historically and their role in modern warfare. The museum presents state-of-the-art displays and accommodates rotating exhibits from other institutions. We have working relationships with local school systems and Indian River State College.

The museum has a strong base of out of state and international tourists with a 75,000 visitor count this year. When a new exhibit area opens in two months we anticipate growth to 100,000+ guests in 2017. A building erected three years ago added to the current museum for a total facility of 13,500 sq. ft.; however it has no capacity for additional exhibits.

Dedicated to preserving the weapons, equipment, artifacts and history of the men of OSS Maritime Units, Scouts & Raiders, Naval Combat Demolition Units, Underwater Demolition Teams, and SEAL Teams.

The UDT-SEAL Museum Association, Inc. (dba "National Navy UDT-SEAL Museum") has been classified as a not-for-profit organization under Section 501(c)(3) of the Internal Revenue Code.



## National Navy UDT-SEAL Museum

3300 N Highway A1A • Fort Pierce, FL 34949-8520  
Phone (772) 595-5845 • Fax (772) 595-5847  
[www.NavySEALmuseum.com](http://www.NavySEALmuseum.com)

We are proposing a 20,000 sq. ft. architecturally dramatic building with exhibit areas, artifact storage/restoration facility, combined theater/conference hall, office and food service. Estimated shell cost \$4,000,000.00. The museum will complete the interior and install exhibits at a further expense of \$2 - 4 million. An example of expense is the current building where we are installing exhibits, which cost just under \$1 million and the interior with exhibits is contracted at \$1.7 million, almost twice the building cost. (\$200+ sf for museums is common).

I am pleased to state there is bi-partisan support from Representatives Larry Lee, Jr. and Debbie Mayfield for this issue. On behalf of the museum staff, board of directors and members, thank you for your consideration.

Sincerely,

Rick Kaiser, Master Chief SEAL (Ret)  
Executive Director

David Godshall, SEAL  
President

cc: Governor Rick Scott  
Senator Joe Negron  
Senator Andy Gardiner  
Senator Tom Lee  
Speaker Steve Crisafulli  
Representative Richard Corcoran  
Representative Debbie Mayfield  
Representative Cary Pigman  
Representative Larry Lee, Jr.

Dedicated to preserving the weapons, equipment, artifacts and history of the men of OSS Maritime Units, Scouts & Raiders, Naval Combat Demolition Units, Underwater Demolition Teams, and SEAL Teams.

The UDT-SEAL Museum Association, Inc. (dba 'National Navy UDT-SEAL Museum') has been classified as a not-for-profit organization under Section 501(c)(3) of the Internal Revenue Code.



## **National Navy SEAL Museum & Memorial**

3300 N Highway A1A • Fort Pierce, FL 34949-8520  
Phone (772) 595-5845 • Fax (772) 595-5847  
www.NavySEALmuseum.com

**December 8, 2014**

**To: St. Lucie County Legislative Delegation  
2015 Legislative Session**

**Re: National Navy UDT-SEAL Museum requests new building funds- \$4,000,000  
Legislative topics- Tourism, Education, Cultural Affairs**

The National Navy UDT-SEAL Museum and Memorial is the only museum in the world dedicated solely to collecting, preserving, organizing, interpreting and sharing with the public, objects, images and publications to foster the understanding and appreciation of the United States Navy Underwater Demolition Teams and Navy SEALs. It is located in Claude Pepper Park, the St. Lucie County beach-front birth place of these organizations.

The physical size of our collection of boats, dive gear, parachutes, uniforms, weapons, vehicles, photographs, multi-media displays and documents has outgrown present space and expansion is a necessity, as many artifacts cannot be displayed and new items are made available daily. We are crowded to the point of congestion in the public areas. The museum is an educational institution where people of all ages and walks of life can learn about the UDT-SEALs both historically and their role in modern warfare. The museum presents state-of-the-art displays and accommodates rotating exhibits from other institutions. We have working relationships with local school systems and Indian River State College.

The museum utilizes new technologies, as well as traditional artifacts to share its stories, creating sensory environments, video screens, "Please Touch panels", interactive hands-on exhibits and activities, all designed to engage and educate visitors. Four years in planning, a new building of 8,500 sq. ft. is being added to the current museum for a total facility of 13,500 sq. ft.; however upon opening next spring it has no capacity for additional exhibits.

The museum has a strong base of out of state and international tourists with a 70,000 to 75,000 visitor count ending in 2014. When the new exhibit area opens in 2015, we anticipate 100,000+ guests in 2017.

Proposed is a 20,000 sq. ft. well styled building with exhibit areas, artifact storage and restoration area, theater/conference hall, office and food service. Estimated cost \$4,000,000. The museum will complete the interior and install exhibits.

Representatives Larry Lee, Jr. and Debbie Mayfield support this issue.

Dedicated to preserving the weapons, equipment, artifacts and history of the men of OSS Maritime Units, Scouts & Raiders, Naval Combat Demolition Units, Underwater Demolition Teams, and SEAL Teams.

The UDT-SEAL Museum Association, Inc. (dba "National Navy UDT-SEAL Museum") has been classified as a not-for-profit organization under Section 501(c)3 of the Internal Revenue Code.



## National Navy SEAL Museum & Memorial

3300 N Highway A1A • Fort Pierce, FL 34949-8520  
Phone (772) 595-5845 • Fax (772) 595-5847  
www.NavySEALmuseum.com

Although it has a "National" designation, no federal funds are provided; therefore we seek to enlist your support in continuing to chronicle and impart the UDT-SEAL history past, present and future. On behalf of the museum staff, board of directors and members, thank you for your interest.

Sincerely,

Craig Mundt  
Vice President, Board of Directors

Rick Kaiser, Master Chief SEAL (Ret)  
Executive Director

Dedicated to preserving the weapons, equipment, artifacts and history of the men of OSS Maritime Units, Scouts & Raiders, Naval Combat Demolition Units, Underwater Demolition Teams, and SEAL Teams.

The UDT-SEAL Museum Association, Inc. (d/b/a "National Navy UDT-SEAL Museum") has been classified as a not-for-profit organization under Section 501(c)3 of the Internal Revenue Code.

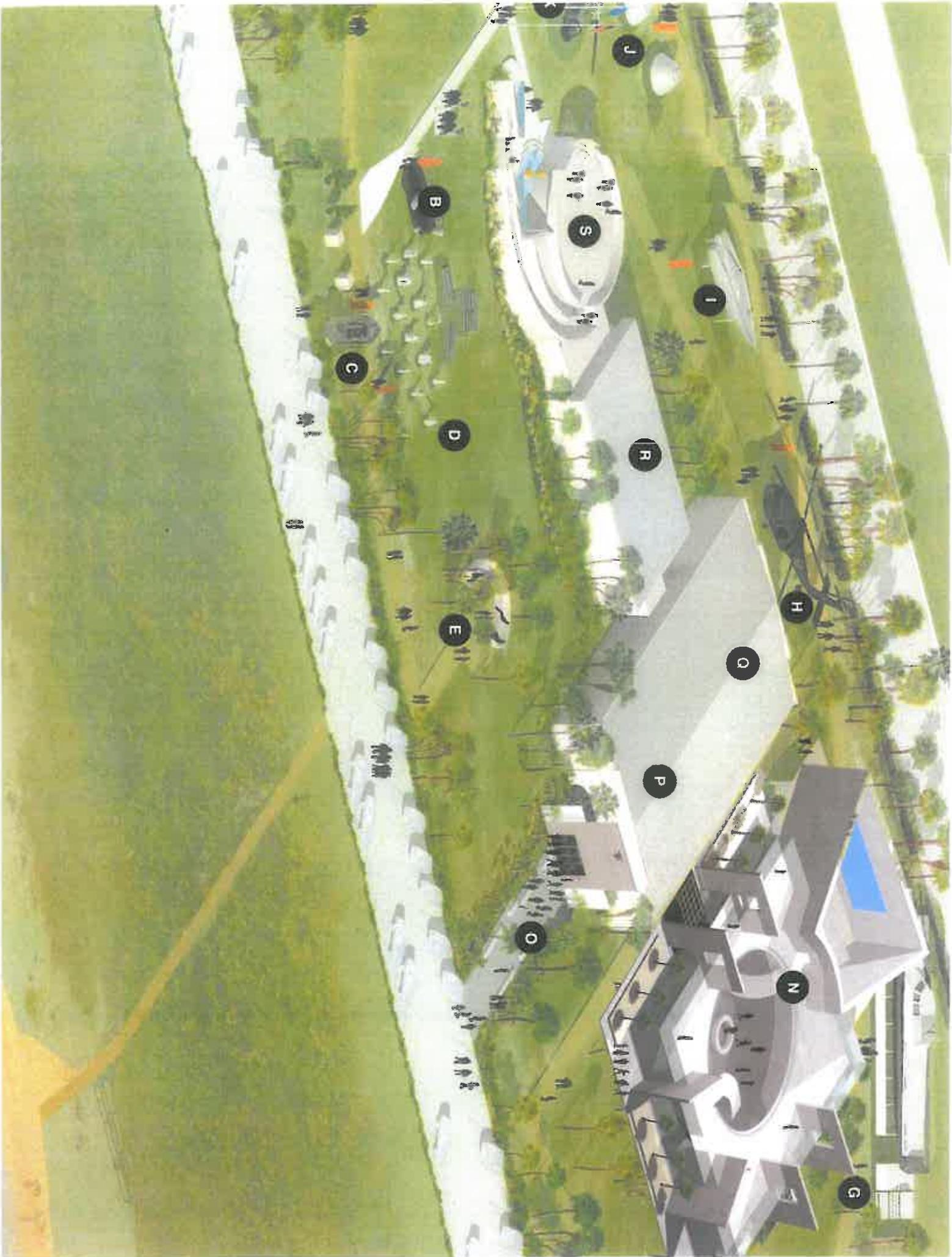


Proposed Preliminary Site Plan

SCALE = NTS

NATIONAL NAVY UDT-SEAL MUSEUM  
EXPANSION









March 5, 2015

Navy UDT – Seal Museum  
Rick Kaiser, Executive Director  
3300 N. Hwy A1A  
Fort Pierce, Florida 34949

RE: Museum Expansion  
Dear Mr. Kaiser,

Ahrens Companies has had discussions with the officials of the Navy UDT Seal Museum regarding the proposed expansion to the existing museum facility. We understand that the new facility will be approximately 22,000 square feet and it will be designed with similar features and detail as the recent museum addition. Our estimated cost including the design for this expansion is \$4,000,000. The building includes the IMAX theatre, storage areas, meeting room, visitor lounge and cafeteria/ eating facility.

Should you require additional detail or other information regarding the discussions and this cost proposal, please call me.

Sincerely yours,  
Ahrens Companies

A handwritten signature in blue ink that reads 'Richard C. Ahrens'.

Richard C. Ahrens, C.E.O.



March 5, 2015

Rick Kaiser  
Executive Director  
Navy SEAL Museum  
3300 N. HWY A1A  
Fort Pierce, FL 34949

Dear Rick:

It has been the pleasure of Exhibit Concepts, Inc. to have worked on the \$1,700,000.00 planning, design and execution of the National Navy UDT-SEAL Museum expansion and exhibits over the past two years. As this phase of expansion reaches completion next month, we understand you will move on to your next building at a proposed size of 20,000 - 22,000 square feet. Based on more than 30 years' experience, ECI has in museum design, fabrication and installation and our experience and knowledge of the SEAL museum mission, goals and requirements we believe we would be uniquely positioned to once again work with your team.

Making allowance for public space, office, exhibit preparation and food service, a remaining 15,000 exhibit area is reasonable. We were able to complete the current project, which did not present any particularly unique challenge, at approximately \$200 square feet. Projecting an accurate budget would involve detailed discussions but, as museums like yours continue to convey current world conditions and grow more technology intensive; we would recommend a minimum allowance of \$250 square feet or \$3,750,000.00.

We wish the museum best of luck in its future endeavors.

Sincerely,

A handwritten signature in black ink, appearing to read "G. Spangler", written over a light blue circular stamp.

Gerald T. Spangler  
Vice President, Special Environments



# National Navy UDT-SEAL Museum

## Birthplace of the Navy Frogman

Featuring: SEALs, NCDU, UDT, Scouts & Raiders and OSS Maritime Units

On this quiet sun-soaked South Florida beach exists a museum that brings to life a segment of military history that was cloaked in secrecy and heroism. The ground upon which the National Navy UDT-SEAL Museum rests is recognized as the birthplace of the U.S. Navy "Frogman." From 1943 to 1946, thousands of brave volunteers were trained as members of Naval Combat Demolition Units (NCDU) and Underwater Demolition Teams (UDT). The World War II Frogmen have evolved into the most elite commando force in the world, the U.S. Navy SEALs. The mission of the Museum is to preserve the legacy and history of these "Teams."

The National Navy UDT-SEAL Museum was formally dedicated in November of 1985. Since that time a continuous stream of history and artifacts has returned home to Fort Pierce. The exterior exhibits include Apollo training crafts, a Vietnam-era "Huey" helicopter, and unique watercraft and support boats. Some of the last remaining beach obstacles used for training during World War II have been recovered from the ocean depths and now rest on the museum grounds.

Inside the Museum one can learn the history of Naval Special Warfare. Our primary gallery titled Fort Pierce: Birth of the Underwater Warrior is dedicated to the gallant men of World War II. The exhibit starts with the humble beginnings in Fort Pierce and progresses to the beaches of Normandy in the Atlantic, and Iwo Jima and Okinawa in the Pacific. Here the histories of the Scouts and Raiders Units, Naval Combat Demolition Units, and early Underwater Demolition Teams are told with photographs and unique artifacts of their period.

The north gallery reveals the evolution of over 60 years of Naval Special Warfare with the displays of firearms, knives, photos, dive/marine equipment and dioramas of SEALs in action in Vietnam. Our intimate theater shows many features on the history of the Teams. The Frogmen and SEALs have operated in almost every environment imaginable (e.g., hot and humid jungles, arctic waters and a space station orbiting the Earth). Come witness the declassified stories that can be told. Learn about heroism under fire from every conflict from WWII to Iraq and Afghanistan.

Our Ship's Store is stocked with the finest gifts, memorabilia and educational materials relating to Naval Special Warfare.

---

**Admission:**

Adults: \$8.00

Children 6 - 12: \$4.00

Children under 6: Free

Group Rates Available

**Hours:**

Tuesday-Saturday: 10 AM - 4 PM

Sunday: Noon - 4 PM

Closed Mondays

3300 N Highway 1A

North Hutchinson Island

Fort Pierce, FL 34949-8520

Phone - (772) 595-5845

Fax - (772) 595-5847

[www.NavySEALmuseum.com](http://www.NavySEALmuseum.com)

# A Brief History of Naval Special Warfare

With the United States' entrance into WWII on December 7, 1941, many new tactics and technologies were developed in order to defeat the Axis powers. By November of 1943 one new concept forever changed the art of amphibious landings. This was the concept of underwater demolition and hydro-reconnaissance. During WWII three elements of what is now defined as Naval Special Warfare operated in all theaters of the global conflict. These were Scouts and Raiders Units (S&R), Naval Combat Demolition Units (NCDU), and Underwater Demolition Teams (UDT).

The task of formulating the training and operations for underwater demolition was given to a young Lieutenant named Draper Kauffman. He selected the Amphibious Training Base in Fort Pierce, FL to develop this secret Naval Plan. One might ask why there was a need for such a special force.

The concept was formulated after the landing at Tarawa, during which many U.S. Marines were lost because of natural obstacles that prevented landing craft from reaching the beaches. Since that time, an element of Naval Special Warfare has performed hydro-reconnaissance for every invasion. The six man NCDU operated mostly in the Atlantic Theater. On June 6, 1944, NCDUs were among the first on the beaches of Normandy. On Omaha Beach over 50 percent of the NCDUs were casualties.

Two weeks later in the Pacific, Draper Kauffman led the 100-man UDT Operation in the invasion of Saipan. These men were not only demolitioneers but also trained as combat swimmers to avoid enemy fire. This is where the nickname "Frogman" originates. From every invasion to the surrender of Japan, UDTs led the way and were the first U.S. personnel to occupy the nation of Japan.

They cleared the shores of defenses and prepared Tokyo Bay for the arrival of the Battle-ship Missouri and the formal surrender upon her deck.

During the Korean Conflict UDTs were once again called into combat. In addition to the classic pre-assault hydro-reconnaissance, the UDTs conducted night inland demolition raids against railroads, bridges and tunnels. In the cold Korean waters UDTs also swept mines from the harbors and rivers.

From the 1950's through the 1970's UDTs served alongside NASA and participated in the space program. Because every mission required the recovery of a spacecraft from the sea, the UDTs were given the responsibility of retrieving the astronauts as well as the spacecraft.

In Vietnam, members of VDT were transformed into Sea, Air and Land Teams (SEAL). Formed in 1962 to fight in the jungles of Vietnam, these unconventional Navy Commandos conducted guerrilla warfare with an impressive combat record. SEALs were charged with intelligence gathering, commando raids and training their Vietnamese counterparts. SEALs were highly decorated for their actions. Three SEALs were awarded the Medal of Honor.

Since the days of Vietnam the U.S. Navy has evolved to protect us from new threats from abroad. In 1983, all UDTs were decommissioned and only SEAL Teams have participated in every conflict known and unknown since that time. Today SEAL Teams and Special Warfare Combatant Craft (SWCC) operators patrol the world protecting us from known threats as well as discovering potential threats around the world. Their combat record and operational tempo in Iraq and Afghanistan is unprecedented.



National Navy UDT-SEAL Museum  
3300 North A1A  
North Hutchinson Island  
Fort Pierce, FL 34949  
[www.NavySEALmuseum.com](http://www.NavySEALmuseum.com)  
Tel: 772-595-5845

## **Richard (Rick) Kaiser BMCM SEAL (Ret)**

### **Executive Director**

Rick was born in Milwaukee Wisconsin to Laverne and Elmer Kaiser and is one of five children. Joined the US Navy at age 17 and attended Boot Camp at Orlando Florida. Upon graduation of Boot Camp, attended HT "A" school in Philadelphia PA followed by Basic Underwater Demolition SEAL (BUDS) training Class 109 in Coronado CA. From California, assigned to SEAL Team Two in Little Creek, VA in 1980. Master Chief Rudy Boesch was first Command Master Chief. Served in Seal Team Two from 1980 – 1985 deploying three times with ST-2 2<sup>nd</sup> Platoon specializing in Winter Warfare, Sniping and Combat Swimming. Selected for duty at Naval Special Warfare Development Group in 1985. Completed initial training and was assigned to an Assault Squadron. Served from 1985-1990 acting as lead diver, breacher and sniper until being selected for the Enlisted Education Advancement Program (EEAP). Earned a Bachelor's degree in education/sociology and returned to NSWWDG after 12 months of a 24 month tour. Served as sniper and sniper leader from 1991 – 1993 at which time was presented the Silver Star for Valor along with ADM Eric Olsen during the Battle of Mogadishu. (Black Hawk Down) Served as the training chief for NSWWDG from 1993-1995 until transferred to Recruit Training Command in Great Lakes IL to act as lead SEAL recruiter/motivator and begin pre-BUDS training program for future SEALs. Returned to NSWWDG in 1997 to lead the NSWWDG sniper cell. Made numerous deployments to Bosnia hunting war criminals until retirement from active duty in August 2000 after 22 years of service. Hired as a civilian government employee (GS) in January 2001 to act as Deputy Operations Officer for NSWWDG. Served in this position from 2001-2012 overseeing and managing numerous combat deployments post 9-11 of NSWWDG personnel to Afghanistan, Iraq, Africa and many other locations around the world. Deployed to Afghanistan acting as the Current Operations Officer for a Task Force serving in Bagram Afghanistan.

Family includes wife of 24 years, Susan (Sue), professional teaching background and government contracts work; daughter, Emily, attending Virginia Commonwealth University in Richmond, VA; she has received several scholarships based on her academic standing and volunteer efforts; son Eric, a sophomore in high school in the advanced diploma program and an accomplished surfer receiving sponsorship and awards.



National Navy UDT-SEAL Museum  
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[www.NavySEALmuseum.com](http://www.NavySEALmuseum.com)  
Tel: 772-595-5845

## **YNCM Kenneth (Ken) W. Corona, USN (Ret)** **Assistant Executive Director**

Ken was born in Stockton, California to James and Ruby Corona. He joined the U. S. Navy in 1969 and attended Boot Camp at Great Lakes, Illinois. Upon graduation from Boot Camp, he attended "A" school at Bainbridge, Maryland followed by his assignment to Naval Ordnance Missile Test Facility, at White Sands New Mexico. From New Mexico, in 1972 he reported to the USS NIMITZ (CVN-68) Pre-commissioning Unit where he worked directly for the Perspective Commanding Officer until the ship's commissioning when he transferred overseas to Naval Air Station Bermuda, where he worked in the Captain's Office.

Next he was selected to be his communities Enlisted Detailer and was assigned to the Nation's Capital in Washington, DC where he served from 1977-1979 and then transferred to recruiting duty at Naval Recruiting District, St. Louis, Missouri where he served from 1979-1981 for the three state recruiting district. After that tour he reported to the Atlantic Training Command where he served for three years as a mobile instructor, providing technical assistance to sea commands world-wide.

His next assignment was to the Naval Special Warfare Community where he remained for the rest of his career – first assigned in 1986 to SEAL Delivery Vehicle Team TWO at Little Creek, Virginia where he served until 1991. Due to his naval experience and work ethic, he was selected as SDVT-TWO Command Master Chief; the only non-SEAL to hold the coveted CMC position at any active SEAL Team. He then was selected and reported to Naval Special Warfare Development Group (NSWDG) reporting in 1991. He remained on active duty for more than ten years at NSWDG until his retirement in 2001 after almost 32 years of naval service.

Upon his retirement he continued to serve at NSWDG as a civilian government employee (GS) assigned to the Operations Department as the Assistant Current Operations Officer. He served in that position from 2001-2006 where he assisted in the overseeing and management of multiple combat deployments (post 9-11) of NSWDG personnel to Afghanistan, Iraq, Africa and numerous other locations around the world. In 2006 he changed positions at NSWDG and became the Assistant Chief Staff Officer – over 27 years in NSW.

Family includes his wife of 43 years, Pamela (Pam), a Registered Nurse graduating from DePaul Nursing School with honors; a daughter Stephanie, and a son Kenneth. Ken and Pam have six grandchildren.



National Navy UDT-SEAL Museum  
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Tel: 772-595-5845

## **Craig Mundt**

### **Board of Directors**

### **Vice President**

**Craig Mundt** was born in St. Paul, Minnesota and raised in the Boston and New York areas. He is a graduate of Georgia State University. With more than thirty years experience in aviation, he is the former Domestic Sales Manager of the jet aircraft division of Cessna Aircraft Company, Executive Vice President of Imperial Aviation, which was the air carrier serving to support U.S. Naval operations on Andros Island, Bahamas and now is a retired Senior Vice President from Gulfstream Aircraft an aerospace sector of General Dynamics Corporation, one of the nation's largest defense contractors. His last assignment was several years in Europe. He has trained at American Airlines Flight Academy and Flight Safety International and holds a Commercial, Instrument and Multi-engine Pilot's License with more 3200 hours of flight time. He entered military service in early 1962 and served on active duty and in the reserves until January 1968. His MOS was Infantry Operations and Intelligence Specialist. He has some political experience, having been a three term Councilman and Mayor in Palm Beach County Florida. He is currently in his second term on the Planning and Zoning Commission in St. Lucie County, Florida and serves as its Chairman. He is a certified diver, avid golfer and sailor, having lived aboard his own sailboat for several years in Europe and the Caribbean and has a transatlantic crossing among his blue water experience. He is married to Mary Chapman, a corporate attorney, and they live on North Hutchinson Island near the museum.





**SEAL CROSS**  
I WILL BE!



# St. Lucie News Tribune

SCRIPPS TREASURE COAST NEWSPAPERS | SERVING FORT PIERCE AND PORT ST. LUCIE

Sunday, March 1, 2015

\$2.00

## Lawmakers ready to work



FILE PHOTOS

# VETERAN VOICE

The Voice of Experience

VOL. 2/ISSUE 23

35 cents

FRIDAY, APRIL 11, 2014

## Muscle and steel for SEALS

Rick Kaiser, executive director of the Navy UDT-SEAL Museum in Fort Pierce, at right, reads the plaque presented to the group of New York City firefighters who rode to Florida by bicycle with a piece of steel from the World Trade Center to be presented to the museum and made part of a permanent display. The NYFD members made the 1,400-mile journey by bicycle to arrive for the ceremony on Saturday, April 5.



Patrick Kloorfain  
chief photographer

# The Voice of Experience VETERAN VOICE

VOL. 3/ISSUE 12

THURSDAY, JANUARY 22, 2015

35 cents

## Purple Heart recipients gather at SEAL Museum to be given special canes

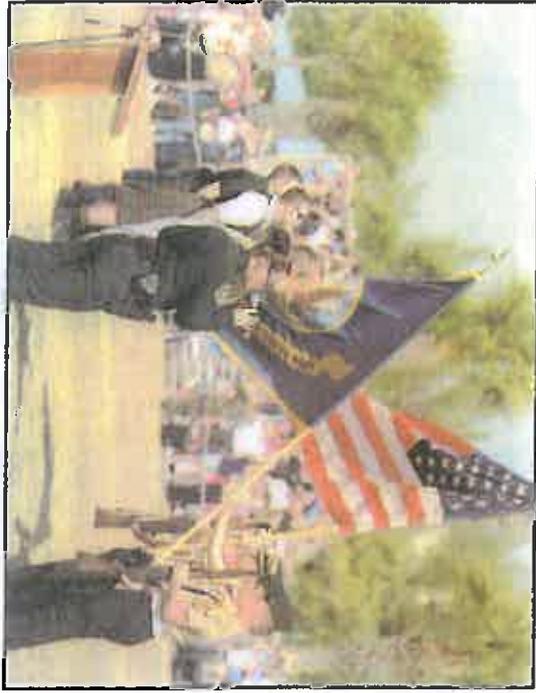
Mary Kemper  
STAFF WRITER  
mkemper@veteranvoiceweekly.com

More than 20 Purple Heart Medal recipients were given special hand-carved canes at a ceremony Jan. 17 at the National IJDT-Navy SEAL Museum in recognition of their sacrifices in serving the nation.

The wooden canes were hand-crafted by members of the Indian River Woodcarvers Association, which has made several similar presentations in the past. Former Army Sgt. 1st Class Melvin Morris, Cocoa, who recently received the Medal of Honor, was one of those in attendance. Each cane, bearing a detailed bald eagle's head



# Annual Muster draws huge crowd



Deputy Jenny Perkins of the St. Lucie County Sheriff's Department sings our national anthem.

Sevin Bullwinkle staff photographer



Centennial High School JROTC Thomas Depaola, 17, William Lents, 17, Mackenzie Maffiore, 17, and Scott Oneyear, 18, present our nation's colors during the opening ceremonies, followed by Masters Academy Fife and Drum Corps of Vero Beach.

Sevin Bullwinkle staff photographer



Commissioner Kim Johnson accepts a challenge from Aliyah Wilson, 6, of Fort Pierce.

The 29th Annual Navy SEAL Muster and Music Festival was held at the National Navy UDT-SEAL Museum in Fort Pierce on Friday, Saturday, and Sunday, November 7, 8, and 9.

Sevin Bullwinkle/staff photographer

Exhibits demonstrate what highly trained special forces must master and endure

**JIM ABBOTT**  
DELAWARE SENTINEL THIS

**ROBT PIERRE, FLA**  
If you're without saying, but I'm obviously not cut out for special warfare.

That was apparent before I even reached the front door of the National Navy SEAL Museum (http://sealmuseum.org).

(http://sealmuseum.org). An inspiring tribute to the history, skills, and ongoing mission of the Navy's elite special operations force. The museum, east of downtown Fort Pierce, Fla. (http://www.sealmuseum.org), chronicles the Navy's sea, air and land teams from their origin in World War II to heroic, modern-day assignments such as the killing of terrorist Osama bin Laden and the rescue of Capt. Richard Phillips after his freighter was captured by Somali pirates.

On the lawn outside the museum, an array of military watercraft is displayed. I shook my head in wonder at the courage required to board a SEAL Delivery Vehicle. It's a claustrophobic, bulky metal tube that is filled



Guide Chuck Thies discusses history of the Navy SEALs during a tour at the Florida museum. AP

with water and submerged, so that SEALs in frogman gear can pilot it to shore through shallow water.

a Navy SEAL." A few heroes souls put their names and push-up total (all in single digits) on the white board. Sorry, but my total is classified information.

Two galleries feature artifacts and interactive exhibits of Navy SEAL contributions in World War II, the Korean War and Vietnam. There's recognition of the Underwater Demolition Teams that assisted with splashdowns of NASA space missions from the advent of the space program through the Apollo moon flights.

I lingered longest in the room featuring a Desert Storm-era Humvee and Light Tactical All Terrain Vehicle. If you've ever tried what it would be like to be photographed by a drone, you can find out here.

The most sober exhibits are two pieces of steel removed from the World Trade Center after the Sept. 11 terrorist attacks. Looking at the enormous holes on the steel beam from the Trade Center's South Tower on the museum lawn, it's hard not to marvel at the enormity of the 9/11 destruction. Likewise, the skill and sacrifice of the SEALs are memorably showcased in a short film presented on the deck of an 82-foot Mark V Operations Craft. A fitting salute to a truly elite force.

# SILKORSKY UH-60 BLACK HAWK TO COME HOME TO National Navy Seal Museum

## FOR VETERAN VOICE

The Sikorsky UH-60 Black Hawk is a four-bladed, twin-engine, medium-lift utility helicopter manufactured by Sikorsky Aircraft submitted the S-70 design for the United States Army's Tactical Transport Aircraft System competition in 1972. The Army designated the prototype as the YUH-60A and selected the Black Hawk as the winner of the program in 1976, after a fly-off competition with the Boeing Vertol YUH-61. The YUH-60A entered service with the U.S. Army in 1979, to replace the Bell UH-1 Iroquois as the Army's tactical transport helicopter. This was followed by the fielding of electronic warfare and special operations variants of the Black Hawk. Improved UH-60L and UH-60M utility variants have also been developed. Modified versions have also been developed for the U.S. Navy. Air Force, and Coast Guard. In addition to U.S. Army use, the UH-60 family has been exported to several nations. Black Hawks have served in combat during conflicts in Grenada, Panama, Iraq, Somalia, the Balkans,

Afghanistan, and other areas in the Middle East.

In the late 1960s, the United States Army began forming requirements for a helicopter to replace the UH-1 Iroquois, and designated the program as the Utility Tactical Transport Aircraft System. The Army also initiated the development of a new common turbine engine for its helicopters that would become the General Electric T700. Based on experience in Vietnam, the Army required significant performance, survivability and reliability improvements from both Utility Tactical Transport Aircraft System and the new power plant. The Army released its Utility Tactical Transport Aircraft System request for proposals in January 1972. The request for proposals also included air transport requirements. Transport aboard the C-130 limited the Utility Tactical Transport Aircraft System cabin height and length.

In the May 1, 2011 operation that killed Osama bin Laden, it emerged that the 160th Special Operations Aviation Regiment, which operated the helicopters during the raid, used a highly modified version of the UH-60.

Features apparently include a modified tail section with extra blades on the tail rotor and other additions which significantly reduced noise levels below that of conventional UH-60s. It also had low-observable technology similar to that of the F-117 that enabled it to evade Pakistan Air Force radars. The aircraft seemed to include features like special high-tech materials, harsh angles, and flat surfaces, found only on sophisticated stealth jets. This came to light only one of the helicopters used in the operation crashed and was subsequently destroyed except for its tail section. Low observable versions of the Black Hawk have been studied as far back as the mid-1970s.

In September 2012, Sikorsky was awarded a Combat Tempered Platform Demonstration contract to further improve the Black

Hawk's durability and survivability. Sikorsky is to develop new technologies such as a zero-vibration system, adaptive flight control laws, advanced fire management, a more durable main rotor, full-spectrum crashworthiness, and damage tolerant airframe, then transition them to the helicopter.

Improvements to the Black Hawk are to continue until the Future Vertical Lift program is ready to replace it. On January 25, 2012, a team of United States Navy SEALs raided a compound 12 miles north of the Somali town of Adow, killing nine Somali pirates and freeing their hostages, U.S. citizen Jessica Buchanan and Danish citizen Poul Hagen Thisted. The Black Hawk is planned to be delivered by the Nov. 19 and will be on display permanently at the National Navy SEAL Museum on A1A in Fort Pierce.



With each year, the National Navy UDT-SEAL Museum on our island becomes more of a first-class military museum. This past week, a Black Hawk helicopter arrived that was used in the January 25, 2012, SEAL rescue of aid workers from Somalia.

# Muster gives unique glimpse into lives of SEALs



**GINNY BEAGAN**  
COLUMNIST

Patrick was alive and well on North Hutchinson Island on Saturday.

Day 2 of The National Navy UDT-SEAL Museum's 29th annual Muster and Music Festival opened with the crowd of almost 5,000 people chanting "USA" when the Navy frogman floated from the ship, a large U.S. flag trailing behind his parachute.

Kernoe speaker retired Vice Adm. Robert Hayward, who also arrived at the event by parachute, told the crowd that rather than thank him for his service, his wife and family deserve the country's gratitude.

Every day was an adventure for me, Hayward said. "I feel like a kid the night before Christmas 365 days a year of my 40-year career." Several other guests



took the podium before the demonstration, including 1700 local servicemen who were awarded commendations.

The demonstration included an impressive performance by the St. Lucie County Sheriff's Office's E-9 unit. Along with the Leapfrogs, the Navy SEALs capability demonstration included helicopter and lots of gunfire.

There was a large military presence in the crowd as well, including retired frogman Dick Prahm, who made his fifth trip from Reno, Nevada, for the muster. The 60-year-old sat beneath the blazing sun with his four grandsons, ranging in age from 16 to 29. All five ran the 5K beach run that morning.

Prahm's eldest grandson, David Lewis, recalls attending the muster with his grandfather more than a decade ago.

"It's much bigger than it was 13 years ago," Lewis said.

The Military Moms Prayer Group, a local nonprofit dedicated to caring for troops overseas, handed out special Hollidays for Heroes mailing kits, containing a list of recommended items and flat-rate shipping boxes pre-addressed to individual servicemen or women in every branch of service.

Following the demonstration, attendees were invited to a VIP party and multi-floor truck invasion on the grounds. The American Rogues performed on a stage atop a Mart V Special Operations Craft, an 82-foot-long boat. The Celtic band, staunch supporters of the military, has performed all over the world.

"We've played a lot of events. From Okinawa to Gimco," said lead vocalist Nelson Stewart, "but this is the first time we've played on a Mart V. This is pretty cool."

Pick Kaiser, the museum's executive director, explained the annual event is not about training

## Fun and maneuvers



**Seven Bulkinette/staff photographer**  
A Navy SEAL from the parachute team brings the American flag to earth during the 29th annual Navy SEAL Muster and Music Festival at the National Navy UDT-SEAL Museum in Fort Pierce Nov. 7, 8 and 9.



**A Navy SEAL**  
show his skills Saturday during the SEALs tactical exercise appreciation at the 29th annual Navy UDT-SEAL Fair-entire fun-ter in

...military does. We had a retirement ceremony and a commendation ceremony today — not everyone gets to step up and receive a medal. The absence of Wells' presence in the county, said the League Detachment, chaplain and PSL charity project Toys for Tots back next year, "to give, and it's a personal time, but personally, said he hopes or Tots coordinator, who's been there since the 1940s, who has done it." M. Wyatt, co-owner of the program in St. Lucie County, said, "The next year should be a great way to say it. Patrick McCallister@yahoocom

# Dive into Navy SEAL Museum



**Jim Abbott**  
Postcards  
from Florida

It goes without saying, but I'm obviously not cut out for special warfare.

That was apparent before I even reached the front door of the National Navy SEAL Museum ([navysealmuseum.org](http://navysealmuseum.org)), an inspiring tribute to the history, skills and ongoing mission of the Navy's elite special operations force.

The museum — along State Road 51A North on Hutchinson Island, east of downtown Fort Pierce — chronicles the Navy's sea, air and land teams from their origin in World War II to heroic modern-day assignments such as the killing of terrorist Osama bin Laden and the rescue of Capt. Richard Phillips after his freighter was captured by Somali pirates.

On the lawn outside the museum, an array of military watercraft is displayed. I shook my head in wonder at the courage required to board a SEAL Delivery Vehicle. It's a claustrophobic, hollow metal tube that is filled with water and submerged, so that SEALs in frogman gear can pilot it to shore through shallow water. If someone put me inside it, I'm pretty

sure I'd freak out on dry land.

Inside the museum, a pull-up bar is accompanied by a sign: "How many pull-ups can you do? Can you be a Navy SEAL?" A few brave souls put their names and push-up total (all in single digits) on the white board. Sorry, but my total is classified information.

Two galleries feature artifacts and interactive exhibits of Navy SEAL contributions in World War II, the Korean War and Vietnam. There's recognition of the Underwater Demolition Teams that assisted with splashdowns of NASA space missions from the advent of the space program through the Apollo moon flights.

I lingered longest in the room featuring a Desert Storm-era Humvee and Light Tactical All Terrain Vehicle. If you're wondering what it would be like to be photographed by a drone, you can find out here.

The most sinister exhibits are two pieces of steel removed from the World Trade Center after the Sept. 11 terrorist attacks. Looking at the enormous bolts on the steel beam from the Trade Center's South Tower



ORL: TEO SERNIHEL/JIM ABBOTT

on the museum lawn, it's hard not to marvel at the enormity of the 9-11 destruction.

Likewise, the skill and sacrifice of the SEALs are memorably showcased in a short film presented on the deck of an 62-foot Mark V Operations Craft. A fitting salute to a truly elite force.

[jabbot@ortkaura.com](mailto:jabbot@ortkaura.com)  
or 407-423-0212.

A steel beam from the South Tower of the World Trade Center is among the historic artifacts at the International Navy SEAL Museum in Fort Pierce.

**Online**  
Follow Jim's travel musings and deals: [OrlandoSentinel.com/postcards](http://OrlandoSentinel.com/postcards)

# The SEAL has landed



**Mitch Kloorfain/chief photographer**  
 Navy SEAL (retired) Rick Kaiser, executive director of the UDT Navy Seal Museum in Fort Pierce, took part in the annual Muster by joining in on the precision parachutist display before switching hats to his role as host and emcee of the event Saturday, Nov. 9.

**Martin wants Port St. Lucie to live up to motto**

Nationally acclaimed recording artists The Band Perry played before 3,000 happy fans at Dodgertown on Dec. 6, with proceeds from the show going to the U.S. Navy UDT/SEAL Museum and Trident House.

The show by siblings Kimberly Perry, Reid Perry and Neil Perry also raised money for the ASCF Scholarship Fund, which provides help to the children of active duty military, veterans, law enforcement and first responders.

It was a day and night full of music as Janine Stange - the "National Anthem Girl" who has sung it in all 50 states - opened the show as Navy SEALs parachuted from the sky.

Grammy-nominated Bluegrass artists Newton & Thomas took the stage, followed by local Vero country musician and Florida State University student Kurt Stevens, who

Stevens was followed by country music star JT Hodges and then by one of the highlights of the evening: an acknowledgment of some of our local heroes who have served their country.

Among those honored were 9th MCPON Jim Herdt, 14th SHIMC Al McMichael, 8th MCPOCG Vince Patton, 13th CMSAF Jim Finch of Pinnacle Five, which helps find jobs for veterans; Medal of Honor awardee Melvin Morris and CSM Ed Britt, both from the US Army 5th Special Forces Group (Viet Nam), and MCPO Rick Kaiser and MCPO Ken Corona from the UDT/SEAL Museum and former members of the Naval Special Warfare Development Group.

The Band Perry capped the evening's events with a rousing two-hour performance. The entire show was presented by The American Security Council Foundation and produced by Gary James.



Band Perry consists of siblings Kimberly Perry (lead vocals, guitar, piano), Reid Perry (bass guitar, background vocals) and Neil Perry (mandolin, drums, accordion, background vocals).



Navy SEALs parachuted in to help start the show.

DEC 7, 2014

CONTENTS PREPARED BY SCRIPPS TREASURE COAST NICHE DEPARTMENT

## LOCAL

# The Band Perry plays in Vero to honor heroes

## Crowd comes out for the Step Up America Festival



PHOTOS BY JIM CRITTEGAN/SCOTT

The Band Perry performed in the pre-game show of Super Bowl XLVIII this year.

*Monday, Nov. 17, 2014*

PROMOTING PEACE THROUGH STRENGTH

# Step-Up America

## Heroes Appreciation Festival

Support US Navy UDT/SEAL Trident House, American Security Council Federation

By **Tommy Galan-Gaines**  
For Luminaries



Ken Corono, Gary James and Rick Kaiser of the US Navy UDT/SEAL Trident House

**THE COVER:** Committee members Andrea Johnson, Jim and Carrie Chalmers, Sue and Rick Kaiser, Ken and Pam Corono, Charla Mori-Terra, Gary and Loretta James, and Amber Glaze

PHOTOS BY TAMARA GIBBS-GONZALES

**O**n Dec. 6, Historic Dodgertown in Vero Beach will be filled with music and patriotism as Navy SEALs parachute out of the sky and the Band Perry takes the stage during Step-Up America.

Gary James is leading the volunteers from the American Security Council Foundation, who are bringing in the mainstream band, The Band Perry, country music newcooner JT Hodges and the bluegrass group of Newton & Thomas to the festival.

"You don't have to drive out of town to see national entertainment," says Gary. "It is right here in your back yard and it helps so many people right here in our community. Funds go to the US Navy UDT/SEAL Trident House and the ASCF Scholarship Fund, which provides scholarships to the children of active duty military, veterans,

law enforcement and first responders."

Get there early. Festival gates open at 3 p.m. with various exhibits including a most-grand entrance of the US Navy SEALs and a special appearance by 'National Anthem Girl' Janine Stange, who has sung our anthem in all 50 states. Showtime is 4:30 p.m. Sponsors are Historic Dodgertown, Bedrock Aviation LLC, George E. Warren Corporation, 94.7 Hot Country, and Springfield Suites by Marriott.

The Band Perry has a string of hit singles including the quintuple-platinum No. 1

'If I Die Young,' the platinum 'You Lie,' the No. 1 'All Your Life.' They were chosen for the 2014 ACM Award for 'Vocal Group of the Year' and CMT's 2014 'Group Video of the Year' award. JT Hodges is new on the scene, with a diversity in sound

that suggests he is creating a whole new kind of Country Pop Rock music. Newton & Thomas have both achieved great success with a Grammy nomination, a CMA nomination and multiple IBMA awards.

Ticket prices are \$35 general admission; \$55 reserved (stands); \$75 and \$100 premier reserved seating (field). General admission parking is \$10 and VIP parking is \$15. For tickets, call 1-800-514-

*See The Band Perry live in concert, with special guests JT Hodges, and Newton & Thomas*

3849 or visit [www.ascfusa.org](http://www.ascfusa.org). The American Security Council Foundation is a non-profit 501(c)(3) tax-exempt organization. Its motto is 'Promoting the Strategy of Peace Through Strength.' For sponsorship opportunities, call 772-388-2450 or [info@ascfusa.org](mailto:info@ascfusa.org).



Staff photo by Mary Kemper  
Members of the Jack Ivy Detachment 666 of the Marine Corps League Color Guard, Port St. Lucie, stand at attention while an invocation is given by Navy chaplain Capt. Dick Flick at the presentation of hand-carved canes to Purple Heart Medal recipients at a ceremony Jan. 17 at the National UDT-Navy SEAL Museum in Fort Pierce.

Korea; former Army Sgt. Louis Olivio, Vietnam; former Marine Sgt. Tom Matteo, Vietnam, who was wounded numerous times; former Army Pfc. Israel Schulman, World War II; former Marine Col. "Swede" Svenson, Korea; former Army Cpl. John Hahsenberger, World War II; former Cpl. Nick Consalvo; former Army Sgt. John Ciacci, Vietnam; former Marine Sgt. Joe Lisboa, Vietnam; and former Navy Bosun's Mate Robert James, World War II, whose son accepted the cane on his father's behalf. Veteran J.F. Lizaridi, whose details were unavailable at press time, was unable to attend the ceremony to receive his cane.

The presentations rounded out the ceremony. Lastly, a poem titled "Have they been forgotten," by veteran Samson DeVille, was read by the author.

Ending the ceremony on a light-hearted note, Kaiser said, "All right, everyone who received a cane will now run the (museum's) obstacle course." *Those interested in applying for a personalized cane for a Purple Heart recipient from the Indian River Woodcarvers Association can contact Lasenby at lloyd-las2502@yahoo.com*



# NAVY UDT-SEAL MUSEUM



PHOTO PROVIDED

Navy SEAL Rich Graham of Trident Fitness based in Orlando with Navy SEAL Museum Executive Director Rick Kaiser and new Navy SEAL Museum staff member Mika.

## 'Top Dog' arrives at Navy Seal Museum

For Your Newspaper

The Navy SEALs and other arms of the military have a long history of training canines for active duty.

Dogs have been trained for duty as scouts, trackers and bomb detectors. During the Civil War dogs were used to deliver messages and in World War I they served as mascots and assaulters. In the Vietnam War, active duty canines are credited with saving an estimated 10,000 lives.

Now, a canine ambassador has arrived at the Navy

SEAL Museum. A four-month-old female Dutch shepherd named Mika was trained by Baden K9 based in Ontario Canada and Trident Fitness Tactical based in Orlando. Baden K9 is a tactical school where a dog is first introduced to tactical work and training. Baden K9 has always been a leader in the breeding, training and communication of working dogs.

After Mika completes her training, Baden K9 will donate her to the National Navy SEAL Museum in Fort Pierce.

"We are thrilled to accept this gift from Baden K9. She will be a welcomed addition and our resident SEAL celebrity," said Rick Keiser. "She will also help us by entertaining and providing comfort to the SEALs and SEAL families that visit Trident House.

Adults are \$8.00 Children \$4.00 and under 6 are free. The museum is located at 3300 Highway A1A in Fort Pierce. Entrance is \$8 for adults and \$4 for children (children under 6 are free). If you come to the museum to shop admission is free.



PHOTOS BY BRENDA SPOSITO

Skyler Bacon, 17, a junior at Vero Beach High School and a member of Boy Scouts Troop 551, beside the Mark V Special Operations Craft at the Navy SEAL Museum. Casalino built the staircase leading to the exhibit for his Eagle Scout project.

By Brenda Sposito  
The Newsweekly

Since about age 6, Boy Scouts Skyler Rudle Bacon and Andrew Casalino dreamed of achieving great things. More than a decade later, their hard work and dedication has paid off.

Now 17- and 18-years-old, respectively, the young men from Troop 551 in Vero Beach were recently presented the Eagle Scout award at the National Navy UDT-SEAL Museum on North Hutchinson Island. Only 5 percent of all Boy Scouts earn the Eagle Scout rank.

To reach their goal, they both had to complete community service projects demonstrating leadership as well as benefitting the community. That's how the Navy SEAL Museum was introduced to these young heroes.

"I came to the museum looking for a project and



Boy Scouts from Troop 551 at the Eagle Scout Ceremony for Skyler Bacon and Andrew Casalino: Justin Holton, 11; William Triampus, 18; Donald Reed, 16; Skyler Rudle Bacon, 17; Andrew Casalino, 18; Donovan Carey, 16; and Zachary Reed, 13.

before you knew if I was building steps," said Bacon, a junior at Vero Beach High School, who helped construct a way to board the museum's largest exhibit.

The Mark V Special

Operations Craft is an 82-foot, 52-ton boat which was operated by the Navy's special warfare combatant-craft crewmen special boat teams and was used as a medium range insertion and extraction platform.

The staircase needed to support crowds of spectators climbing up into the craft — and back down — as well as provide access to the cockpit.

Naturally resourceful, Bacon asked his employer, Wallaby's Fabrication in Fort Pierce, to donate most of the supplies to get the job done. He helped weld the staircase together, transport it by trailer to the museum and bolt it in place.

Casalino, a graduate of Indian River Charter High School, built two concrete benches at the museum. The custom concrete



## BREVARD FIELD OF DREAMS – PROJECT PHASE II

### ACCOMPLISHED Phase I Funded to date, estimated completion June 2015:

- ✓ All site preparation, storm water, utilities and hardscape for full development of all phases of Brevard Field of Dreams.
- ✓ Paved and special soft-surfaced baseball field designed for special needs use.
- ✓ Fifty (50) ADA-marked or ADA-compliant parking spots immediately adjacent to Field of Dreams main entrance.
- ✓ Play apparatus for 2-5 and 5-12 age groups appropriate for play and physical therapy for children with special needs.
- ✓ 2,592sqft restroom/concession building with two (2) public restrooms, four (4) comfort (“ADA+”) restrooms, one aid-assisted restroom, office space, storage, and central concession designed and equipped for special needs volunteers.
- ✓ Outdoor flex space with 3,550sqft paved and special soft-surfaced multipurpose field designed for special needs use, covered with trussed roof.

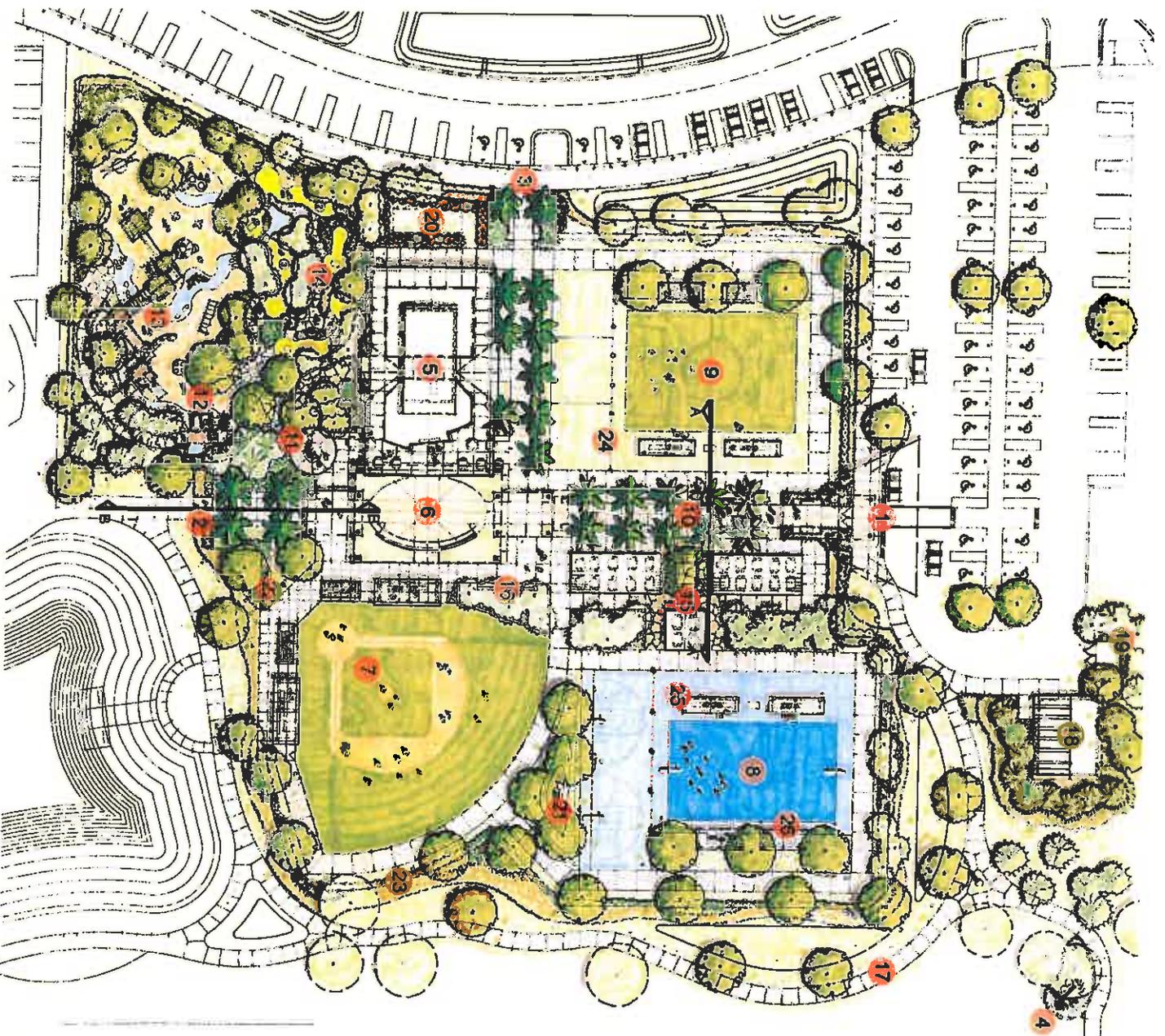
Phase I funding:           \$2,050,000 State of Florida, \$1,200,000 City of West Melbourne,  
\$600,000 private donors, 5+ acre land donation from Brevard County.

### PROPOSED Phase II Scope (with estimated element costs):

- **Soft-surfaced soccer field:** 13,000sqft paved and special soft-surfaced play field (85’ x 60’) and three (3) single play areas designed for special needs, with safety netting, covered bleachers, covered player benches, field lighting, scoreboard and perimeter sidewalk. (\$335,000) (FIRST IN FLORIDA)
- **Soft-surfaced basketball court:** 13,500sqft paved and special soft-surfaced court (84’ x 50’) and two (2) single play areas designed for special needs, with safety netting, covered bleachers, covered player benches, field lighting, scoreboard and perimeter sidewalk. (\$347,000) (FIRST IN FLORIDA)
- **Picnic shelter area:** Two 20’ x 40’ shelters; one 20’ x 20’ shelter, with concrete surface, ADA picnic tables and area/structure lighting. (\$200,000)
- **Playground expansion:** Additional equipment designed to meet play and physical therapy demand for children with special needs ages 2-5 and 5-12, including soft-surfacing for all play/fall areas. (\$350,000)
- **Play area shading and lighting:** Additional lighting for night use and shading for mid-day use to maximize use of the Field of Dreams and enhance player safety. (\$400,000)

Phase II funding:           \$1,000,000 State of Florida (proposed), committed private donation  
\$255,000, anticipated private donation \$377,000.

*All funding is capital. Operational costs, including staffing, operations and maintenance are being funded through separate efforts.*



**LEGEND**

- 1 MAIN ENTRANCE PORTE COCHERE
- 2 SOUTH ENTRANCE
- 3 WEST ENTRANCE
- 4 GATEWAY SIGN AT MINTON ROAD
- 5 CONCESSION/RESTROOM FACILITY
- 6 COVERED FLEX SPACE
- 7 BASEBALL FIELD
- 8 BASKETBALL COURT
- 9 SOCCER FIELD
- 10 PALM ALLEE WALK
- 11 PLAYGROUND ENTRY PLAZA
- 12 THEMED AIRBOAT PLAY FEATURE
- 13 DREAM CREEK FISH CAMP UNIVERSAL PLAYGROUND
- 14 DREAM CREEK MINIATURE GOLF (3 HOLES)
- 15 DREAM CREEK PICNIC SHELTERS
- 16 DREAM TOWER ART SCULPTURE/DONOR WALL
- 17 PERIMETER PARK WALKWAY
- 18 MAINTENANCE/STORAGE FACILITY
- 19 DUMPSTER ENCLOSURE
- 20 SCREENED UTILITY AREA
- 21 FLAG POLE
- 22 FIELD OF DREAMS FLAG POLE
- 23 PERIMETER FENCE (TYP.)
- 24 SAFETY NETTING (TYP.)
- 25 COVERED PLAYER BENCHES (TYP.)
- 26 COVERED BLEACHERS (TYP.)

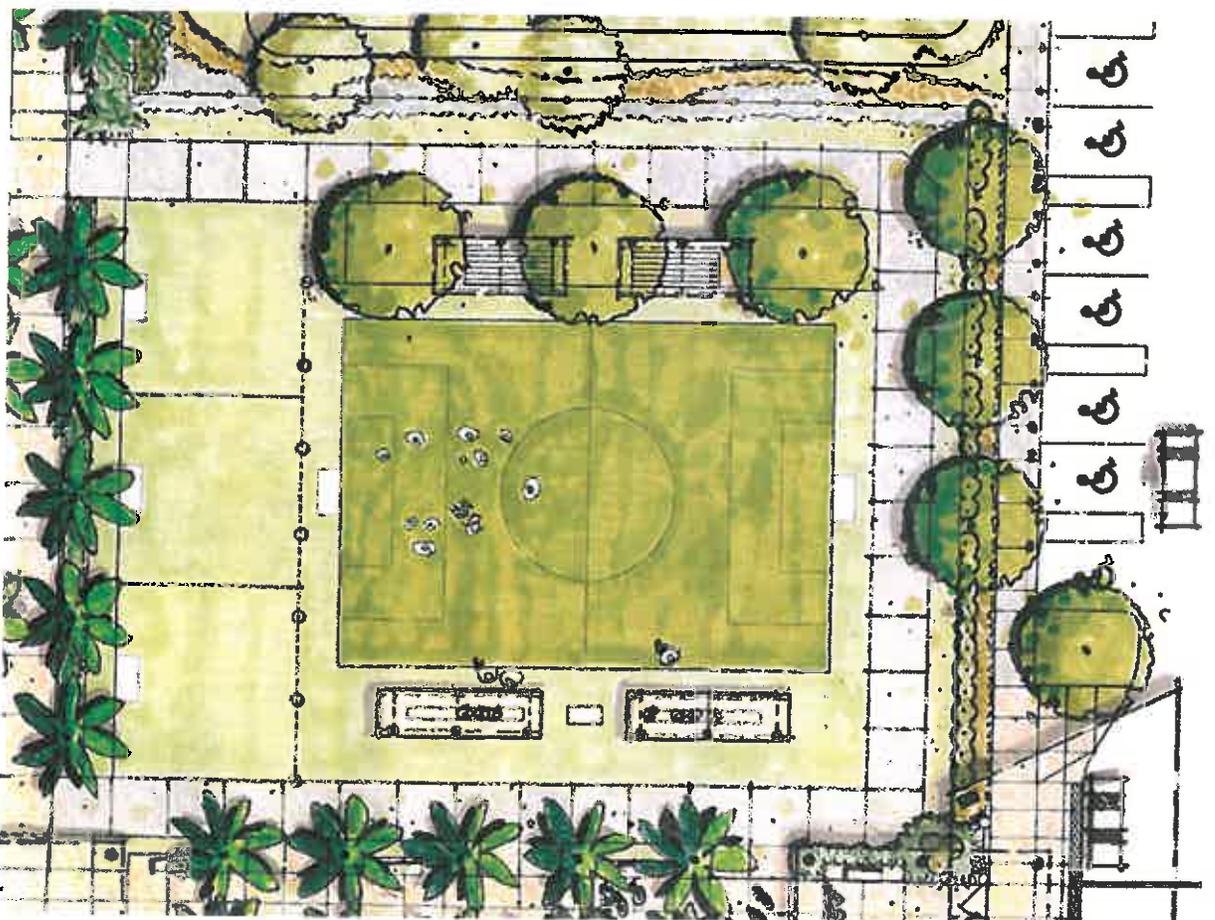
**ILLUSTRATIVE MASTER PLAN  
FIELD OF DREAMS  
AT WEST MELBOURNE COMMUNITY PARK**





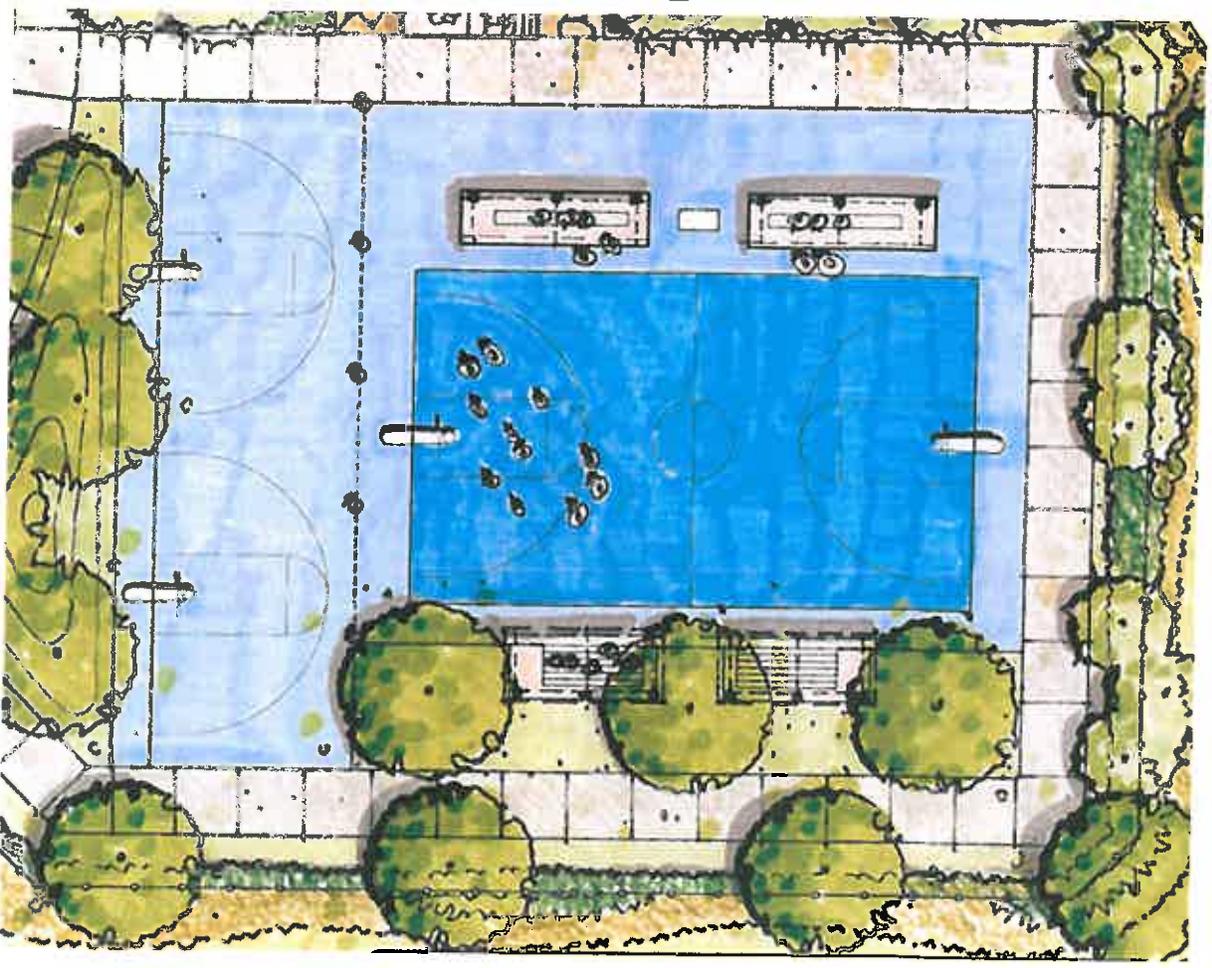
# Soccer

- Soccer Dimensions
- Overall Play Area = 130' L x 100' W
- Field = 85' L x 60' W (U8)
- Soft Play Surface – Green
- (3) Single Play Areas/Safety Net
- (2) 30 Seat Covered Bleacher
- (2) Covered Player Benches
- Drinking Fountain/Wash Down
- Conduit for:
  - Future Scoreboard
  - Field Lighting
- Perimeter Sidewalk



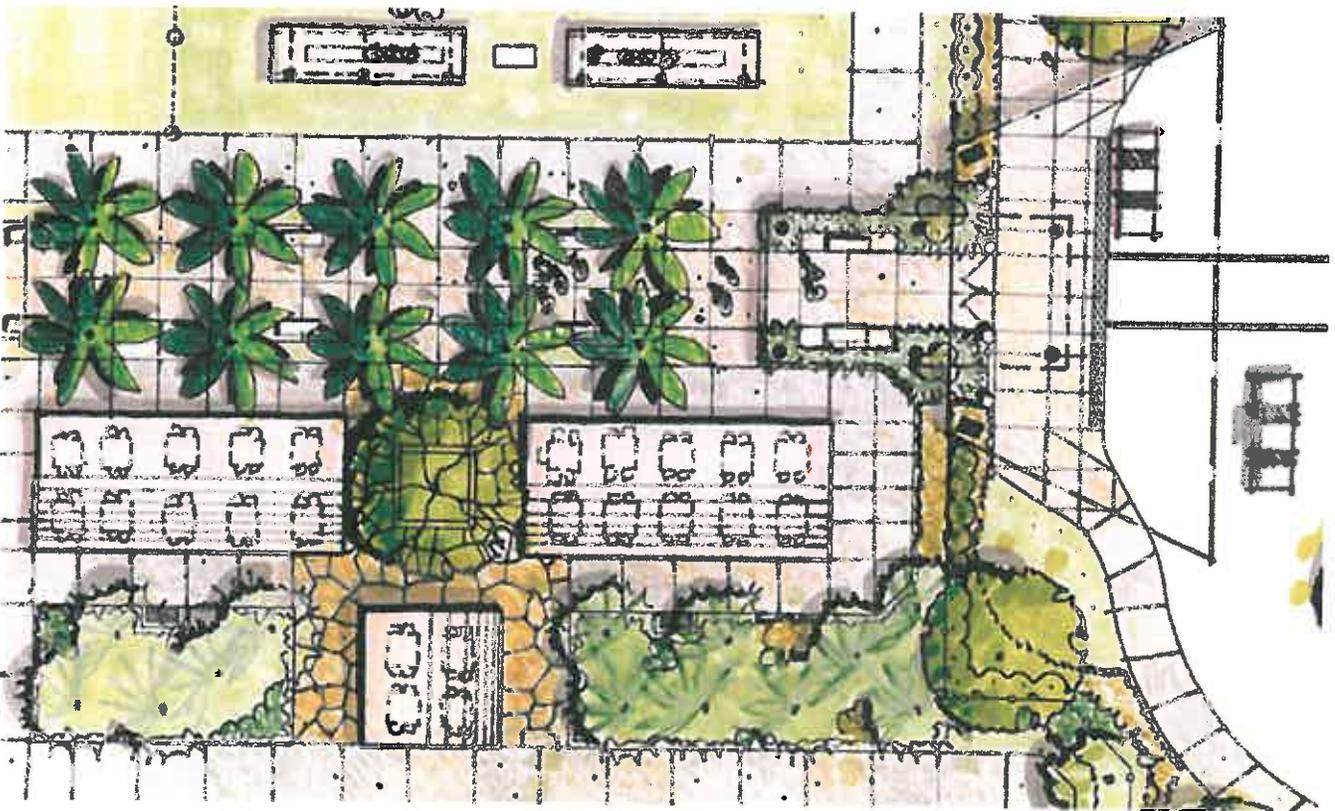
# Basketball

- Basketball Dimensions
  - Full Court = 84' L x 50' W
- Overall area = 135' L x 100' W
- Soft Play Surface – Blue/Blue
- (2) Single Play Courts/Safety Net
- (2) 30 Seat Covered Bleacher
- (2) Covered Player Benches
- (1) Drinking Fountain/Wash Down
- Conduit for:
  - Future Scoreboard
  - Field Lighting
- Perimeter Sidewalk



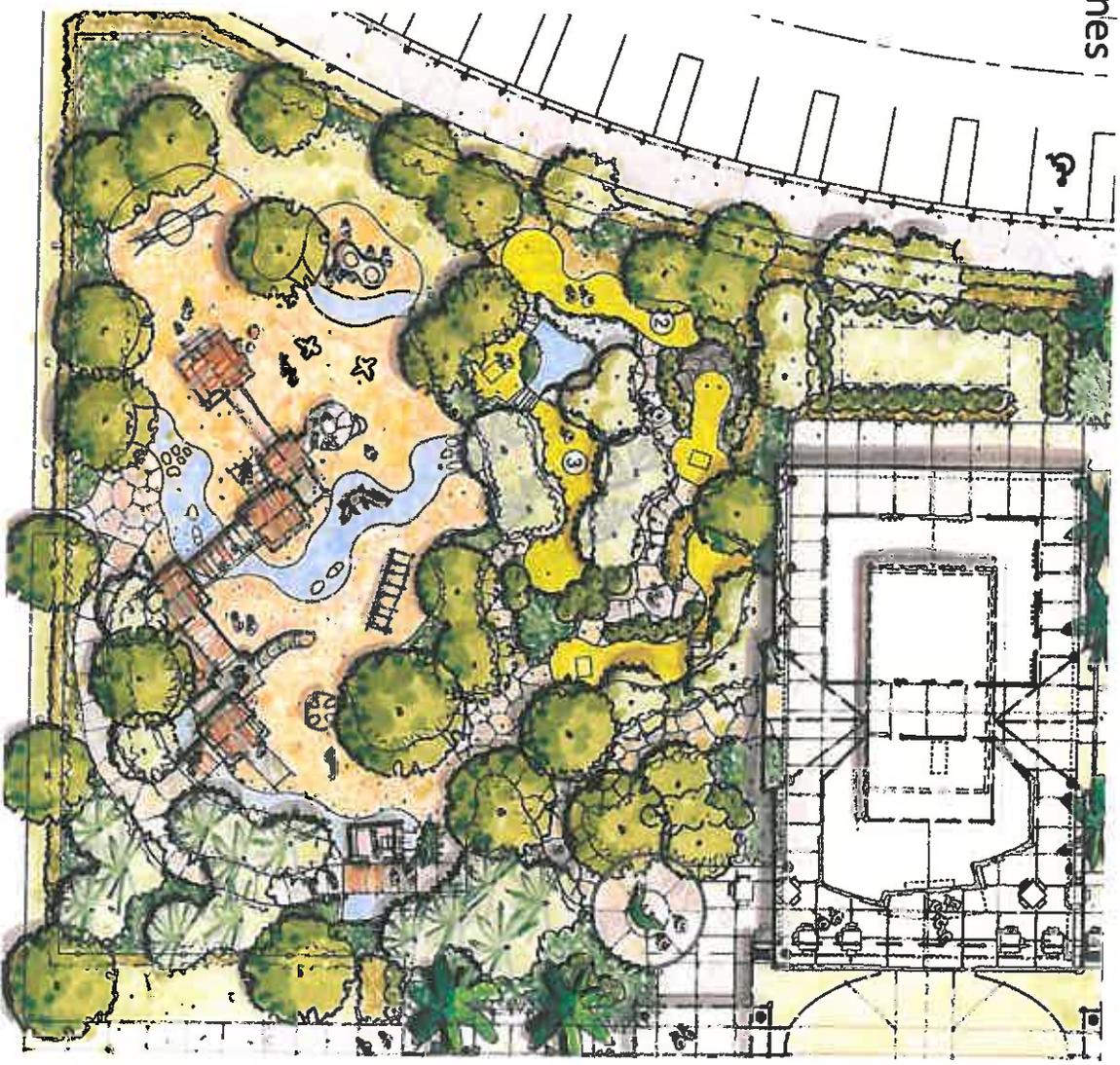
# Picnic Shelters

- Shelters
  - (2) 20' x 40'
  - (1) 20' x 20'
- Concrete Surface
- ADA Picnic Tables
- (2) Double Grills
- Drinking Fountain/Washdown
- Lighted Shelters
- Conduit for:
  - Event Power



# Playground

- Soft Play Surface – Earth Tones
- (1) 2-5 Year Old Play Area
- (1) 5-12 Year Old Play Area
- 3 Hole Putt-Putt
- (2-3) Shade Structures
- (6-8) Benches
- Fenced Perimeter
- Water Fountain
- Conduit for:
  - Future Lighting
  - Event Power
- Perimeter Sidewalk



# Gulf Power's Florida First Sites Program



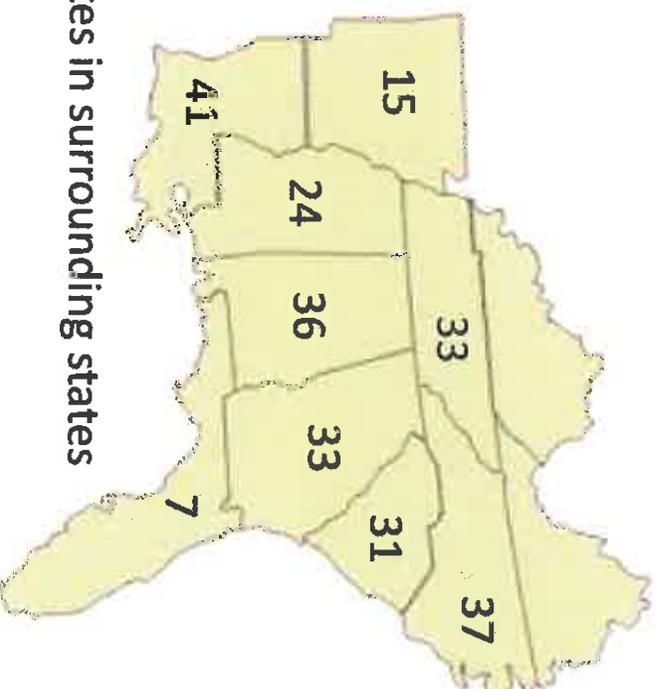
# What are Certified Sites?

- Industrial sites or parks that are “shovel-ready”
- Level, proper drainage, access to utilities capable of serving industrial loads, environmental permits, inspected for endangered species, historical artifacts, etc...
- Third-party inspection and “stamp of approval”



# Why Certified Sites?

- Quick start-ups
- Reduce risks / surprises
- All information in one place
- Your competition has them



Certified sites in surrounding states

# Florida First Sites

- Began in 2013
- McCallum Sweeney hired
- Solicited public and private sites
- Sites each full evaluated
- Improvements made / permits / studies completed
- As of March 1 – six sites have been fully certified, four pending



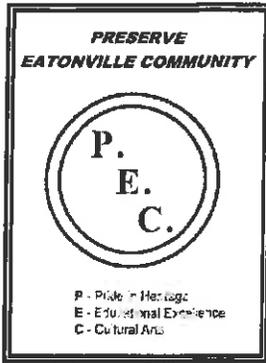
# Florida First Sites



# Next Steps

- Market sites according to assets
- FloridaFirstSites.com
- Add to Enterprise Florida's marketing
- Five-year recertification process





**“Zora Neale Hurston at 125  
Let’s Jump at de Sun”**

**Budget Request: \$2,000,000**

- ZORA! Festival 2016 – January 23 – 31

**\$750,000**

Historic Eatonville & Central Florida Kick-off to  
Year-Long Commemoration of Zora’s 125<sup>th</sup> Birthday  
and the Global Impact of Her Legacy

- ◆ Major Art Exhibition
- ◆ Arts and Humanities Conference
- ◆ Center Stage Headlines: Saturday & Sunday
- Purchase and Restoration of “Club Eaton”

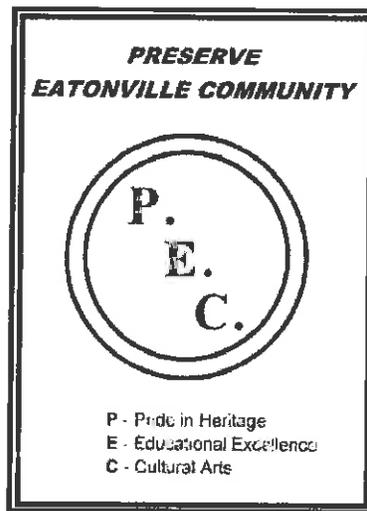
**\$1,250,000**

- ◆ Branding the new Welcome Center to  
“Zora’s Cosmos” promoting Historic Eatonville,  
Maitland, Winter Park, Orlando, and Sanford

The Association to Preserve the  
Eatonville Community, Inc. (P.E.C.)

“A Locally-based Cultural Institution  
With a Global Vision”

Incorporated 1988



A Local Initiative: “Zora Neale Hurston at 125  
Let’s Jump at de Sun”

Testimony before the  
Appropriations Subcommittee on  
Transportation, Tourism and Economic Development  
Senator Jack Latvala, Chair

Wednesday, March 11, 2015  
9:00AM – 12:00 Noon

N. Y. Nathiri  
Eatonville, Florida

# Z O R A N E A L E H U R S T O N

**"Nací en un pueblo de negros. Por esto no quiero decir que haya nacido en un barrio de negros de un ciudad promedio. El pueblo de Eatonville, Florida es, y era cuando nací, un pueblo netamente de negros-alcalde, consejo, mariscal, en fin, todos. No fue la primera comunidad de negros en los Estados Unidos, pero sí fue la primera en unirse; el primer intento, por parte de los negros en los Estados Unidos, por gobernarse organizazada y autonomamament..."**

-Zora Neale Hurston  
*Dust Tracks on a Road*

Zora Neale Hurston (1891-1960), es la coleccionista e interprete más notable de la cultura africano-americana del sur de los Estados Unidos. Hurston fue escritora, folklorist y antropóloga; desde la década de los setenta ha resurgido el interés por su obra, debido en gran parte a sus "discípulos" como Alice Walker, autor de la novela *The Color Purple* (Premio Pulitzer), y al escritor Robert Hemenway, auto de *Zora Neale Hurston, A Literary Biography*.



*"La Genia del Sur"*

Una mujer carismática y gran caracter, que su búsqueda por describir y reproducir el modo de ser y vivir de los negros de todas las esferas sociales, ha asegurado un lugar para si misma entre esos que han pintado el panorama cultural americano del siglo veinte.

Ella rechazo el registrar superficialmente la vida de su gente, para no condenar su obra a los estantes polvorientos del las bibliotecas en los cuales solo eruditos la leerian. Zora utilizo su genio creativo para que todos pudieran disfrutar de la fascinante cultura africano-americana. Logro esto a traves de novelas cautivadoras, ceuntos cortos y presentaciones dramaticas. Esta mujer de Eatonville, Florida, ha capturado la atencion de una audiencia mundial con su vision de la cultura african-americana como de la saga humana.

Tomado de: ZORA! Zora Neale Hurston – A Woman and Her Community,  
Recopilado y editado por N.Y. Nathin, Orlando (FL)  
The Orlando Sentinel Communications Company, 1991.

## **Zora Neale Hurston National Museum of Fine Arts (The Hurston)**

Abierto de lunes a viernes, de 9:00 de la mañana a 4:00 de la tarde. Sabados 11AM – 1PM  
(excepto fines de semana de vacaciones)

Para mas informacaion: Telefono: (407) 647-3307;  
Direccion postal: ZORA! Festival

227 E. Kennedy Blvd., Eatonville, FL 32751; Correo-electronico: [ny@preservseatonville.org](mailto:ny@preservseatonville.org)

El festival anual Zora Neale Hurston de kas artes y las humanidades siempre se lleva a cabo el ultimo fin de eneri en Eatonville, Florida. Visite nuestra pagina web: [www.zorafestival.org](http://www.zorafestival.org)

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**"I was born in a Negro town. I do not mean by that the black back-side of an average town. Eatonville, Florida is, and was at the time of my birth, a pure Negro town-charter, mayor, council, town marshal and all. It was not the first Negro community in America, but it was the first to be incorporated, the first attempt at organized self-government on the part of Negroes in America.. "**

—Zora Neale Hurston  
*Dust Tracks on a Road*

Probably the most significant collector and interpreter of Southern African American culture, Zora Neale Hurston (1891-1960), writer, folklorist, anthropologist, has since the 1970s enjoyed a revival of interest, due in large part to "disciples" such as Alice Walker, the Pulitzer Prize-winning author of *The Color Purple*, and her biographer, **Robert Hemenway** (*Zora Neale Hurston, A Literary Biography*) and **Valerie Boyd** (*Wrapped in Rainbows*)



*"Genius of the South"*

A woman of great intensity and charisma, and single-minded in her pursuit of collecting material on "the Negro farthest down," Zora has secured her place among those who have painted the 20th century America's cultural landscape.

She refused simply to record the ways of her people and thereby condemn her "studies" to dusty library shelves where only researchers would consider them. Rather Zora used her creative genius to bring the unique and wonderful culture of African Americans to mainstream America via captivating novels, short stories and dramatic presentations. The woman from Eatonville, Florida, has captured the attention of a worldwide audience with her interpretation of African American culture as a part of the human saga.

Revised from ZORA! Zora Neale Hurston-A Woman and Her Community,  
Compiled and edited by N. Y. Nathiri, Orlando (FL);  
The Orlando Sentinel Communications Company, 1991.

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**Zora Neale Hurston National Museum of Fine Arts (The Hurston)**  
Open M-F, 9:00AM - 4:00PM Saturdays - 11AM-1PM (except holiday weekends)  
Tour packages available.

For more information: call (407) 647-3307; write ZORA! Festival  
227 E. Kennedy Blvd., Eatonville, FL 32751; E-mail: [ny@preserveeatonville.org](mailto:ny@preserveeatonville.org)

The award-winning, nationally recognized annual Zora Neale Hurston Festival of the Arts and Humanities (ZORA! Festival) is held always the last week in January in Historic Eatonville™. Please visit our website at [www.zorafestival.org](http://www.zorafestival.org)



## CITY OF OVIEDO FLORIDA

400 ALEXANDRIA BLVD • OVIEDO, FLORIDA 32765

407-971-5555 • WWW.CITYOFOVIEDO.NET

### **Center Lake Park Amphitheatre & Cultural Center**

**Design:** Powell Design Group Inc.  
Dix.Hite + Partners Inc.

**Construction:** A.D. Owens

**Project Cost:** \$5.3Million

**Facility Square Footage:** 10,400 sq. ft.

#### **Amphitheater & Cultural Center:**

The City of Oviedo amphitheater is focal point of Center Lake Park, a dynamic community park which is located in the center of Oviedo on the Park, an approximately \$200 million public/private partnership to create the City's urban downtown village. Center Lake Park includes not only the amphitheater, but also a Veterans Tribute, a dog park, boardwalk, splash pad, children's playground, and small performance stage. The City plans to locate many of the City's festivals to this park as it will become the community's focal point. The private investment includes the development of over 200 apartments, over 100 townhomes and retail on the streets immediately surrounding the Park.

#### **Special Events & Performing Arts:**

The City amphitheater will accommodate community events and performances of all types, from school concerts, theatrical performances, and graduations to community theater productions and regional orchestras, groups that may not otherwise have the resources to rig temporary stages or rent auditoriums. It will also accommodate national and international acts, from symphonic orchestras to contemporary music to theater.

The City amphitheater offers the opportunity to bring regular live performances and other new out-of-state cultural festivals to the City in addition to the annual festivals and special events. The amphitheater lawn can accommodate up to 3,000 direct viewers for a performance. It is estimated that the rest of the park can provide indirect viewing for an additional 2,000 viewers. These performances will also have a direct impact on the City's economy as attendees purchase goods and services from Oviedo retailers and restaurants before and after the performances.

#### **Economic Development:**

This project offers multiple opportunities to trigger new economic activities (new vendors, restaurants and offices around the Park), enhance ongoing economic and cultural events (dispersed in other areas of the City that shall be transferred to the Park such as the farmers' market, School events and City sponsored special events) and invite new cultural events to the City (music shows, dance and theater). The construction of the amphitheater will positively impact the neighborhood environment and will be likely attracting a more urban upmarket population that is expected to help boost the local and state economies.

#### **Quality of Life:**

The City plans to locate many of the City's festivals to this park as it will become the Community's focal point for festivals such: A Great Day in the County, Taste of Oviedo, and the Fourth-of-July Celebration average between 40,000 to 50,000 visitors a year, many of which are not from Oviedo. The City has other minor festivals that average 10,000 to 20,000 visitors that are also anticipated to be located at the park. These visitors have a direct impact on the City's economy through purchases at Oviedo retailers and restaurants before and after the festivals.

# MANUFACTURING ACADEMY APPRENTICE AND INTERNSHIP PROGRAM

Hillsborough County, Florida



## STATE FUNDING REQUEST & LOCAL MATCH

<u>State Funding Request:</u>	<b>\$1.5 million</b>
<u>Local Match Funding:</u>	<b>\$1 million</b>
<u>Local Match Source:</u>	<b>Hillsborough County Government</b>

## PROJECT DESCRIPTION

The Manufacturing Academy and Apprenticeship/Internship Program (MAAIP) is a three-pronged approach to addressing the identified skills gap in Hillsborough County by creating a pipeline of manufacturing talent and engaging manufacturers in the proposed Manufacturing Academy as follows:

1. Create a Manufacturing Academy;
2. Develop an Apprenticeship and Internship Incentive Program; and
3. Market and Promote the Manufacturing Academy and Apprenticeship and Internship Incentive Program to potential private sector partners, students and their families.

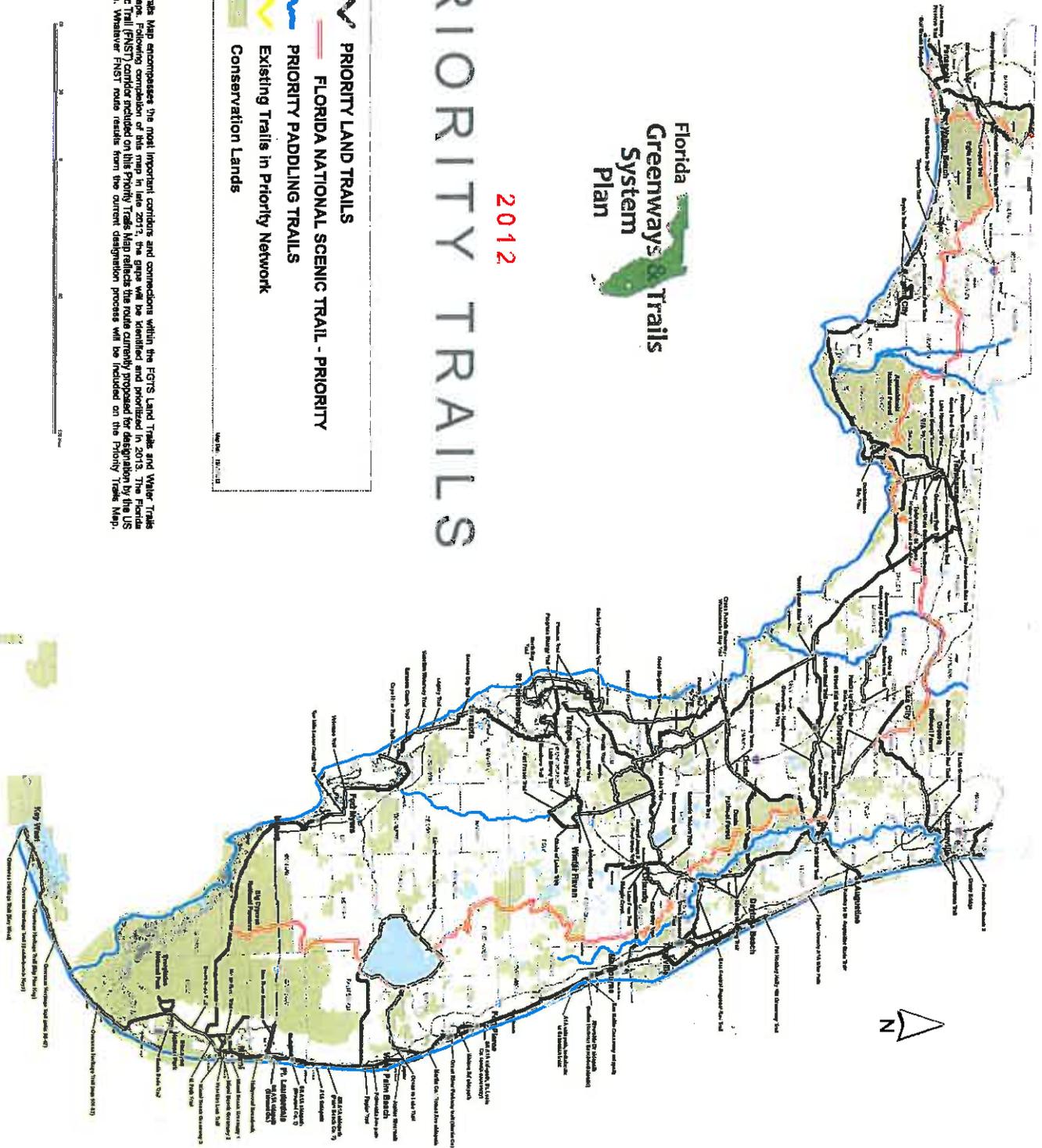
A critical outcome of this program is to create an ongoing commitment by the manufacturing community to engage Manufacturing Academy students in meaningful on-the-job-training opportunities in the form of apprenticeships and internships. Special emphasis will be placed on the recruitment of minorities, women and veterans into the Manufacturing Academy and in the Apprenticeship and Internship Incentive Program. Funded by a \$1-million allocation from Hillsborough County, the two-year program will be administered by the Economic Development Department for the Hillsborough County Board of County Commissioners (BOCC) with the assistance of Tampa Bay Workforce Alliance, Inc., d/b/a CareerSource Tampa Bay through a Service Agreement with the County. CareerSource Tampa Bay is the primary delivery agent to execute on outcomes of the program.

Florida  
Greenways & Trails  
System  
Plan

2012

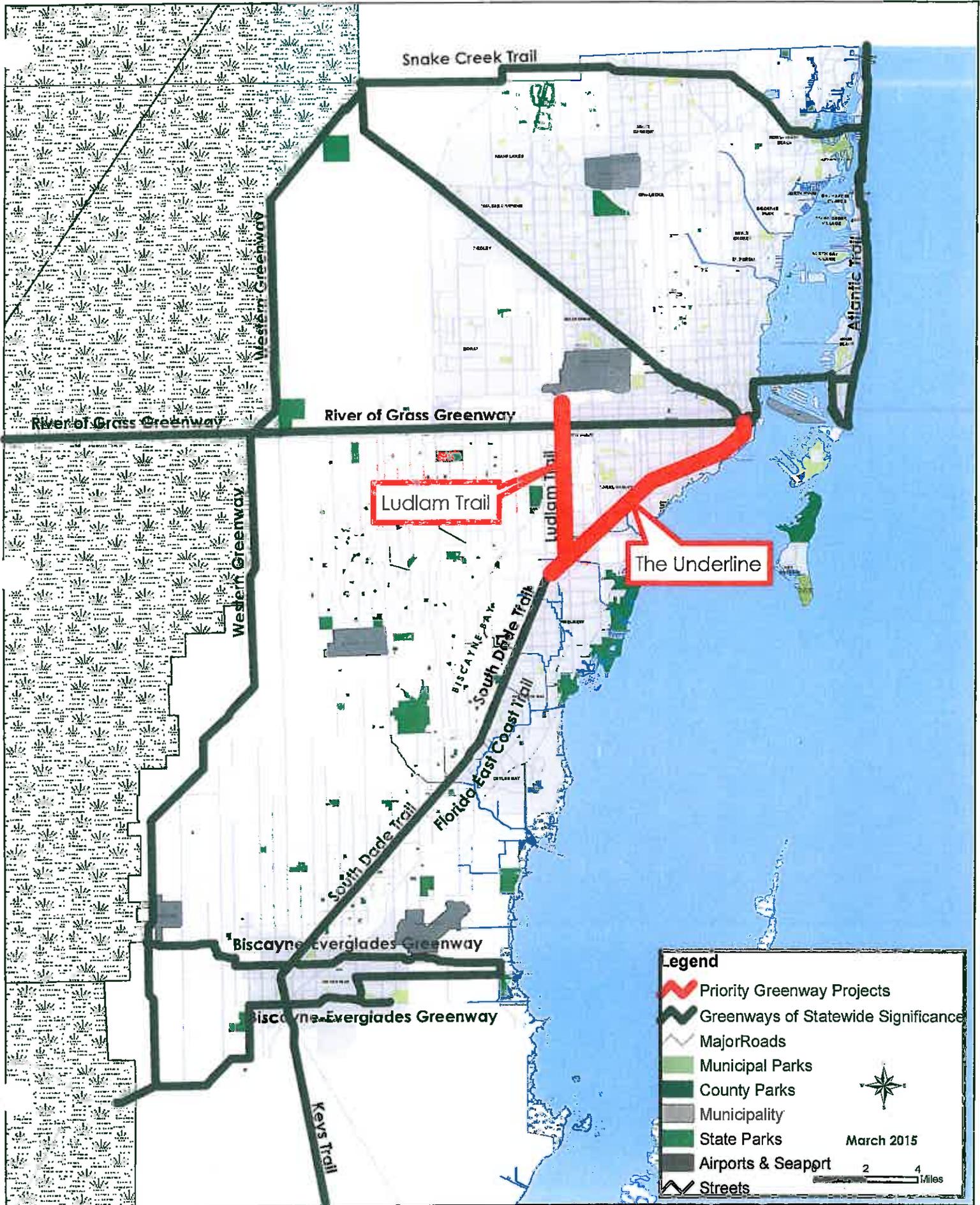
# PRIORITY TRAILS

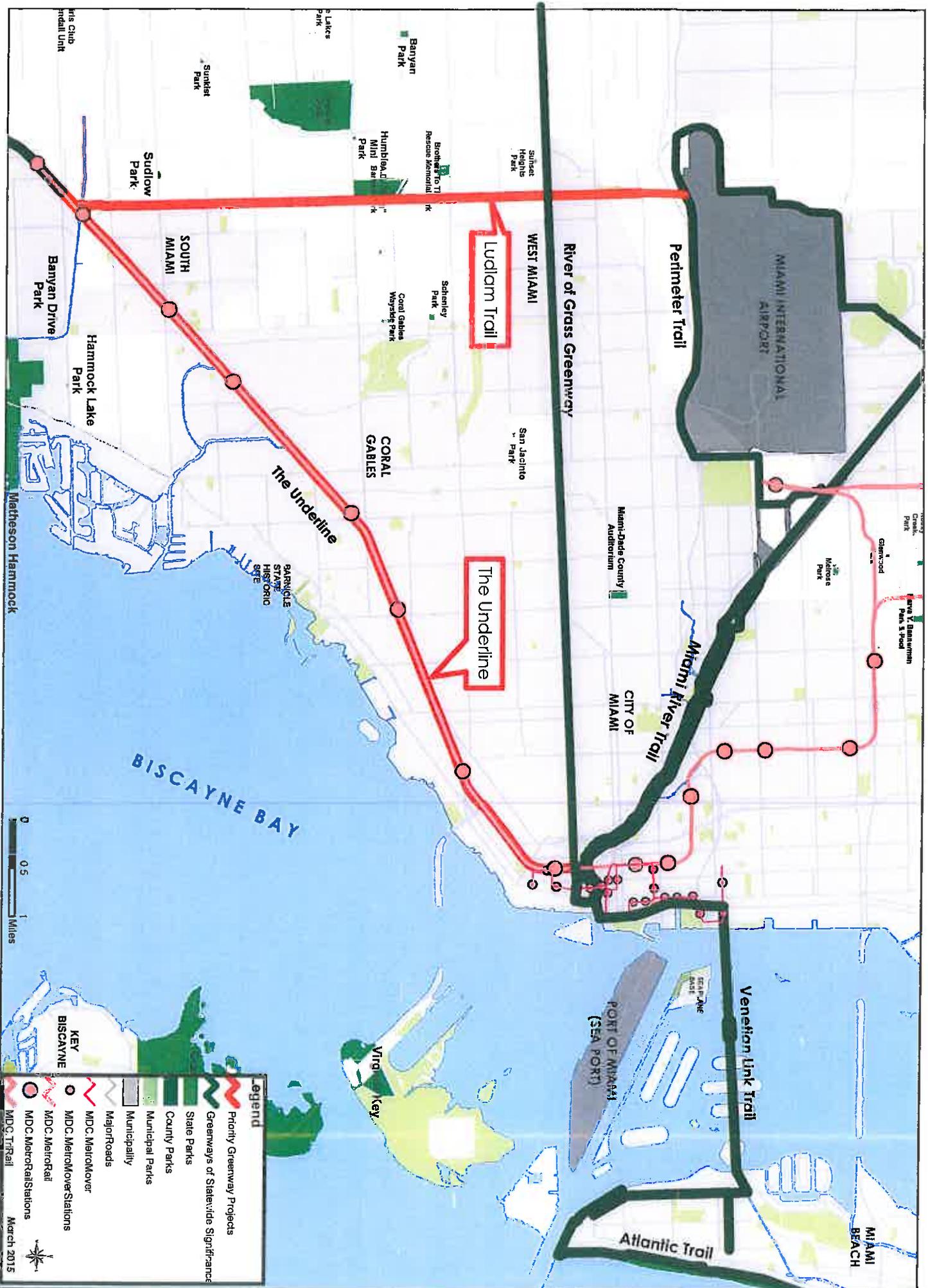
**PRIORITY LAND TRAILS**  
**FLORIDA NATIONAL SCENIC TRAIL - PRIORITY**  
**PRIORITY PADDLING TRAILS**  
**Existing Trails in Priority Network**  
**Conservation Lands**



The Priority Trails Map encompasses the most important corridors and connections within the FRTS Land Trails and Water Trails Opportunity Maps. Future corridors included on this map in late 2011, the gaps will be identified and prioritized in 2013. The Florida National Scenic Trail (FNST) includes the route currently proposed for designation by the US Forest Service. Waterway FNST route results from the current designation process will be included on the Priority Trails Map.

# PARKS, RECREATION AND OPEN SPACES PRIORITY GREENWAY PROJECTS





**Legend**

- Priority Greenway Projects (Red line)
- Greenways of Statewide Significance (Green line)
- State Parks (Dark Green)
- County Parks (Light Green)
- Municipal Parks (Medium Green)
- Municipality (Grey outline)
- Major Roads (Grey line)
- MDC Metromover (Red circle with line)
- MDC MetroRapid Stations (Red circle with line)
- MDC MetroRail (Red circle with line)
- MDC MetroRail Stations (Red circle with line)
- MDC TriRail (Red circle with line)

**KEY BISCAYNE**

March 2015



# WHERE THE FUTURE OF PERFORMANCE LIVES...



In 2009, IMG Academy unveiled a 15-year master expansion plan calling for an estimated \$200MM in capital investment to support growth in all facets of sports performance – from education and training to competition to research & development.

As of 2015, IMG has invested \$110MM in this expansion; to date, the state of Florida committed to reimbursing us \$7.3MM, which we guaranteed a return of \$5.75MM in direct and indirect sales tax revenue (in over five years; by end of fiscal year 2015 we will have already met this guarantee and are on pace to provide a return of more than 2 1/2 times the promised rate over five years).

Our current economic impact is estimated around \$400MM; since 2011, our growth has enabled us to directly add 155 jobs and we now have more than 700 employees. Completion of our master

plan will help us directly and indirectly support more than 2600 jobs with wages over \$90MM; and our total economic impact will near \$750MM. This number is equivalent to the total economic impact of all of spring training across 15 teams in Florida (The Bonin Marketing Research Group, 2009).

We have been moving at an accelerated pace with regards to our master plan and are committing to upwards of \$50MM in capital investment for the next phase, which will begin this year. This phase will be anchored by a sports performance R&D facility for industry leading

companies like Gatorade, Under Armour, Hospital for Special Surgery, Prince Sports and Mixus Global. The \$10MM facility will become the center of IMG's Silicon Valley of sports performance, where cutting-edge companies will relocate or set up satellite facilities, dedicated to incubating new products and technologies with year-round access to youth, high school, collegiate, and professional athlete populations. In addition to new partners, existing IMG partners like Under Armour and the Gatorade Sports Science Institute will be able to expand their campus/footprint by moving into this new 65,000 sq. ft. facility.

This next phase of growth also includes continued development of infrastructure to support our status as a leading event venue, enabling us to continue attracting large global events like the following:

- **Iber Cup**  
(World's largest participatory youth soccer tournament featuring 300 teams from 50 countries)
- **IMG Suncoast Pro Classic**  
(Pre-season tournament featuring a dozen MLS and international pro soccer clubs)
- **FHSAA Lacrosse State Championships**
- **NCAA DII Track & Field Championships**  
(2016 & 2017)
- **Eddie Herr**  
(World's largest youth tennis tournament featuring 1500 participants over two weeks)
- **Junior World Golf Championships**  
(Originated in San Diego (most prestigious youth golf tournament in the world))

Large-scale events like these require turnkey solutions for competition venues, meeting spaces and accommodations. We are asking for an additional \$7.5MM to assist us in scaling our event and performance infrastructure to support this continued growth.



**PERFORMANCE & RESEARCH CENTER**  
*Opening 2016*

**15** YEAR  
MASTER PLAN  
CALLS FOR  
**\$200MM**

TO-DATE IMG  
HAS INVESTED  
**\$110MM**

STATE OF  
**FLORIDA**  
HAS INVESTED  
**\$7.3**  
MM TO-DATE

**IMG'S** GUARANTEED  
RATE OF RETURN ON STATE INVESTMENT  
PROJECTED AT  
**250%**

NEXT PHASE  
OF DEVELOPMENT  
CALLS FOR  
**\$50MM**

**\$400MM**  
CURRENT ECONOMIC  
IMPACT

**\$750MM**  
ECONOMIC  
IMPACT  
UPON COMPLETION  
OF MASTER PLAN

DIRECTLY  
ADDED  
**155**  
JOBS  
SINCE 2011

MORE THAN  
**700**  
CURRENT  
EMPLOYEES

**PORT MANATEE  
WAREHOUSE 2 CONVERSION PROJECT  
FACT SHEET**

- Built in 1968
- 115,000 square feet total:
- 30,000 chill A
- 20,000 chill B
- 5,000 loading dock;
- 60,000 dry – closed by fire marshal 2009



**Warehouse 2**

**WAREHOUSE 2 CONVERSION COSTS:**

Conversion of 60,000 square feet of dry storage, currently undergoing structural renovation, to cold storage. The project consists of demolition of the 60,000 SF dry storage portion of the existing warehouse and installation of a thickened slab and new structure with insulated wall panels, doors and roofing, refrigeration equipment and related site work. Estimated project cost is \$10M, including \$5M in anticipated FSTED funding.

**PROJECT STATUS:**

Engineering evaluation has been completed. Structural renovations have been initiated to replace interior columns preparatory to conversion. Cold storage is currently the greatest cargo storage space need at Port Manatee as other cold storage facilities are being fully utilized preventing future growth in the fresh fruit and produce business line.

**ECONOMIC IMPACT:**

Potential revenue stream of \$500,000 annually could be created by the conversion of warehouse 2 from dry to chill storage.

**APPROPRIATION REQUEST:**

Port Manatee is requesting state funding of \$5,000,000 for demolition of the existing dry storage portion of warehouse 2 and construction of a new cold storage warehouse.



# THE FLORIDA SENATE

Tallahassee, Florida 32399-1100

**COMMITTEES:**  
Regulated Industries, *Vice Chair*  
Appropriations  
Appropriations Subcommittee on General Government  
Banking and Insurance  
Finance and Tax  
Fiscal Policy

## SENATOR GWEN MARGOLIS

35th District

March 9, 2015

Chairman Jack Latvala  
Appropriations Subcommittee on Transportation, Tourism, and Economic Development  
408 Senate Office Building  
404 South Monroe Street  
Tallahassee, FL 32399-1100

Dear Chair Latvala,

This letter of support is in reference to the Deering Estate at Cutler's petition for State Funding. The request is for a total of \$5,000,000 in non-recurring state funds, with the balance of the funding coming from local funds. The main goal of the project is increasing public access to the facilities at the Estate by increasing water access, lengthening boardwalks, expanding parking, etc.

I understand that the funds in the TED budget are constrained, as they always are. However, I feel that these projects and investment in state property are worth the investment. As always, if I can be of service in regards to this or any other matter, please do not hesitate to get in touch.

Sincerely,

A handwritten signature in blue ink, appearing to read "Andy Gardiner".

**REPLY TO:**

- 3050 Biscayne Boulevard, Suite 600, Miami, Florida 33137 (305) 571-5777
- 414 Senate Office Building, 404 South Monroe Street, Tallahassee, Florida 32399-1100 (850) 487-5035

Senate's Website: [www.flsenate.gov](http://www.flsenate.gov)

**ANDY GARDINER**  
President of the Senate

**GARRETT RICHTER**  
President Pro Tempore



# DEERING ESTATE AT CUTLER

## Enhanced Access and Use of Public Land

**State Funding Request: \$5,000,000, one-time, non-recurring**

**Project Cost Estimate: \$15,450,000**



**Entity: Deering Estate at Cutler  
Owned by the State of Florida,  
Managed by Miami Dade County**

**Presenter: Peter A. England  
Trustee, The Deering Estate  
Foundation, Inc.**

**Contact: Mary Pettit, Executive Director - The Deering Estate Foundation, Inc. - 16701 SW 72 Avenue, Palmetto Bay, FL 33157 - T. 305.235.1668 x266; F. 305.233.5074 - [PettitMary@bellsouth.net](mailto:PettitMary@bellsouth.net)**

**State Funding Request: \$5,000,000, Project Cost Estimate: \$15,450,000**

**The balance of projects will be paid for by \$3.9 million in Miami Dade County General Obligation Bond Funds and community funds raised through a Deering Estate Foundation Capital Campaign**

**Background:** The Deering Estate at Cutler, owned by the State of Florida and managed by Miami-Dade County, was purchased with CARL Trust funds in 1985. The 450+ acre coastal park and Florida heritage site hosts a 10+ acre wetland restoration project, part of the statewide “Everglades Expedited Projects,” and is the only Everglades Restoration site easily accessible to the general public – punctuating its value as an ecological scale model of Everglades restoration, public awareness and support of overall Everglades restoration efforts in local voting communities. The Deering Estate also contains 119 acres of globally endangered pine rockland habitat, shares management resources with Biscayne Bay Aquatic Preserve, is designated as an Important Bird Area/Atlantic Flyway, contains nationally significant Tequesta & Paleo Indian archaeological sites, & was designated as a historic district in 1986 with 5 historic buildings listed on the National Register of Historic Places. It is located in a residential community & contributes culturally, environmentally, and economically to the region as an attraction and conservation site. *These are unfunded non-recurring projects, part of an overall master plan, and are “shovel ready.” SEE BACK OF HANDOUT FOR MAP/LOCATION OF PROJECTS.*

- A) \$1,450,000 Request; \$8,500,000 Total Project Cost-** Improvements to newly acquired 10,500 square foot building to establish Cultural and Ecological Field Station – providing enhanced ecological monitoring and further protection of wetland restoration projects funded as part of the sensitive natural and cultural resources.
- B) \$1,750,000 Request; \$2,450,000 Total Project Cost-** Create coastal walking/biking trails; kayak launches; extend by an existing visitor boardwalk through mangrove forest providing enhanced public access to Biscayne Bay and the Biscayne Bay Aquatic Preserve.
- C) \$1,800,000 Request; \$4,500,000 Total Project Cost-** Develop visitor entry and access improvement; tie Deering Estate as historic district to local community; provide for additional parking, interpretive features, and ecologically friendly landscape buffers.





# DEERING ESTATE AT CUTLER

***Local Match: Balance of Project Paid for by \$3.9 million in Miami Dade County General Obligation Bond Funds and Deering Estate Foundation Capital Campaign***

