
SPECIAL CALLED COUNCIL MEETING

CITY OF LAKE CITY

October 31, 2023 at 5:00 PM

Venue: City Hall

AGENDA

This meeting will be held in the City Council Chambers on the second floor of City Hall located at 205 North Marion Avenue, Lake City, FL 32055. Members of the public may also view the meeting on our YouTube channel. YouTube channel information is located at the end of this agenda

Pledge of Allegiance

Invocation - Mayor Stephen Witt

Roll Call

Ladies and Gentlemen; The Lake City Council has opened its public meeting. Since 1968, the City Code has prohibited any person from making personal, impertinent, or slanderous remarks or becoming boisterous while addressing the City Council. Yelling or making audible comments from the audience constitutes boisterous conduct. Such conduct will not be tolerated. There is only one approved manner of addressing the City Council. That is, to be recognized and then speak from the podium.

As a reminder, persons are not to openly carry a handgun or carry a concealed weapon or firearm while the governing body is meeting.

Approval of Agenda

Public Participation - Persons Wishing to Address Council

Citizens are encouraged to participate in City of Lake City meetings. The City of Lake City encourages civility in public discourse and requests that speakers direct their comments to the Chair. Those attendees wishing to share a document and or comments in writing for inclusion into the public record must email the item to submissions@lcfla.com no later than noon on the day of the meeting. Citizens may also provide input to individual council members via office visits, phone calls, letters and e-mail that will become public record.

New Business

- [1.](#) Discussion and Possible Action - HAECO Grant

Comments by Council Members

Adjournment

YouTube Information

Members of the public may also view the meeting on our YouTube channel at:
<https://www.youtube.com/c/CityofLakeCity>

Pursuant to 286.0105, Florida Statutes, *the City hereby advises the public if a person decides to appeal any decision made by the City with respect to any matter considered at its meetings or hearings, he or she will need a record of the proceedings, and that, for such purpose, he or she may need to ensure that a verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal is to be based.*

SPECIAL REQUIREMENTS: *Pursuant to 286.26, Florida Statutes, persons needing special accommodations to participate in these meetings should contact the **City Manager's Office at (386) 719-5768.***

File Attachments for Item:

1. Discussion and Possible Action - HAECO Grant

MEMORANDUM OF UNDERSTANDING

THIS MEMORANDUM OF UNDERSTANDING (this “MOU”) is made on October ____, 2023 (the “Effective Date”) by and between HAECO Airframe Services, LLC (“HAECO”) and the City of Lake City (“Lake City”).

WHEREAS, HAECO is a tenant under a Lease Agreement dated January 1, 2023 (the “Lease”), at the Lake City Gateway Airport (the “Airport”) under which HAECO leases a facility consisting of aircraft hangars, ramps and associated facilities (the “Premises”); and

WHEREAS, it is in the best interest of HAECO and Lake City to pursue certain grant opportunities that may be available through state or federal agencies from time to time (“Grants”) to provide funding for the development, upgrade or repair of the Premises or other facilities at the Airport (“Projects”); and

WHEREAS, the parties are entering into this MOU to define their mutual responsibilities with respect to the application for and administration of such Grants.

NOW, THEREFORE, the parties agree as follows:

1. Identifying Grant Opportunities. The parties will meet regularly to discuss and review potential Projects that could benefit from Grant finding and Grant opportunities that may be available to fund such Projects. When an opportunity is identified, HAECO will prepare a Project Detail Sheet in the form set forth on Exhibit A of this MOU for review by Lake City. Upon mutual agreement, the parties will sign the Project Detail Sheet to document alignment on the Project objectives.
2. Applying for Grants.

HAECO shall:

- a. Prepare the Grant application package

Lake City shall:

- a. Review and execute the Grant application
- b. Obtain approval from City Council as required
- c. Submit the Grant application to the funding agency

3. Bid Phase.

HAECO shall:

- a. Solicit bids from potential contractors for each component of the Project in accordance with Lake City’s procurement process, including but not limited to:
 - i. Assisting the City with legal advertisements and web postings
 - ii. Directing questions from potential bidders to Lake City’s Procurement department
 - iii. Holding a pre-bid conference prior to the scheduled bid opening

- iv. Preparing addenda, as required, based on contractor questions, and requested clarifications. The addenda shall be issued to City Procurement department and published on Lake City's procurement website.
- b. Review the bids received for conformance with the contract documents, including verification of the contractor's personnel, equipment, and references to verify the contractor's qualifications and financial responsibility
- c. Prepare a bid tabulation for Lake City and make a recommendation of award or rejection of bids, as appropriate, to Lake City
- d. Prepare conformed copies of the resulting contracts and notices of award, and coordinate contractor execution of both documents
- e. Assist Lake City in distributing copies of the contracts to the contractors and awarding agency, as needed

Lake City shall:

- a. Review all bids submitted by HAECO
- b. Select winning bidders for each component of the Project
- c. Execute contracts, award notices and ancillary documents as required

4. Design/Construction Phase.

HAECO shall:

- a. Assist the City in managing the technical and administrative components of the project
- b. Organize, attend and lead meetings as required during the execution of the Project
- c. Prepare, review, and distribute minutes of these meetings, if applicable
- d. Review and process progress reports, change orders and other documents as necessary to properly execute the work within the intended scope
- e. Interpret the technical requirements of the bid documents for Lake City
- f. Review and furnish Lake City record drawings and other documentation (to be completed by the contractor) for the completed Project
- g. Participate in the pre-final and final inspections of the completed Project with Lake City personnel, the awarding agency, and contractors

Lake City shall:

- a. Review and approve progress reports, change orders and other documents as necessary to properly execute the work within the intended scope
- b. Participate in the pre-final and final inspections of the completed Project with HAECO personnel, the awarding agency, and contractors

5. Handling of Funds.

HAECO shall:

- a. Verify each phase of the Project has been properly completed prior to submission of invoices

- b. Receive invoices from each contractor; review such invoices for accuracy; and submit such invoices to the City for payment
- c. Provide reports and documentation as required
- d. Retain all relevant records as required by Lake City procedures and state law
- e. Provide matching funds and/or contributions to Project funding in excess of available Grant funds, as agreed on a case-by-case basis
- f. Reimburse Lake City for reasonable documented administrative expenses incurred by Lake City in connection with the Grant application and procurement process

Lake City shall:

- a. Receive Grant funds from the awarding agency
 - b. Pay approved contractor invoices using grant funds
 - c. Provide matching funds and/or contributions to Project funding in excess of available Grant funds, as agreed on a case-by-case basis
 - d. Retain all relevant records as required by Lake City procedures and state law
6. Summary of Responsibilities. Exhibit B summarizes the responsibilities of each party under this MOU.
7. Non-Binding. This MOU sets forth the understanding of the parties with respect to the subject matter herein. This MOU does not create any obligation for either party to apply for any Grant or Project; provided, however, that upon award of any Grant the parties shall comply with the obligations set forth in this MOU with respect to such Grant and associated Project.

IN WITNESS WHEREOF, the parties have executed this MOU as of the date set forth above.

HAECO Airframe Services, LLC

The City of Lake City

Mark Easton
General Manager

[Name]
[Title]

Exhibit A

Project Detail Sheet Template

Project Detail Sheet

[Date]

[Title]

This Project Detail Sheet is in accordance with the terms and conditions of the MOU between the city of Lake City ("Lake City") and HAECO Airframe Services, LLC ("HAEC") dated October XX, 2023.

Summary of Project:

- [Add project details here]

Funding Program:

- [Describe grant funding agency, amount available, award criteria, etc.]

Submission Deadline: _____

Match Requirements: _____

Non-Grant Funded Expenses to be funded by: [HAECO (%) / Lake City (%)]

In-Kind expenses in the form of Grant Administration, Procurement Assistance and Project Management provided by HAECO : [HAECO (%) / Lake City (%)]

Expected Total Project Cost and Grant Ask:

- [Add details]

Approved by:

HAECO:

Lake City:

Exhibit B

Summary of Responsibilities

Task	Responsible Party
Identify Grant Opportunities	HAECO
Prepare Grant Application Package	HAECO
Review Grant Application Package	City
Approval from City Council to Apply for Grant	City
Apply for Grant	City
Procurement of Vendors/Contracts conform with City Policies	HAECO
Review/Oversight of Procurement	City
Management of Project	HAECO
Verification of work phases/invoiced work	HAECO
Submission of Invoices/Documentation to State	City/HAECO
Invoice payment (with State Funds)	City
Payment of balance of Project expenses	HAECO



Florida Rural Infrastructure Fund Program

Application for Funding

Applicant: City of Lake City, (Lake City Gateway Airport – LCQ)

(Name of Applicant)

Project Title: Hangar 4 Renovation & Central Accumulation Building

(Name of Project)

State Fiscal Year 2023-2024

Application Date: 10/10/2023

Mailing Address: FloridaCommerce
Bureau of Small Cities and Rural Communities
107 East Madison Street – MSC 400
Tallahassee, Florida 32399-6508

Telephone: (850) 717-8405

Web: <http://www.FloridaJobs.org/RIF>

Contents

Application Form

Part I – Applicant Profile

Part II – Project Description and Timeline

Part III – Economic Narrative

Part IV – Project Budget

Part V – Sources and Uses of Non-RIF Funds

Part VI – Participating Party Information (if applicable)

Part VII – Application Authorization

DRAFT

Part I – Applicant Profile

Applicant Contact Information:

Entity Name: City of Lake City, (Lake City Gateway Airport – LCQ)		
Street Address: 205 N Marion Avenue		
Mailing Address (if different):		
City: Lake City	Zip Code: 32055	County: Columbia
Main Telephone: 386-752-2031	Main Facsimile:	Federal ID Number: 59-6000352

Chief Elected Official: Stephen Witt	Title: Mayor
Telephone: 386-755-2863	Facsimile:
E-mail Address: witss@lcfla.com	

Chief Financial Officer: Angela Taylor Moore	Title: Finance Dorector
Telephone: 386-719-5844	Facsimile:
E-mail Address: taylorsa@lcfla.com	

Applicant Project Contact:	Title:
Street Address:	
City:	Zip Code:
Direct Telephone:	Facsimile:
E-mail Address:	

Application Preparer Information		
Preparer's Name:	Organization Preparing Application: <input type="checkbox"/> Local Government <input type="checkbox"/> Private Company <input type="checkbox"/> Regional Planning Council	
Street Address:		
City:	State:	Zip Code:
Telephone:	Facsimile:	
E-mail Address:		

Consultant Information (if applicable)		
Consultant's Name:	<input type="checkbox"/> Private Company <input type="checkbox"/> Regional Planning Council	
Street Address:		
City:	State:	Zip Code:
Telephone:	E-mail Address:	

Demographics and Area Data		
U.S. Congressional District Number: 3	Florida Senate District Number: 6	Florida House District Number: 10
Total Population: 71,908	Unemployment Rate: 3%	Poverty Rate: 16.5%
Source: Census.gov – estimate July 2022	Source: N FL Eco Dev Partnership (GIS)	Source: Small Area Income and Poverty Est.
Source Date: 8-8-2023	Source Date: 2022	Source Date: 2021

Indicate what RIF grant category is being applied for:

Total Project Participation Grant
 Project Planning and Preparation Grant
 Preclearance Review Grant

Indicate the total amount of RIF funding being requested: \$4,850,000

If the proposed project is located in a Rural Area of Opportunity (RAO), indicate which one: (See list of RAOs in application instructions.)

Northwest RAO
 South Central RAO
 North Central RAO

If applying for Panhandle Specific Appropriation funds, please indicate the County in which the project is located:

Calhoun County Jackson County
 Gadsden County Liberty County
 Holmes County Washington County

Answer the following questions by clicking on the correct check box.

Historic Preservation Will the project impact a building, public improvement, or planned open space that is 50 or more years old? If yes, include the documentation specified in the application instructions. See Appendix I	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Interlocal Agreement Will project activities require an interlocal agreement? If yes , the interlocal agreement(s) must be included.	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Regulatory Action Are improvements being made in this project to inadequate infrastructure that has resulted in regulatory action that prohibits economic or community growth? Please See Appendix II for info on potential PFAS regulation.	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Catalyst Site Is the project related to preclearance review and also located within a catalyst site as defined in Section 288.061, Florida Statutes? If yes , include a map showing the boundary of the catalyst site and the project boundary within.	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Comprehensive Plan Is the proposed project consistent with the applicant's Comprehensive Plan? See Appendix III	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No

Part II – Project Description and Timeline

Project Description

Describe the proposed project in no more than three sentences:

Please consider the following project for Rural Infrastructure Funding. It represents shovel-ready infrastructure improvements to a municipal airport Maintenance, Repair and Overhaul facility (MRO) that has been the area's top private employer for more than 60 years. This project will add another 100 FTE positions to the MRO at the Lake City Airport. The two projects included in this proposal are:

- Renovation of Hangar 4
- Construction of Central Accumulation Building

Clearly summarize the proposed project as outlined in the application instructions.

- **Renovation of Hangar 4**
 - Naval Air Station Lake City was commissioned by the US Navy in 1942. Ownership was transferred to the city of Lake City, FL in 1946 when the station was decommissioned. According to the Columbia County Property Appraiser, Hangar 4 was constructed in 1960. The hangar is 200 feet wide and 325 feet long with an additional 70 foot wide canopy along the west side. This hangar is one of 7 hangars and a number of other support structures on the southeast side of the airport that have been utilized for the maintenance of heavy military and commercial aircraft since the early 1960's.
 - This leasehold was held by Aero Corporation from 1961 to 1998, at which time Aero Corporation merged with Triad International Maintenance Corporation ("TIMCO"). In 2019, TIMCO changed its name to HAECO Airframe Services, LLC ("HAECO"). Lake City and HAECO renewed HAECO's lease for 20 years at the beginning of 2023.
 - The present business model accounts for the repair and overhaul of more than 150 commercial aircraft each year. Five of the 7 hangars can accommodate 2 Airbus A320 series aircraft each. The poor condition of hangar 4 prohibits it from being used now. The completion of this project will allow a 20% increase in maintenance, repair and overhaul capacity and the addition of 100 FTE positions.
 - The renovation of Hangar 4 will consist of the following elements:
 - Removal and Replacement of the cracked and uneven concrete floor (Will help prevent trips, falls, and twisted ankles. Will simplify the task of moving tools and equipment on rollers across the floor)
 - Replacement of outdated electrical infrastructure to service aircraft
 - Removal and Replacement of roof purlins and leaking roof panels
 - Removal and Installation of wall panels
 - Buildout/renewal of 10,000 square foot supply warehouse
 - Buildout/renewal of 3,500 square foot breakroom/restroom
 - Buildout/renewal of 2,000 square foot office space
 - Replacement of existing lighting with new, energy efficient, LED lighting
 - Replacement of existing heating with new, energy efficient heaters

Part II – Project Description and Timeline Continued

- Based on new pending regulatory requirements, replacement of existing fire suppression system with high expansion foam fire suppression. The present fire suppression system contains Per- and Polyflouroalkyl Substances (PFAS) which is an EPA ‘chemical of concern.’ PFAS is linked to many health issues including cancer. While the EPA has not banned its use, they are stringently monitoring PFAS releases into the environment and holding the responsible parties accountable for remediation. Upgrading the hangar fire suppression systems will preempt any PFAS release or subsequent need for remediation. Upgrading the hangar fire suppression system will preempt any PFAS release or subsequent need for remediation.
- Quantity of the activity
 - This renovation activity is for hangar 4
- If funds from other sources are being used, describe how the funds will be used
 - The lessee will contribute non-RIF funding using private funds to make up any shortfalls from the estimated costs, as well as provide in-kind grant administration services at no cost to the City of Lake City
 - The lessee has agreed to reimburse Lake City for reasonable documented administrative expenses incurred by Lake City in connection with the Grant application and procurement process.
- The lessee will be responsible for Grant administration, procurement, and project management.
- Location of the activity within the applicant’s jurisdiction
 - The City of Lake City owns and manages the operation of the entire airport including all of the leaseholds.
- Cost of the activity
 - The total project cost for the hangar 4 renovation is \$5,077,980.
- How the proposed project infrastructure meets the following criteria as “necessary” infrastructure investment:
- Responsive to an identified need to achieve or maintain an adequate minimum level of service, and
 - Hangar 4 is currently not in a usable state which means it is not providing a minimum level of service to the lessee. This renovation will restore it to a functional state that can be used for aircraft maintenance, repair, and overhaul operations by the lessee and to expand the number of FTE positions at the airport.
- Cost-effective means for meeting that need, taking into account available alternatives.
 - The proposed renovation is more cost effective than new construction. Renovation resets the useful life of the asset as opposed to a schedule of piece-meal repairs.
 - The City of Lake City will comply with its procurement process as stated in Article VI of the City Code which prescribes choosing the lowest responsible bid.
 - The lessee will manage this project at no cost to the city.
 - At the city’s request, the lessee has agreed to reimburse the city for reasonable documented administrative expenses incurred by Lake City in connection with the Grant application and procurement process.
- A list of any major permits, comprehensive plan amendments, zoning changes, or similar approvals required

Part II – Project Description and Timeline Continued

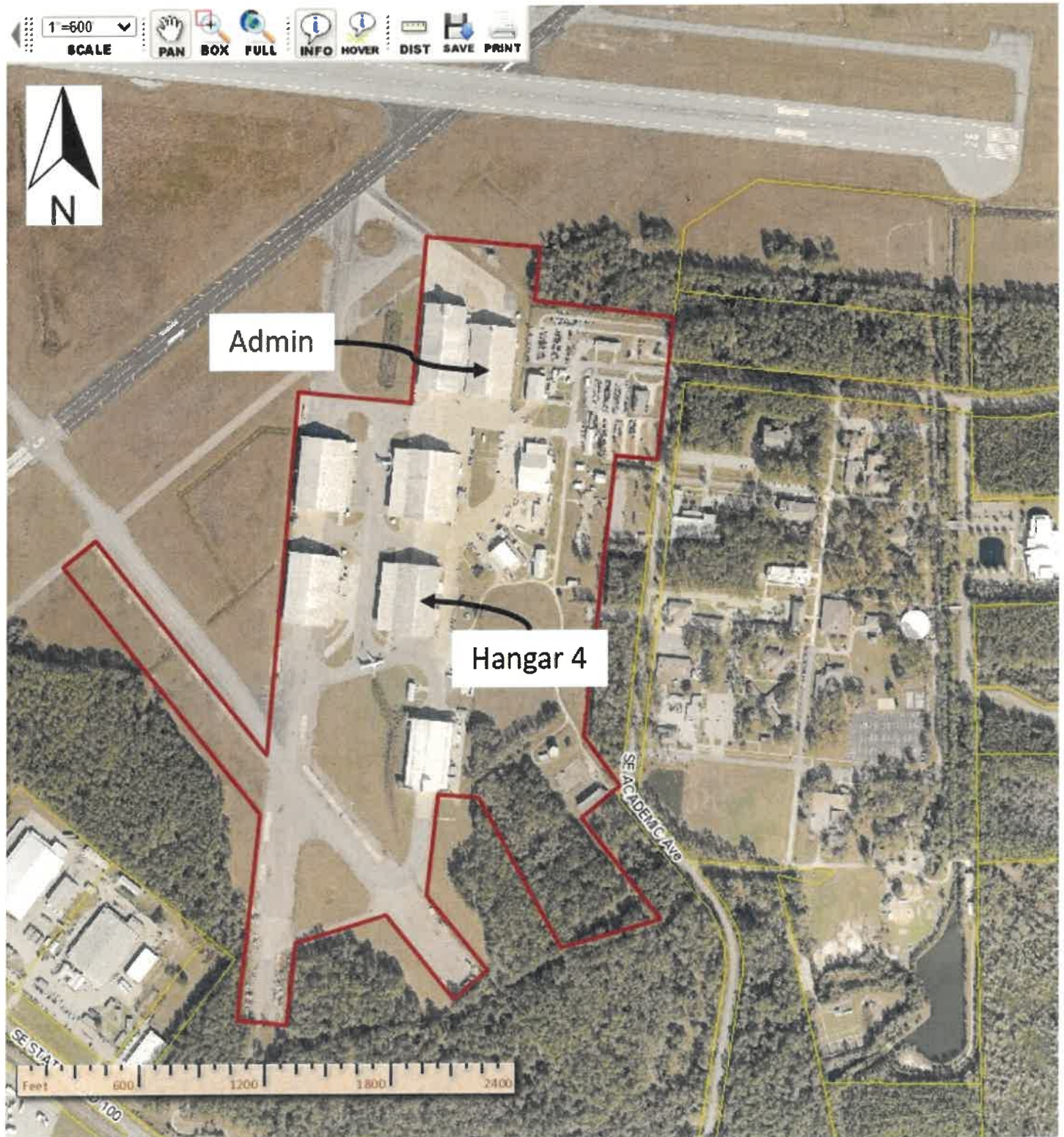
- The permitting will be part of the General Contractor’s responsibility. More information on this will be available once the procurement process is complete.
- For infrastructure projects, an indication of who will own and maintain the infrastructure once completed
 - The city will retain ownership of hangar 4 and all other infrastructure located on the leasehold. Per lease agreement, the lessee is responsible for hangar maintenance.

In addition to describing the location of the project, the applicant must provide a project map, which, at a minimum, shows:

- A scale;
- A north arrow;
- The boundaries of the applicant’s jurisdiction – ***leasehold is designated by red boundary line.***
- The specific location of the project activity within the applicant’s jurisdiction;
- The applicant’s administration building, from which it will be managing the project; and
- Street names and other identifying landmarks within the jurisdiction.

Part II – Project Description and Timeline Continued

Renovation of Hangar 4



Part II – Project Description and Timeline Continued

- **Construction of Central Accumulation Building**
 - Naval Air Station Lake City was commissioned by the US Navy in 1942. Ownership was transferred to the city of Lake City, FL in 1946 when military operations were terminated. There are 7 hangars and a number of other support structures on the southeast side of the airport that have been utilized for the maintenance of heavy military and commercial aircraft since the early 1960's.
 - This leasehold was held by Aero Corporation from 1961 to 1998, at which time Aero Corporation merged with Triad International Maintenance Corporation ("TIMCO"). In 2019, TIMCO changed its name to HAECO Airframe Services, LLC ("HAECO"). Lake City and HAECO renewed HAECO's lease for 20 years at the beginning of 2023.
 - The present business model accounts for the repair and overhaul of more than 150 commercial aircraft each year. 5 of the 7 hangars accommodate 2 Airbus A320 series aircraft each. The present leasehold has no central location/site/structure to house and process waste barrels and other materials. Present handling of this material is spread out and divided between the hangars and other buildings across the leasehold. The completion of this project will allow the lessee to centrally store, process and maintain all waste materials in one location constructed for this purpose.
 - The Construction of Central Accumulation Building will consist of the following elements:
 - New, environmentally compliant concrete slab
 - Impermeable
 - chemically resistant
 - compliant drainage system
 - compliant waste collection system
 - compliant spill detection and alarm system
 - concrete containment berm inside building
 - 5,000 square feet
 - Energy efficient LED lighting
 - Energy efficient Foam insulation
 - Fire suppression system
- Quantity of the activity
 - This renovation activity is for the new construction of one, 5,000 square foot Central Accumulation Building
- If funds from other sources are being used, describe how the funds will be used
 - The lessee will contribute non-RIF funding and in-kind services to complete the project.
 - The lessee will be responsible for Grant administration, procurement, and project management.
 - The lessee has agreed to reimburse Lake City for reasonable documented administrative expenses incurred by Lake City in connection with the Grant application and procurement process.
- Location of the activity within the applicant's jurisdiction
 - The city of Lake City owns and manages the operation of the whole airport including all of the leaseholds.
- Cost of the activity
 - The total project cost for the construction of the Central Accumulation Building is \$394,954.

- **Part II – Project Description and Timeline Continued**

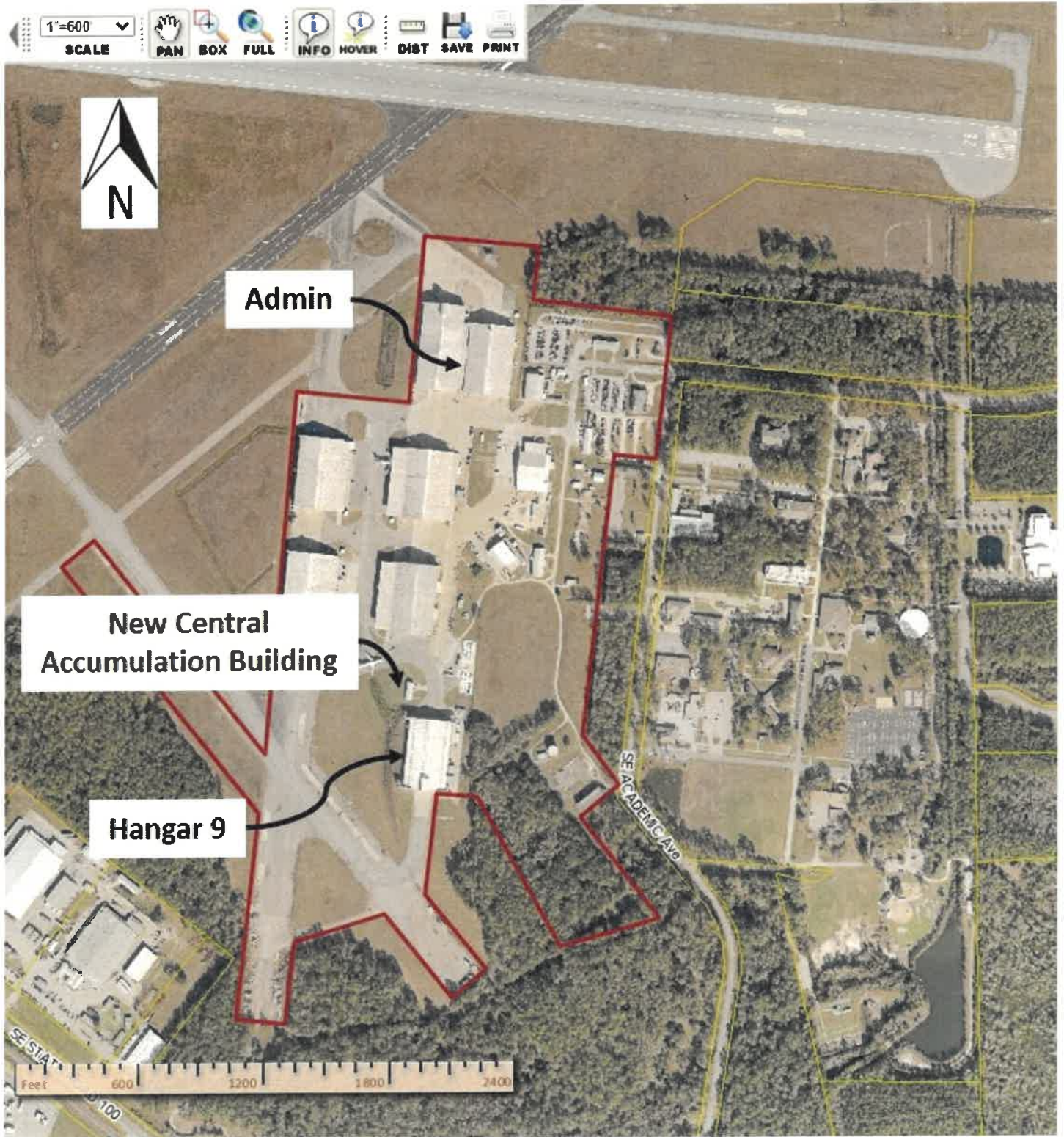
- Responsive to an identified need to achieve or maintain an adequate minimum level of service, and
 - This project is proposed to transition the facility into modern best practices involving waste management across a multi hangar facility.
- Cost-effective means for meeting that need, taking into account available alternatives.
 - The City of Lake City will comply with its procurement process as stated in Article VI of the City Code which prescribes choosing the lowest responsible bid.
 - Lessee will assist with grant administration, procurement and project management.
 - At the city’s request, the lessee has agreed to reimburse the city for reasonable documented administrative expenses incurred by Lake City in connection with the Grant application and procurement process.
- A list of any major permits, comprehensive plan amendments, zoning changes, or similar approvals required
 - The permitting will be part of the General Contractor’s responsibility. More information on this will be available once the procurement process is complete.
- For infrastructure projects, an indication of who will own and maintain the infrastructure once completed
 - The city will retain ownership of this newly constructed building and all other infrastructure located on the leasehold.

In addition to describing the location of the project, the applicant must provide a project map, which, at a minimum, shows:

- A scale
- A north arrow
- The boundaries of the applicant’s jurisdiction – **leasehold is designated by red boundary line.**
- The specific location of the project activity within the applicant’s jurisdiction
- The applicant’s administration building, from which it will be managing the project
- Street names and other identifying landmarks within the jurisdiction

Part II – Project Description and Timeline Continued

Central Accumulation Building



Part II – Project Description and Timeline Continued

NOTE: Many of the tasks on the timeline will be the General Contractor’s responsibility. More information on this will be available once the procurement process is complete.

Proposed Timeline – Hangar 4 Renovation

Task/Activity Description	Task/Activity Duration	Deliverable
Procurement Process	2 months	General Contractor Selected
Design Plan and Engineering Review/Permitting	2 months	Final design plan for Engineering. Final Plan, Permit Approved and Materials Order
Site Prep/Demo – mfg and procurement of materials	2 months	Build-ready site
Construction/renovation of Hangar 4	4 months	Hangar complete

Proposed Timeline – Central Accumulation Building Construction

Task/Activity Description	Task/Activity Duration	Deliverable
Procurement Process	2 months	General Contractor Selected
Design Plan , Engineering Review/Permitting	2 months	Final design plan for Engineering, Final Plan, Permit Approved and Materials Order
Site Prep and mfg and procurement of materials	2 months	Build-ready site
Construction of Central Accumulation Building	2 months	Building Complete

Part III – Economic Narrative

Provide a summary of the project’s economic benefit, long-term viability, and potential local or regional economic impact. The summary should include a description of the current and anticipated economic conditions of the area.

The city of Lake City established the aircraft heavy maintenance, repair and overhaul facility (MRO) at the Lake City Gateway Airport (LCQ) more than 60 years ago. It consists of 6 commercial aircraft hangars, a paint hangar and a components hangar – as well as space for administration, facility maintenance, training and logistic support. The areas used for aircraft maintenance, aircraft component maintenance and aircraft paint total more than 555,000 square feet. This facility has enabled the small, rural communities of North Florida to create a skilled and specialized multi-generational employee base. The MRO has provided employment for tens of thousands of North Floridians throughout the years. The current operator of the facility, HAECO Airframe Services, LLC is a world-class independent maintenance, repair and overhaul operation with extensive airframe maintenance capabilities and operational excellence. Leveraging its long-standing relationships with aircraft manufacturers like Airbus and Boeing, HAECO offer its customers comprehensive airframe services at the Lake City Airport. The Lake City facility has been providing heavy commercial aircraft maintenance to its customers for 60 years and currently provides employment for 650 aircraft technicians and support personnel. More than 150 commercial aircraft per year are serviced in Lake City. HAECO recently signed another 5 year contract with one of its longstanding commercial airline customers. In January HAECO renewed its lease with the city for another 20 years. HAECO hires approximately 200 new employees each year. Half of these are entry-level positions that participate in HAECO’s registered apprenticeship program.

*****SPECIAL NOTE: HAECO has made an internal corporate decision and commitment to focus recruitment of the recently displaced Georgia Pacific paper mill workers for its Apprenticeship Program at HAECO. The company plans of providing transportation if there are enough workers who are interested in an above average salary for the region, and hopefully start an aviation career with fast advancement. The workers are paid while in the apprenticeship program.**

- The importance of the employer to the industry base of the community:
 - The top seven industries by employment in Columbia County are: Wholesale/Retail Trade – 22%, Healthcare – 20%, Leisure/Hospitality – 15%, Manufacturing – 9.4%, Construction – 9.3%, Professional and Business Services – 7.4% and Transportation – 5.8%.
 - Due to the strong representation of Manufacturing, Construction and Transportation, Columbia County performs above the State and National Average in ‘Goods-Producing’ Industries (as opposed to ‘Service Providing’ Industries).
 - HAECO employs half of the Transportation sector which also includes OTR Transport and Warehousing. Businesses with less than 10 employees account for 75% of the transportation sector. HAECO is the only company with more than 500 employees in this sector and is the largest private employer in the community.
 - HAECO is the 3rd largest employer in Columbia County behind the County School Board and the VA Medical Center which translates to the #1 private sector employer.
- The location in a rural area:
 - Columbia County is a rural community ranked 41st out of 67 counties in population. The median household income is 74% of the

Part III – Economic Narrative Continued

state's median income, ranking 45th out of 67 counties. The poverty level is 3.5% higher than the Florida level and we have half as many college graduates as the state level. Columbia County is located in a Rural Area of Opportunity which is designated by Executive Order of the Governor.

- HAECO's workforce diversity:
 - HAECO is actively assessing its workforce diversity via its annual Affirmative Action Plan and is taking concrete steps to address areas that require improvement. Workplace diversity in technical fields like aviation mechanics is often a challenge. HAECO is performing on par or better than the aviation industry as a whole, but is still lagging in various local demographics. HAECO is exceeding the industry average and the local value for the lowest age demographic. This is due, in part, to its efforts to hire and train local, unskilled labor through the apprenticeship program. HAECO is exceeding the industry average and the local value for the male and Hispanic demographic but is lagging in the African-American demographic by a couple of percentage points. HEACO is on par with the aviation industry in the female demographic, but lags behind the local value for this segment due to the under-representation of women in technical/mechanical fields. HAECO is continually expanding its recruitment and awareness efforts to this demographic.
- The quality and wages of jobs created:
 - The average employee in Columbia County makes \$42,947 per year. The average new hire at HAECO makes \$47,967 per year (including unskilled trainees/apprentices and contractors). The average experienced direct new hire makes \$51,131 per year.
 - Employees are eligible for benefits 30-60 days after start. Benefits include, medical, dental, vision, 401k – employer match, paid time off, family medical leave, disability, uniforms and more.
 - HEACO hires 75 to 90 apprentices per year. These apprentices enter a 2 year program that is the doorway to a career in aviation. This is a Registered Apprenticeship Program complete with more than 320 hours of related technical instruction and 22 months of OJT working on live aircraft. After completion of this program, the apprentice (now a journey-worker) is eligible to take the next step in their aviation career by working on FAA Aircraft Mechanic Certification Exams. The apprenticeship program targets entry-level, non-experienced candidates with an interest in technical, hands-on activity. This program is also available to offer Quick Response career-transition training to displaced workers (e.g. the Georgia Pacific displaced workers from Perry).
- Describe the business:
 - HAECO is a Maintenance, Repair, and Overhaul (MRO) company that is headquartered in the U.S. in North Carolina. HAECO employs 650 employees and contractors at the Lake City Airport. HAECO provides services to commercial airline companies such as United Airlines, Spirit and Allegiant. The Federal Aviation Administration (FAA) requires all aircraft to have maintenance/inspection, repair and overhaul performed by a certified entity. An MRO organization is one of the certified entities that performs maintenance, repair and overhaul on an aircraft. Most MROs function as FAA Certified Repair Stations (CRS) and perform maintenance in accordance with their Operation Specifications. As a CRS, HAECO operates under the Federal Aviation Administration's oversight found in the Federal Aviation Regulation Part 145. This regulates areas of training, inspection, quality assurance, tools, equipment, and record-keeping for repair stations. HEACO is in the heavy maintenance space and performs mandated maintenance and inspections on commercial aircraft. The maintenance schedule is based on the age of the aircraft and the number of cycles (landings and take-offs). Maintenance and inspection becomes increasingly intensive as the aircraft ages. Our customers are airline companies transporting

Part III – Economic Narrative Continued

passengers and/or freight. HAECO currently services multiple lines of the Airbus A320 family of passenger aircraft. These aircraft accommodate 110 to 185 passengers. The duration of a typical maintenance visit is 30 to 60 days. HAECO services approximately 150 aircraft per year. The HAECO facility is located at the Lake City Gateway Airport and uses seven hangars, covering more than 555,000 square feet. HAECO rents the facility from the city of Lake City. HAECO also operates the FAA-approved control tower and maintains the taxiway, the engine run-up area, and the parking ramp at the airport.

- Business History:
 - The Lake City Airport was commissioned as Naval Air Station Lake City in December of 1942 and supported the war effort training Navy and Marine Corps pilots. The station housed almost 300 officers and more than 1,100 enlisted men when it was operational. NAS Lake City was decommissioned in March of 1946 and the city of Lake City assumed control of the airfield. This leasehold infrastructure at the Lake City Airport has operated as a Maintenance, Repair and Overhaul (MRO) facility continuously for more than 60 years performing heavy commercial and military aircraft maintenance. It operated under the banner of the Georgia-based Aero Corporation from 1961 to 1998. In 1998 Aero Corporation merged with Triad International Maintenance Corporation (“TIMCO”). TIMCO changed its name to HAECO Airframe Services, LLC (“HAECO”) in 2019. Lake City and HAECO renewed HAECO's lease for 20 years at the beginning of 2023.

Describe the proposed project’s potential for enhanced job creation and/or increased capital investment, including but not limited to the following information:

- The nature of the business activities which will be conducted at the site of, or which relate to the project.
- Description of the capital investment in real and personal property – do not include product inventory.

The economic and fiscal impacts of present HAECO operations on Columbia County was calculated using the IMPLAN model. There are three types of economic impacts are: direct, indirect, and induced. The direct impact is the economic activity derived from the capital investments and the employment of persons at the MRO facility in Lake City. The indirect impact is the impact from the supply chain such as spending on repair parts, tools, parts, material, and other supplies needed to repair and refurbish airplanes. The induced impact is the economic activity attributed to the payroll spending of direct and indirect employees and contractors.

Part III – Economic Narrative Continued

Economic and Fiscal Impact Results

HAECO directly employs of 650 people. Its indirect job creation is 231 jobs and an additional 236 jobs are considered induced employment, making a total of 1,107 jobs in Columbia County. That is approximately 5.8 percent of all employment in Columbia County.

The fiscal impact of this operation related to government revenue is as follows:

- The sub-county taxes of \$1.56 million include city and special district taxes
- County taxes are estimated to be \$2.22 million per year
- The state of Florida receives \$6 million per year
- The federal government receives more than \$19 million per year
- Lease revenue of \$2 million over the next 5 years to the city of Lake City

HAECO's Future Expansion Plan Economic Impact

When the renovation of Hangar 4 is completed and it is fully utilized, the company expects to be able to employ an additional 100 people. The renovation indirect job creation is 43 jobs and an additional 44 jobs are considered induced employment, making a total of 187 new jobs in Columbia County impacted by the Hangar 4 project. Please click on this link to see the U.S. Bureau of Labor Statistics forecast:

<https://www.bls.gov/ooh/installation-maintenance-and-repair/aircraft-and-avionics-equipment-mechanics-and-technicians.htm>.

The fiscal impact of the hangar 4 project related to government revenue is as follows:

- The sub-county taxes of \$296,000 include city and special district taxes
- County taxes are estimated to be \$422,000 per year
- The state of Florida receives \$1,140,000 per year

The federal government receives more than \$3,730,000 per year

Describe the level of public and private commitment to the project. Include the extent of local expenditures for construction, use of local firms or resources, or purchase of local equipment or materials which have or will have ripple effects on the area's economy.

- The City of Lake City will comply with its procurement process as stated in Article VI of the City Code which prescribes the open bidding process. The local impact of these projects will become more evident once the procurement process is completed.

Description of the capital investment in real and personal property – do not include product inventory.

- In addition to capital investments, the lessee will be investing almost \$3 million in this period in the purchase and lease of furniture, fixtures and equipment to be used in production activities.

Part IV – Project Budget – Hangar 4 Renovation

Provide a breakdown of the total budget for the proposed project, including both RIF funding and other sources of funding.

ACTIVITY/TASK	RIF FUNDS	OTHER FUNDING SOURCES	TOTAL
Engineering	\$ 68,586		\$ 68,586
Project Planning Preparation Permitting	\$ 51,440		\$ 51,440
Concrete Floor	\$ 870,722		\$ 870,722
Electrical Installation	\$ 171,465		\$ 171,465
R&R Roof Purlins and Panels	\$ 205,758		\$ 205,758
R&R Wall Panels	\$ 360,077		\$ 360,077
Add 50x200 Supply Warehouse	\$ 701,936		\$ 701,936
Add 50x70 Breakroom/Restroom	\$ 288,249		\$ 288,249
Add 16x120 Offices	\$ 158,125		\$ 158,125
New LED Lighting	\$ 34,293		\$ 34,293
Plumbing/Drainage	\$ 171,465		\$ 171,465
HVAC (Office & Breakroom)	\$ 32,150		\$ 32,150
New Heaters	\$ 85,733		\$ 85,733
High Expansion Foam Fire Suppression	\$ 1,300,000		\$ 1,300,000
In-Kind Project Management*		\$ 577,980	\$ 577,980
City Administrative Expenses**		UNKNOWN	
TOTAL	\$ 4,500,000	\$ 577,980	\$ 5,077,980

Provide an explanation of how the total infrastructure costs for the proposed project were estimated.

- The proposed project costs were estimated based on similar projects and quotes from vendors.

Part IV – Project Budget – Central Accumulation Building

Provide a breakdown of the total budget for the proposed project, including both RIF funding and other sources of funding.

ACTIVITY/TASK	RIF FUNDS	OTHER FUNDING SOURCES	TOTAL
Engineering	\$ 7,941		\$ 7,941
Project Planning Preparation Permitting	\$ 5,956		\$ 5,956
Concrete Floor	\$ 94,962		\$ 94,962
Electrical Installation	\$ 19,852		\$ 19,852
Roof Structure and Panels	\$ 23,822		\$ 23,822
Wall Structure and Panels	\$ 41,689		\$ 41,689
Office	\$ 18,308		\$ 18,308
LED Lighting	\$ 3,970		\$ 3,970
Plumbing/Drainage	\$ 19,852		\$ 19,852
HVAC (Office)	\$ 3,722		\$ 3,722
Heating	\$ 9,926		\$ 9,926
High Expansion Foam Fire Suppression	\$ 100,000		\$ 100,000
In-Kind Project Management*		\$ 44,954	\$ 44,954
City Administrative Expenses**		UNKNOWN	
TOTAL	\$ 350,000	\$ 44,954	\$ 394,954

Provide an explanation of how the total infrastructure costs for the proposed project were estimated.

- The proposed project costs were estimated based on similar projects and quotes from vendors.

* The lessee will assist with grant administration, procurement and project management at no cost to the city.

** The lessee has agreed to reimburse the city for reasonable documented administrative expenses incurred by Lake City in connection with the Grant application and procurement process.

Part V – Sources and Uses of Non-RIF Funds

Source	Amount Contributed	Type (Loan, Grant, Local Government Funds, Donated Land, or Other Funding)
HAECO Airframe Services, LLC	\$ 622,934	In-kind for grant administration, procurement assistance and project management
HAECO Airframe Services, LLC	\$ UNKNOWN	City Admin Expenses
Totals	\$ 622,934	

Part VI – Participating Party Information (if applicable)

Complete and attach a [Participating Party Information Form](#) for each entity creating or retaining jobs as a result of this project.

- See Appendix IV

Part VII – Application Authorization

I, the undersigned chief elected official or authorized representative of the applicant, certify that to the best of my knowledge:

- a. This application is in all respects fair and submitted in good faith without collusion or fraud;*
- b. If selected through this application process, the recipient will work in good faith and in partnership with the Department of Commerce to manage its grant in a timely and accurate manner;*
- c. The information in this application is accurate; and,*
- d. The undersigned is duly authorized to bind the entity represented in this application.*

Signature of Chief Elected Official or Designee
Signature: _____
Typed Name and Title:
Date:
If signed by a person other than the chief elected official, a signature authorization must be included.

Signature of Application Preparer if not an employee of the Applicant
Signature: _____
Typed Name and Title:
Name of Firm or Agency:

Appendix I

Historical Preservation

August 10, 2023

State Historic Preservation Officer
Compliance and Review Section
Division of Historical Resources
Florida Department of State
500 South Bronough St – 4th Floor
Tallahassee, FL 32399-0250

We are seeking Division Review in relation to Hangar 4 renovation at the Lake City Airport (LCQ). Please find the required information and documentation below and attached.

Division Involvement

Florida Department of Commerce – Florida Rural Infrastructure Fund

Project Address/Location

- 102 SE Academic Ave, Lake City, FL 32025
- section-township-range 01-4S-17
- parcel # 01-4S-17-07466-002 (27869)

Location Maps

See Attached

Photographs

See Attached

Record Search

See Attached

Building Description

Naval Air Station Lake City was commissioned by the US Navy in 1942. Ownership was transferred to the city of Lake City, FL in 1946 when military operations were terminated. According to the Columbia County Property Appraiser, Hangar 4 was constructed in 1960. The hangar is 200 feet wide and 325 feet long with an additional 70 foot wide canopy along the west side. The hangar is 30 feet high. The hangar has a concrete floor with steel frame construction, metal siding and roof. The north and south ends of the hangar are fitted with full width sliding doors (floor to ceiling) to allow aircraft access to the hangar. No alterations/additions are listed on the property appraiser report for hangar 4.

Project Description

The current planning for the renovation of hangar 4 calls for:

- Removal and Replacement of the concrete floor
- Installation of electrical infrastructure to service aircraft ('Power Pits – 2x)
- Removal and Replacement of roof purlins and roof panels
- Removal and Installation of wall panels
- Buildout/renewal of 10,000 ft² supply warehouse
- Buildout/renewal of 3,500 ft² breakroom/restroom
- Buildout/renewal of 2,000 ft² office
- Replacement of existing lighting with new, LED lighting
- Replacement of existing heating with new heaters
- Replacement of existing fire suppression with high expansion foam fire suppression

Contact Information

Mark Yarick
Grants Administrator
HAECO Airframe Services
102 SE Academic Ave
Lake City, FL 32025
386.758.3000 X 46247



This record search is for informational purposes only and does NOT constitute a project review. This search only identifies resources recorded at the Florida Master Site File and does NOT provide project approval from the Division of Historical Resources. Contact the Compliance and Review Section of the Division of Historical Resources at CompliancePermits@dos.MyFlorida.com for project review information.

August 10, 2023

Mark Yarick
Employment Coordinator
T +1 386 758 3000, x46247 |
mark.yarick@haeco.aero



HAECO Airframe Services, LLC
102 SE Academic Ave, Lake City, Florida
32025 United States

In response to your request on August 10, 2023, the Florida Master Site File confirms that Lake City Municipal Airport (FMSF # CO01041) is not listed as part of the National Registry of Historic Places.

This search area may contain *unrecorded* archaeological sites, historical structures or other resources even if previously surveyed for cultural resources.

- **Because vandalism and looting are common at Florida sites, we ask that you limit the distribution of location information on archaeological sites.**
- **While many of our records document historically significant resources, the documentation of a resource at the Florida Master Site File does not necessarily mean the resource is historically significant.**

#

- **Federal, state and local laws require formal environmental review for most projects. This search DOES NOT constitute such a review. If your project falls under these laws, you should contact the Compliance and Review Section of the Division of Historical Resources at CompliancePermits@dos.MyFlorida.com**

Please do not hesitate to contact us if you have any questions regarding the results of this search.

Sincerely,

Eman M. Vovsi, Ph.D.
Florida Master Site File

500 South Bronough Street • Tallahassee, FL 32399-0250 • www.flheritage.com/preservation/sitefile
850.245.6440 ph | 850.245.6439 fax | SiteFile@dos.state.fl.us

Mark Yarick

From: Angelo, Robert <AngeloR@lcfla.com>
Sent: Tuesday, August 15, 2023 9:52 AM
To: Mark Yarick; Growth Management
Subject: RE: attn Robert Angelo

You don't often get email from angelo@lcfla.com. [Learn why this is important](#)

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Mark

To my knowledge the airport and any building at the airport are not in any historic district. According to our historic maps the airport does not lay in the historic district.

Thank You
Robert Angelo
City of Lake City
Growth Management
growthmanagement@lcfla.com
386-719-5820



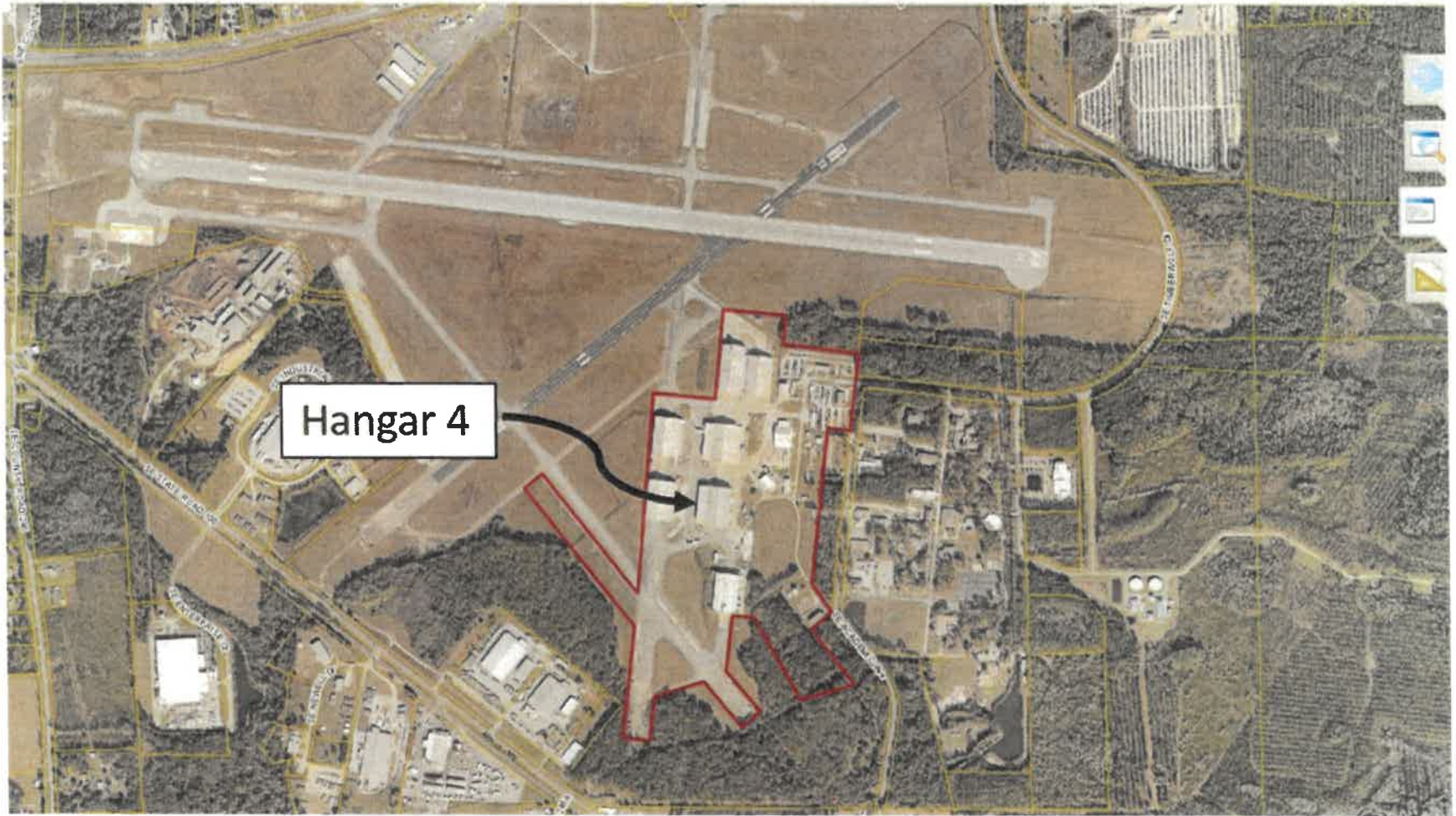
PLEASE NOTE: Florida has a very broad public records law. Most written communications to or from City officials regarding City business are public records available to the public and media upon request. Your email communications may be subject to public disclosure.

From: Mark Yarick <mark.yarick@haeco.aero>
Sent: Friday, August 11, 2023 9:43 AM
To: Growth Management <growthmanagement@lcfla.com>
Subject: attn Robert Angelo

Robert,

I am working on a grant request for some funding regarding one of the hangars at the airport. Because it is >50 years old I am required to check with the state regarding historical significance and the state requires that I have some correspondence from the local government that the property has not been locally designated as (or locally determined to be) a historically significant site or in a designated/recognized historic district or neighborhood. Can you provide me with an email confirming this? Thanks so much for your help. Mark

Mark Yarick
Employment Coordinator
T +1 386 758 3000, x46247 |
mark.yarick@haeco.aero





Hangar 4 – North Side



Hangar 4 – South Side

The building is at 102 SE Academic Ave in lake City, FL 32025 (The Lake City Airport - LCQ)

Specifically we are speaking of Hangar 4 the second hangar on the SE side of the airport – see diagram below.





Hangar 4 – East Side



Hangar 4 – West Side

Columbia County Property Appraiser

Jeff Hampton

Parcel: 01-43-17-07483-002 (27893)

Owner & Property Info

Owner: CITY OF LAKE CITY (LEASED)
102 SE ACADEMIC AVE
LAKE CITY, FL 32026

Site: 102 SE ACADEMIC AVE, LAKE CITY
470 SE ACADEMIC AVE

Description: 114.56 AC BEC 1-43-17, AS PER LEASE FROM CITY OF LAKE CITY.

Area: 114.56 AC

Use Code: MUNICIPAL IMP-NON-EX (9901)

Result: 1 of 6

Aerial Viewer Pictometry Google Maps

2023 2022 2019 2018 2013 Sales



Property & Assessment Values

2022 Certified Values		2023 Working Values	
Mkt Land	\$274,944	Mkt Land	\$274,944
Ag Land	\$0	Ag Land	\$0
Building	\$3,793,743	Building	\$4,033,431
XFOB	\$26,562	XFOB	\$26,562
JurI	\$4,095,299	JurI	\$4,334,937
Class	\$0	Class	\$0
Appraised	\$4,095,299	Appraised	\$4,334,937
SOH Cap	\$0	SOH Cap	\$0
Assessed	\$4,095,299	Assessed	\$4,334,937
Exempt	\$0	Exempt	\$0
Total	county:\$4,095,299 city:\$0 other:\$0	Total	county:\$4,334,937 city:\$0 other:\$0
Taxable	county:\$4,095,299	Taxable	county:\$4,334,937 city:\$0 other:\$0

Sales History

Sale Date	Sale Price	Book/Page	Deed	V/I	Qualification	RCODE
			NONE			

Building Characteristics

Bldg Sketch	Description	Year BR	Base SF	Actual SF	Bldg Value
Sketch	AIR HANGAR (8500)	1980	80848	107060	\$627,112
Sketch	AIR HANGAR (8500)	1980	84000	84000	\$467,712
Sketch	AIR HANGAR (8500)	1980	66000	100760	\$486,114
Sketch	AIR HANGAR (8500)	1980	66000	88750	\$484,182
Sketch	AIR HANGAR (8500)	1980	78000	84800	\$544,248
Sketch	AIR HANGAR (8500)	1980	78000	78000	\$500,604
Sketch	AIR HANGAR (8500)	1980	78000	78000	\$77,638
Sketch	AIR HANGAR (8500)	1980	12470	12470	\$158,304
Sketch	AIR HANGAR (8500)	1980	24283	24843	\$438,991
Sketch	AIR HANGAR (8500)	1981	67800	67800	\$32,602
Sketch	OFFICE LOW (4900)	1950	3728	4040	\$83,904
Sketch	AIR HANGAR (8500)	1950	11780	12364	\$22,934
Sketch	WAREH STOR (8400)	1980	3200	4580	\$29,344
Sketch	WAREH STOR (8400)	1950	6800	6800	\$42,334
Sketch	OFFICE LOW (4900)	1980	5498	5498	\$34,880
Sketch	WAREH STOR (8400)	1950	6720	6720	\$8,888
Sketch	OFFICE LOW (4900)	1980	1268	1268	\$18,361
Sketch	OFFICE LOW (4900)	1980	2520	2520	\$46,271
Sketch	WAREH STOR (8400)	1950	8296	8296	

Extra Features & Out Buildings

Code	Desc	Year BR	Value	Units	Dim
0294	SHED WOOD/VINYL	0	\$400.00	1.00	29 x 16
0294	SHED WOOD/VINYL	0	\$400.00	1.00	40 x 28
0294	SHED WOOD/VINYL	0	\$400.00	1.00	0 x 0
0140	CLFENCE 6	0	\$240.00	1.00	0 x 0
0140	CLFENCE 6	0	\$3,200.00	1.00	0 x 0
0210	GARAGE U	0	\$600.00	1.00	0 x 0
0296	SHED METAL	0	\$7,488.00	1.00	28 x 50
0030	BARN,MT	0	\$4,032.00	1.00	20 x 40
0294	SHED WOOD/VINYL	0	\$1,200.00	1.00	25 x 50
0294	SHED WOOD/VINYL	0	\$3,800.00	1.00	30 x 40
0285	SALVAGE	0	\$4,402.00	1.00	36 x 22

Land Breakdown

Code	Desc	Units	Adjustments	Eff Rate	Land Value
4200	HEAVY MFG (MKT)	114.560 AC	1,0000/1,0000 1,0000/4000000 /	\$2,400 /AC	\$274,944

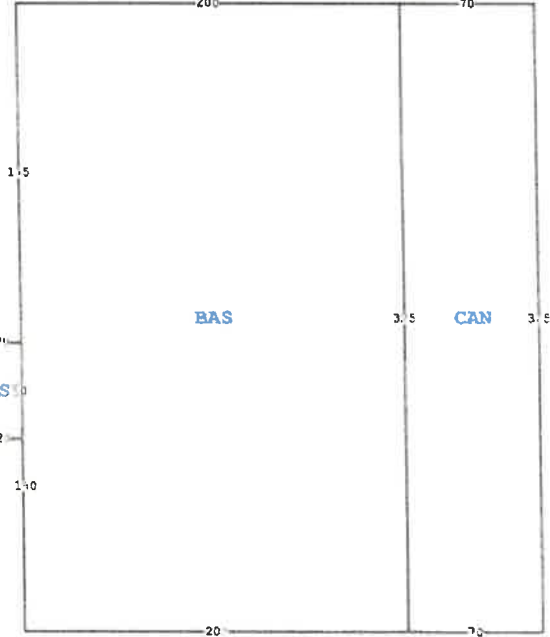


ELEMENT	CD	CONSTRUCTION
Exterior Wall	03	BELOW AVG. 100
Roof Structure	10	STEEL FRMS 100
Roof Cover	01	MINIMUM 100
Interior Wall	01	MINIMUM 100
Interior Floor	03	CONC FINSH 100
Ceiling	04	NONE 100
Air Condition	01	NONE 100
Heating Type	02	CONVECTION 100
Plumbing		15 100
Frame	05	STEEL 100
Story Height		30 100
RMS		0 100
Stories	1.	1. 100
Units		0 100
Condition Adj	03	03 100

TYPE	MDL	EFF. AREA	TOT ADJPTS	EFF. BASE RATE	REPL. COST NEW	AYB	EYB	ECON	FNCT	NORM	% COND
8500	06	72,325	94.3920	32.09	2,320,909	1960	1960	30	0	0.50.00	20.00

COLUMBIA COUNTY PROPERTY VALUATION SUMMARY PAGE 4 of 18 2

VALUATION BY	STANDARD
Tax Group: 2	
BUILDING MARKET VALUE	4,033,431
TOTAL MARKET OB/XF VALUE	26,562
TOTAL LAND VALUE - MARKET	274,944
TOTAL MARKET VALUE	4,334,937
80%/AQL Deduction	0
ASSESSED VALUE	4,334,937
TOTAL EXEMPTION VALUE	0
BASE TAXABLE VALUE	4,334,937
TOTAL JUST VALUE	4,334,937
NCON VALUE	0
INCOME VALUE	0
PREVIOUS YEAR MKT VALUE	



Quality	03 03			
DOR CODE	'8901 MUNICIPAL IMP- NON- EX			
MAP NUM	MKT AREA 06			
NEIGHBORHOOD/LOC	1417.00 1.00/			
AREA TYPE	TOTAL GROSS AREA	PCT OF BASE	TOT ADJ AREA	SUBAREA MARKET VALUE
BAS	65,000	100	65,000	417,170
CAN	22,750	30	6,825	43,803
UST	1,000	50	500	3,209

PERMIT NUM	DESCRIPTION	AMT	ISSUED

OFF RECORD Number	DATE	TYPE INST	Q U	V I	RBN CD	SALE PRICE

TOTALS 88,750 72,325 464,192

102 SE ACADEMIC AVE, LAKE CITY

BLD DATE XP DATE INC DATE
LGL DATE LAND DATE AG DATE

BUILDING NOTES

L N	OB/XF CODE	DESCRIPTION	BLD CAP	L	W	UNITS	UT	Adj R	ADJ UNIT PRICE	ORIG COND	YEAR ON	YEAR ACTUAL	Q	% COND	OB/XF MKT VALUE	NOTES

BUILDING DIMENSIONS
CAN- W70 BAS- W200 S175 UST- W20 S50 E20 N50 S 8150 E200 N 325 S325 E70 N325 S.

L N	USE CODE	CLS	LAND USE DESCRIPTION	CAP	R D	LOC ZONE	FRONT	DEPTH	TOT LAND UTS	UNIT TYPE	DPTH FACT	% COND	TOT ADJ	UNIT PRICE	ADJ UNIT PRICE	LAND VALUE	OTHER ADJUSTMENTS AND NOTES	YEAR	DENSITY	DECL	FRZ	YR	CONSRV

Appendix II

Regulatory Action

Regulatory Action: Per- and Polyfluoroalkyl Substances (PFAS)

The fire suppression systems in 5 of the 7 hangars contain PFAS.

The EPA and DEP are actively evaluating PFAS as a chemical of concern. It appears that the bulk of their activity has to do with detection and remediation. While they have not banned its use, they are flexing their muscles as far as reporting and clean-up in the event of a discharge (see attached information from EPA on PFAS)

HAECO has pro-actively included the replacement of the PFAS fire suppression systems in the hangars of the leasehold in its capital investment plan. This will relieve HAECO of the reporting/cleanup regulations in the event of a discharge.

PFAS Strategic Roadmap: EPA's Commitments to Action 2021–2024



The Agency's Approach

EPA's approach is shaped by the unique challenges to addressing PFAS contamination. EPA cannot solve the problem of “forever chemicals” by tackling one route of exposure or one use at a time. Rather, EPA needs to take a lifecycle approach to PFAS in order to make meaningful progress. PFAS pollution is not a legacy issue—these chemicals remain in use in U.S. commerce. As such, EPA cannot focus solely on cleaning up the downstream impacts of PFAS pollution.

- The Agency needs to also look upstream to prevent new PFAS contamination from entering air, land, and water and exposing communities. As the Agency takes tangible actions both upstream and downstream, EPA will continue to pursue a rigorous scientific agenda to better characterize toxicities, understand exposure pathways, and identify new methods to avert and remediate PFAS pollution. As EPA learns more about the family of PFAS chemicals, the Agency can do more to protect public health and the environment. In all this work,
- EPA will seek to hold polluters accountable for the contamination they cause and ensure disadvantaged communities equitably benefit from solutions.

Consider the Lifecycle of PFAS

EPA will account for the full lifecycle of PFAS, their unique properties, the ubiquity of their uses, and the multiple pathways for exposure.

PFAS are a group of synthetic chemicals that continue to be released into the environment throughout the lifecycle of manufacturing, processing, distribution in commerce, use, and disposal. Each action in this cycle creates environmental contamination and human and ecological exposure. Exacerbating this challenge is that some PFAS persist in the environment. PFAS are synthesized for many different uses, ranging from firefighting foams, to coatings for clothes and furniture, to food contact substances. Many PFAS are also used in industrial processes and applications, such as in the manufacturing of other chemicals and products. PFAS can be released into the environment during manufacturing and processing as well as during industrial and commercial use. Products known to contain PFAS are regularly disposed of in landfills and by incineration, which can also lead to the release of PFAS. Many PFAS have unique properties that prevent their complete breakdown in the environment, which means that even removing PFAS from contaminated areas can create PFAS-contaminated waste. This is currently unregulated in most cases.

Get Upstream of the Problem

EPA will bring deeper focus to preventing PFAS from entering the environment in the first place—a foundational step to reducing the exposure and potential risks of future PFAS contamination.

Intervening at the beginning of the PFAS lifecycle—before they have entered the environment—is a foundational element of EPA's whole-of-agency approach. While hundreds of individual PFAS compounds are in production and use,¹ a relatively

modest number of industrial facilities produce PFAS feedstock,ⁱⁱ and a relatively narrow set of industries directly discharge PFAS into water or soil or generate air emissions in large quantities.ⁱⁱⁱ

- This context helps to pinpoint clear opportunities to restrict releases into the environment. EPA will use its authorities to impose appropriate limitations on the introduction of new unsafe PFAS into commerce and will, as appropriate, use all available regulatory and permitting authorities to limit emissions and discharges from industrial facilities. This approach does not eliminate the need for remediation where releases and exposures have already occurred, but it is a critical step to preventing ongoing concentrated contamination of soil and surface and groundwaters.

→ Hold Polluters Accountable

EPA will seek to hold polluters and other responsible parties accountable for their actions and for PFAS remediation efforts.

Many communities and ecosystems are continuously exposed to PFAS in soil, surface water, groundwater, and air. Areas can be exposed due to their proximity to industrial sites, airports, military bases, land where biosolids containing PFAS have been applied, and other sites where PFAS have been produced or used and disposed of for specific and repeated purposes. When EPA becomes aware of a situation that poses a serious threat to human health or the environment, the Agency will take appropriate action. For other sites where contamination may have occurred, the presence of certain PFAS in these environments necessitates coordinated action to understand what specific PFAS have been released, locations where they are found, where they may be transported through air, soil, and water in the future, and what remediation is necessary. EPA will seek to hold polluters and other responsible parties accountable for their actions, ensuring that they assume responsibility for remediation efforts and prevent any future releases.

Ensure Science-Based Decision-Making

EPA will invest in scientific research to fill gaps in understanding of PFAS, to identify which additional PFAS may pose human health and ecological risks at which exposure levels, and to develop methods to test, measure, remove, and destroy them.

EPA's decisions regarding PFAS will be grounded in scientific evidence and analysis. The current body of scientific evidence clearly indicates that there are real, present, and significant hazards associated with specific PFAS, but significant gaps remain related to the impacts of other PFAS on human health and in the environment. Regulatory development, either at the state or federal level, would greatly benefit from a deeper scientific understanding of the exposure pathways, toxicities, and potential health impacts of less-studied PFAS. The federal government, states, industry, academia, and nonprofit organizations—with appropriate coordination and resources—have the capability to conduct this necessary research.

EPA is conducting new research to better understand the similar and different characteristics of specific PFAS and whether and how to address groups and categories of PFAS. The Agency is focused on improving its ability to address multiple chemicals at once, thereby accelerating the effectiveness of regulations, enforcement actions, and the tools and technologies needed to remove PFAS from air, land, and water.

To break the cycle of contamination and exposure from PFAS, additional research is needed to identify and/or develop techniques to permanently dispose of or destroy these durable compounds. Government agencies, industry, and private laboratories need tools and validated methods to measure PFAS in air, land, and water to identify pollution sources, demonstrate facility compliance, hold polluters accountable, and support communities during and after cleanups.

Goals and Objectives

EPA's comprehensive approach to addressing PFAS is guided by the following goals and objectives.

RESEARCH

Invest in research, development, and innovation to increase understanding of PFAS exposures and toxicities, human health and ecological effects, and effective interventions that incorporate the best available science.

Objectives

- Build the evidence base on individual PFAS and define categories of PFAS to establish toxicity values and methods.
- Increase scientific understanding on the universe of PFAS, sources of environmental contamination, exposure pathways, and human health and ecological effects.
- Expand research on current and emerging PFAS treatment, remediation, destruction, disposal, and control technologies.
- Conduct research to understand how PFAS contribute to the cumulative burden of pollution in communities with environmental justice concerns.

RESTRICT

Pursue a comprehensive approach to proactively prevent PFAS from entering air, land, and water at levels that can adversely impact human health and the environment.

Objectives

- Use and harmonize actions under all available statutory authorities to control and prevent PFAS contamination and minimize exposure to PFAS during consumer and industrial uses.
- Place responsibility for limiting exposures and addressing hazards of PFAS on manufacturers, processors, distributors, importers, industrial and other significant users, dischargers, and treatment and disposal facilities.
- Establish voluntary programs to reduce PFAS use and release.
- Prevent or minimize PFAS discharges and emissions in all communities, regardless of income, race, or language barriers.

REMEDIATE

Broaden and accelerate the cleanup of PFAS contamination to protect human health and ecological systems.

Objectives

- Harmonize actions under all available statutory authorities to address PFAS contamination to protect people, communities, and the environment.
- Maximize responsible party performance and funding for investigations and cleanup of PFAS contamination.
- Help ensure that communities impacted by PFAS receive resources and assistance to address contamination, regardless of income, race, or language barriers.
- Accelerate the deployment of treatment, remediation, destruction, disposal, and mitigation technologies for PFAS, and ensure that disposal and destruction activities do not create new pollution problems in communities with environmental justice concerns.

exemptions and exclusions remain for those PFAS reporters, which significantly limited the amount of data that EPA received for these chemicals in the first year of reporting.^{iv} To enhance the quality and quantity of PFAS information collected through TRI, EPA intends to propose a rulemaking in 2022 to categorize the PFAS on the TRI list as “Chemicals of Special Concern” and to remove the de minimis eligibility from supplier notification requirements for all “Chemicals of Special Concern.” EPA will also continue to update the list of PFAS subject to TRI and expects to announce an additional rulemaking to add more PFAS to TRI in 2022, as required by the 2020 NDAA.

→ **Finalize new PFAS reporting under TSCA Section 8**
Expected Winter 2022

TSCA Section 8(a)(7) provides authority for EPA to collect existing information on PFAS. In June 2021, EPA published a proposed data-gathering rule that would collect certain information on any PFAS manufactured since 2011, including information on uses, production volumes, disposal, exposures, and hazards. EPA will consider public comments on the proposal and finalize it before January 1, 2023. Ultimately, information received under this rule will enable EPA to better characterize the sources and quantities of manufactured PFAS in the United States and will assist the Agency in its future research, monitoring, and regulatory efforts.

Office of Water

Undertake nationwide monitoring for PFAS in drinking water *Final Rule Expected Fall 2021*

The Safe Drinking Water Act (SDWA) establishes a data-driven and risk-based process to assess drinking water contaminants of emerging concern. Under SDWA, EPA requires water systems to conduct sampling for unregulated contaminants every five years. EPA published the proposed Fifth Unregulated Contaminant Monitoring Rule (UCMR 5) in March 2021. As proposed, UCMR 5 would provide new data that is critically needed to improve EPA’s understanding of the frequency that 29 PFAS are found in the nation’s drinking water systems and at what levels. The proposed UCMR 5 would significantly expand the number of drinking water systems participating in the program, pending sufficient appropriations by Congress. The data gathered from an expanded set of drinking water systems would improve EPA’s ability to conduct state and local assessments of contamination, including analyses of potential environmental justice impacts. As proposed, and if funds are appropriated by Congress, all public water systems serving 3,300 or more people and 800 representative public water systems serving fewer than 3,300 would collect samples during a 12-month period from January 2023 through December 2025. EPA is considering comments on the proposed UCMR 5 and preparing a final rule. Going forward, EPA will continue to prioritize additional PFAS for inclusion in UCMR 6 and beyond, as techniques to measure these additional substances in drinking water are developed and validated.

Establish a national primary drinking water regulation for PFOA and PFOS *Proposed Rule Expected Fall 2022, Final Rule Expected Fall 2023*

Under the SDWA, EPA has the authority to set enforceable National Primary Drinking Water Regulations (NPDWRs) for drinking water contaminants and require monitoring of public water

supplies. To date, EPA has regulated more than 90 drinking water contaminants but has not established national drinking water regulations for any PFAS. In March 2021, EPA published the Fourth Regulatory Determinations, including a final determination to regulate Perfluorooctanoic acid (PFOA) and Perfluorooctane sulfonic acid (PFOS) in drinking water. The Agency is now developing a proposed NPDR for these chemicals. As EPA undertakes this action, the Agency is also evaluating additional PFAS and considering regulatory actions to address groups of PFAS. EPA expects to issue a proposed regulation in Fall 2022 (before the Agency's statutory deadline of March 2023). The Agency anticipates issuing a final regulation in Fall 2023 after considering public comments on the proposal. Going forward, EPA will continue to analyze whether NPDR revisions can improve public health protection as additional PFAS are found in drinking water.

Publish the final toxicity assessment for GenX and five additional PFAS

Expected Fall 2021 and Ongoing

EPA plans to publish the toxicity assessments for two PFAS, hexafluoropropylene oxide dimer acid and its ammonium salt. These two chemicals are known as "GenX chemicals." GenX chemicals have been found in surface water, groundwater, drinking water, rainwater, and air emissions. GenX chemicals are known to impact human health and ecosystems. Scientists have observed liver and kidney toxicity, immune effects, hematological effects, reproductive and developmental effects, and cancer in animals exposed to GenX chemicals. Completing a toxicity assessment for GenX is essential to better understanding its effects on people and the environment. EPA can use this information to develop health advisories that will help communities make informed decisions to better protect human health and ecological wellness. The Office of Research and Development is also currently developing toxicity assessments for five other PFAS—PFBA, PFHxA, PFHxS, PFNA, and PFDA.

Publish health advisories for GenX and PFBS

Expected Spring 2022

PFAS contamination has impacted drinking water quality across the country, including in underserved rural areas and communities of color. SDWA authorizes EPA to develop non-enforceable and non-regulatory drinking water health advisories to help Tribes, states, and local governments inform the public and determine whether local actions are needed to address public health impacts in these communities. Health advisories offer a margin of protection by defining a level of drinking water concentration at or below which lifetime exposure is not anticipated to lead to adverse health effects. They include information on health effects, analytical methodologies, and treatment technologies and are designed to protect all lifestages. EPA will publish health advisories for Perfluorobutane sulfonic acid (PFBS) and GenX chemicals based on final toxicity assessments. The Agency will develop accompanying fact sheets in different languages to facilitate access to information on GenX and other PFAS. Going forward, EPA will develop health advisories as the Agency completes toxicity assessments for additional PFAS.

Restrict PFAS discharges from industrial sources through a multi-faceted Effluent Limitations Guidelines program

Expected 2022 and Ongoing

Effluent Limitations Guidelines (ELGs) are a powerful tool to limit pollutants from entering the nation's waters. ELGs establish national technology-based regulatory limits on the level of specified pollutants in wastewater discharged into surface waters and into municipal sewage treatment facilities. EPA has been conducting a PFAS multi-industry study to inform the extent and nature of PFAS discharges. Based on this study, EPA is taking a proactive approach to restrict PFAS discharges from multiple industrial categories. EPA plans to make significant progress in its ELG regulatory work by the end of 2024. EPA has established timelines for action—whether it is data collection

or rulemaking—on the nine industrial categories in the proposed PFAS Action Act of 2021, as well as other industrial categories such as landfills. EPA’s multi-faceted approach entails:

- • Undertake rulemaking to restrict PFAS discharges from industrial categories where EPA has the data to do so—including the guidelines for organic chemicals, plastics and synthetic fibers (OCPSF), metal finishing, and electroplating. Proposed rule is expected in Summer 2023 for OCPSF and Summer 2024 for metal finishing and electroplating.
- Launch detailed studies on facilities where EPA has preliminary data on PFAS discharges, but the data are currently insufficient to support a potential rulemaking. These include electrical and electronic components, textile mills, and landfills. EPA expects these studies to be complete by Fall 2022 to inform decision making about a future rulemaking by the end of 2022.
- Initiate data reviews for industrial categories for which there is little known information on PFAS discharges, including leather tanning and finishing, plastics molding and forming, and paint formulating. EPA expects to complete these data reviews by Winter 2023 to inform whether there are sufficient data to initiate a potential rulemaking.
- • Monitor industrial categories where the phaseout of PFAS is projected by 2024, including pulp, paper, paperboard, and airports. The results of this monitoring, and whether future regulatory action is needed, will be addressed in the Final ELG Plan 15 in Fall 2022.

Leverage NPDES permitting to reduce PFAS discharges to waterways *Expected Winter 2022*

→ The National Pollutant Discharge Elimination System (NPDES) program interfaces with many pathways by which PFAS travel and are released into the environment and ultimately impact people and water quality. EPA will seek to proactively use existing

NPDES authorities to reduce discharges of PFAS at the source and obtain more comprehensive information through monitoring on the sources of PFAS and quantity of PFAS discharged by these sources. EPA will use the effluent monitoring data to inform which industrial categories the Agency should study for future ELGs actions to restrict PFAS in wastewater discharges.

- **Leverage federally-issued NPDES permits to reduce PFAS discharges.** EPA will propose monitoring requirements at facilities where PFAS are expected or suspected to be present in wastewater and stormwater discharges, using EPA’s recently published analytical method 1633, which covers 40 unique PFAS. In addition, EPA will propose, as appropriate, that NPDES permits: 1) contain conditions based on product elimination and substitution when a reasonable alternative to using PFAS is available in the industrial process; 2) require best management practices to address PFAS-containing firefighting foams for stormwater permits; 3) require enhanced public notification and engagement with downstream communities and public water systems; and 4) require pretreatment programs to include source control and best management practices to protect wastewater treatment plant discharges and biosolid applications.
- **Issue new guidance to state permitting authorities to address PFAS in NPDES permits.** EPA will issue new guidance recommending that state-issued permits that do not already include monitoring requirements for PFAS use EPA’s recently published analytical method 1633, which covers 40 unique PFAS, at facilities where PFAS is expected or suspected to be present in wastewater and stormwater discharges. In addition, the new guidance will recommend the full suite of permitting approaches that EPA will use in federally-issued permits. The guidance will enable communities to work closely with their state permitting authorities to suggest monitoring at facilities suspected of containing PFAS.

Office of Land and Emergency Management

Propose to designate certain PFAS as CERCLA hazardous substances

Proposed rule expected Spring 2022; Final rule expected Summer 2023

→ EPA is developing a Notice of Proposed Rulemaking to designate PFOA and PFOS as Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA) hazardous substances. Such designations would require facilities across the country to report on PFOA and PFOS releases that meet or exceed the reportable quantity assigned to these substances. The hazardous substance designations would also enhance the ability of federal, Tribal, state, and local authorities to obtain information regarding the location and extent of releases. EPA or other agencies could also seek cost recovery or contributions for costs incurred for the cleanup. The proposed rulemaking will be available for public comment in Spring 2022. The Agency commits to conducting robust stakeholder engagement with communities near PFAS-contaminated sites.

Issue advance notice of proposed rulemaking on various PFAS under CERCLA

Expected Spring 2022

In addition to developing a Notice of Proposed Rulemaking designating PFOA and PFOS as hazardous substances under CERCLA, EPA is developing an Advance Notice of Proposed Rulemaking to seek public input on whether to similarly designate other PFAS. The Agency may request input regarding the potential hazardous substance designation for precursors to PFAS, additional PFAS, and groups or subgroups of PFAS. The Agency will engage robustly with communities near PFAS-contaminated sites to seek their input

and learn about their lived experiences. Going forward, EPA will consider designating additional PFAS as hazardous substances under CERCLA as more specific information related to the health effects of those PFAS and methods to measure them in groundwater are developed.

Issue updated guidance on destroying and disposing of certain PFAS and PFAS-containing materials

Expected by Fall 2023

The 2020 NDAA requires that EPA publish interim guidance on destroying and disposing of PFAS and certain identified non-consumer PFAS-containing materials. It also requires that EPA revise that guidance at least every three years, as appropriate. EPA published the first interim guidance in December 2020 for public comment. It identifies three technologies that are commercially available to either destroy or dispose of PFAS and PFAS-containing materials and outlines the significant uncertainties and information gaps that exist concerning the technologies' ability to destroy or dispose of PFAS while minimizing the migration of PFAS to the environment. The guidance also highlights research that is underway and planned to address some of these information gaps. Furthermore, the interim guidance identifies existing EPA tools, methods, and approaches to characterize and assess the risks to disproportionately impacted people of color and low-income communities living near likely PFAS destruction or disposal sites. EPA's updated guidance will address the public comments and reflect newly published research results. Since the publication of the interim guidance, EPA and other agencies have been conducting relevant research on destruction and disposal technologies. EPA anticipates that additional research data will become available starting in 2022. EPA will update the guidance when sufficient useful information is available and no later than the statutory deadline of December 2023.

Cross-Program

Engage directly with affected communities in every EPA Region *Expected Fall 2021 and Ongoing*

EPA must fully understand the challenges facing individuals and communities grappling with PFAS contamination to understand their lived experiences and determine the most effective interventions. As recommended by the National Environmental Justice Advisory Council (NEJAC), EPA will meet with affected communities in each EPA Region to hear how PFAS contamination impacts their lives and livelihoods. EPA will use the knowledge from these engagements to inform the implementation of the actions described in this roadmap. EPA will also use the input to develop and share information to reduce potential health risks in the near term and help communities on the path to remediation and recovery from PFAS contamination.

Use enforcement tools to better identify and address PFAS releases at facilities *Ongoing Actions*

EPA is initiating actions under multiple environmental authorities—RCRA, TSCA, CWA, SDWA and CERCLA—to identify past and ongoing releases of PFAS into the environment at facilities where PFAS has been used, manufactured, discharged, disposed of, released, and/or spilled. EPA is conducting inspections, issuing information requests, and collecting data to understand the level of contamination and current risks posed by PFAS to surrounding communities and will seek to address threats to human health with all its available tools. For example, EPA’s enforcement authorities allow the Agency, under certain circumstances, to require parties responsible for PFAS contamination to characterize the nature and extent of PFAS contamination, to put controls in place to expeditiously limit future releases, and to address contaminated drinking water, soils, and other contaminated media.

When EPA becomes aware of a potential imminent and substantial endangerment situation where PFAS poses a threat to human health, the Agency will swiftly employ its expertise to assess the situation and take appropriate action, including using statutorily authorized powers.

Accelerate public health protections by identifying PFAS categories *Expected Winter 2021 and Ongoing*

To accelerate EPA’s ability to address PFAS and deliver public health protections sooner, EPA is working to break the large, diverse class of PFAS into smaller categories based on similarities across defined parameters (such as chemical structure, physical and chemical properties, and toxicological properties). EPA plans to initially categorize PFAS using two approaches. In the first approach, EPA plans to use toxicity and toxicokinetic data to develop PFAS categories for further hazard assessment and to inform hazard- or risk-based decisions. In the second approach, EPA plans to develop PFAS categories based on removal technologies using existing understanding of treatment, remediation, destruction, disposal, control, and mitigation principles.

EPA plans to use the PFAS categories developed from these two approaches to identify gaps in coverage from either a hazard assessment or removal technology perspective, which will help EPA prioritize future actions to research, restrict, and remediate PFAS. For example, EPA may choose to prioritize research to characterize the toxicity of PFAS that are not being addressed by regulations that require the implementation of removal technologies. Conversely, EPA may prioritize research to evaluate the efficacy of technologies designed to remove PFAS that are included in a hazard-based category with relatively higher toxicities. To support coordination and integration of information across PFAS categories, EPA plans to develop a PFAS categorization database that will capture key characteristics of individual PFAS, including category assignments.

Appendix III

Comprehensive Plan

North Central Florida Comprehensive Economic Development Strategy

2023-2027



North Central Florida
Regional Planning Council - DRAFT

July 2022



D. Strategic Projects, Programs and Activities - Vital Project Areas of the North Central Florida Economic Development District

1. Talent Supply & Education

- a. Support the development of educational programs to increase the labor force in the healthcare and life sciences industry.

**"Vital Project Areas
focus on strengthening
the regional economy."**

2. Innovation & Economic Development

- a. Support the development of the catalyst sites for the North Central Florida Rural Area of Opportunity.
- b. Support the development and expansion of regional business incubators and research parks.

3. Infrastructure & Growth Leadership

- a. Support continuing improvements to multi-modal infrastructure, including highway interchanges along interstate corridors, railway corridors, airport facilities and broadband infrastructure.

4. Business Climate & Competitiveness

- a. Support streamlining processes at the local level to encourage new businesses to open and help existing businesses thrive.
- b. Educate government and businesses on continuity and recovery plans in the event of natural or man-made disasters to address workforce retention and ensure access to loan and other assistance programs.

5. Civic & Governance Systems

- a. Support programs to educate local government officials in the fundamentals of economic development.

6. Quality of Life & Quality Places

- a. Support regional tourism promotional initiatives.



8. Regional Economic Clusters

A regional Targeted Industry study was conducted as part of the Rural Economic Development Catalyst Project led by the State of Florida's public-private partnership, Enterprise Florida, Inc., to identify those industries with the greatest potential for creating high value-added jobs, capital investment, and economic benefits in the region. These industries are either currently expanding or have potential for high-wage job growth.

a. Logistics & Distribution

Although the logistics and distribution sector is growing in the region, it is still considered under-represented compared to national average employment, as the share of industry employment remains below that of the nation. The combination of a strong growth rate and room for expansion in the industry is a positive indicator for future economic opportunities in this sector. In addition, the development of the North Florida Mega Industrial Park in Columbia County will provide direct access to the deep water port in Jacksonville with increased activity from the completion of the Panama Canal expansion.

b. Building Component Design and Manufacturing

While the Building Component Design and Manufacturing industry has declined across the nation, it experienced significant growth in the region as manufacturers of building components expanded in the region to meet the demands of the fast growing Florida market. The strength of the region in wood products and fabricated metals, two key components of the building component design and manufacturing sector, are anticipated to be a growth industry for the region.



c. Aviation Services and Products

The region possesses a national caliber aviation services industry due to the presence of a major maintenance, repair and overhaul company, HAECO headquartered in Lake City (Columbia County). They service military transport planes, commercial jetliners and private aircraft. Customers have included the U.S. Coast Guard, Delta and United Airlines, as well as overseas companies. The aviation maintenance, repair and overhaul industry is anticipated to continue to grow considerably for several years, and should provide additional growth opportunities for the region. Other fast growing segments of the aviation market, such as Very Light Jets, will give the region an opportunity to expand in aircraft parts manufacturing as well building on its momentum in the maintenance, repair and overhaul segment.



c. Anticipated Economic Development Investments

i. Comprehensive Economic Development Strategy Priority Project Areas

The Comprehensive Economic Development Strategy Priority Project Areas serve as the roadmap for future economic development projects in the region. Future projects that fall within one of the priority project categories and are consistent with the goals and objectives of the Comprehensive Economic Development Strategy will be eligible for funding from the U.S. Economic Development Administration.

1. **Talent Supply & Education** - Support the development of educational programs to increase the labor force in the healthcare and life sciences industry.
2. **Innovation & Economic Development** - Support the development of the catalyst sites for the North Central Florida Rural Area of Opportunity and the development and expansion of regional business incubators and research parks.
- 3. **Infrastructure & Growth Leadership** - Support continuing improvements to multi-modal infrastructure, including highway interchanges along interstate corridors, railway corridors, airport facilities and broadband infrastructure.
4. **Business Climate & Competitiveness** - Support streamlining processes at the local level to encourage new businesses to open and help existing businesses thrive as well as projects which improve the economic resiliency of the region to natural and man-made disasters.
5. **Civic & Governance Systems** - Support programs to educate local government officials in the fundamentals of economic development.
6. **Quality of Life & Quality Places** - Support regional tourism promotional initiatives.



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North Central Florida Region Regional Planning Council

2009 NW 67th Place, Gainesville, FL 32653-1603



www.ncfrpc.org

Appendix IV

Participating Party Information

Rural Infrastructure Fund Application Participating Party Information Form



Applicant Name: City of Lake City, (Lake City Gateway Airport – LCQ)

Provide the following information, as applicable, for the entity creating or retaining jobs as a result of the proposed project. Complete separate forms for additional Participating Parties.

Name of Entity: HAECO Airframe Services, LLC

Physical Address: 102 SE Academic Ave, Lake City, FL 32025

Contact Person Name: Mark Yarick

Mailing Address: 102 SE Academic Ave, Lake City, FL 32025

Email: mark.yarick@haeco.aero **Telephone Number:** (386) 758-3000

Principal Business Activity: Commercial Aircraft Repair and Maintenance

Type of Facility: New Existing Expansion

Number of Permanent Full Time Equivalents (FTE) Generated/Retained: 120 New 650 Retained

Anticipated annualized average wage (excluding benefits) of jobs created or retained: \$ 55,000

Anticipated annualized average value of benefits associated with each job created or retained: \$ 16,500

New capital investment generated (excluding product inventory): \$ 17,872,913

Description of capital investment in real and personal property (excluding product inventory) (e.g. construction or remodeling of a facility; upgrading, replacing, or buying new equipment): Renovation - Hangar 4, Cent.

Accum. Bldg. (new construction), Wastewater Upgrade, new aircraft ingress/egress stands, new electric high reach/man-lift (lease), new A/C units, Hangar fire suppression and roof upgrades

Provide a scanned copy in pdf format of a letter from the officer of the Participating Party that includes/verifies the following information:

- Number and average hourly wage of permanent FTEs generated/retained
- Expected amount of capital investment
- Importance of project infrastructure required to the entity's ability to provide the specific employment opportunities.



August 18, 2023

Florida Department of Commerce
107 E Madison St – MSC 400
Tallahassee, FL 32399-6508

To Whom It May Concern:

The leasehold infrastructure at the Lake City Airport has operated as a Maintenance, Repair and Overhaul (MRO) facility performing heavy commercial and military aircraft maintenance continuously for more than 60 years. In the early 1960's it operated under the banner of the Georgia-based Aero Corporation. Then, in the late 1990's, Aero was acquired by TIMCO. Most recently, in 2018, TIMCO was acquired by HAECO.

Regardless of which entity name is on the lease, I think it is fair to say that this leasehold infrastructure belongs to the North Florida Community and the tens of thousands of North Floridians who have repaired aircraft here.

It is almost impossible to measure the impact this facility has had on the community over the last 60 years in terms of the local economy, careers, families, investment in the community, etc. and the future of this enterprise is bright.

The demand for the services we provide continues to outpace our present capacity. The renovation of Hangar 4, along with the construction of a central accumulation building and the upgrade to our wastewater system is the first phase of more than \$17 million of leasehold improvements we have planned through 2027. These improvements are focused on increasing our capacity to meet market demand.

We anticipate the renovation of Hangar 4 into a fully functioning asset, along with the construction of a central accumulation facility and the upgrade to our wastewater system will result in the addition of 120 new full-time positions to our present 650 member workforce. We project the average hourly wage for these new positions will be \$26.50.

I would also like to highlight another HAECO capital investment – our workforce. HAECO is committed to hiring and training local North Floridians. This has always been a part of the Lake City business model. Each year we hire close to 100 non-experienced, entry-level employees for the sole purpose of offering them a career in the aviation industry. Some are transitioning from other industries and some are just starting their employment journey. Through our Registered Apprenticeship Program (RAP), our On-the-job training (OJT), and our mentorship program, we offer these employees the opportunity to build a career in aviation. Our commitment to this capital investment has been evident throughout our history and is a key to our success going forward.

Thank you for your consideration of the city's request for infrastructure funding. I'm sure you will agree that this facility demonstrates the kind of proven track record that lends confidence to the projected returns on this investment.

Mark Easton
General Manager

Project Detail Sheet – 231106

Hangar 4 Renovation and Central Accumulation Building Construction

This Project Detail Sheet is in accordance with the terms and conditions of the MOU between the city of Lake City (“Lake City”) and HAECO Airframe Services, LLC (“HAECO”) dated October XX, 2023.

Summary of Project:

- Hangar 4 renovation
 - Replacement of Hangar 4 floor, siding and roof
 - Replacement/Upgrade of Electrical system, Heating, Lighting and Fire Suppression
 - Buildout/Renewal of warehouse, offices, breakroom and restrooms
- New construction of 5,000 ft² Central Accumulation Building for aggregation, storage and removal of facility waste

Funding Program:

Florida Rural Infrastructure Fund Program from FloridaCommerce Bureau of Small Cities and Rural Communities

Submission Deadline: November 6th, 2023

Match Requirements: NONE

Non-Grant Funded Expenses provided by HAECO

In-Kind expenses in the form of Grant Administration, Procurement Assistance and Project Management provided by HAECO.

Expected Total Project Cost and Grant Ask:

- | | |
|--|--------------|
| • Hangar 4 Renovation | \$ 4,500,000 |
| • Central Accumulation Building Construction | \$ 350,000 |
| • In-Kind cost projection | \$ 622,934 |
| • City Admin Expenses (Paid by HAECO) | UNKNOWN |
| • Expected Total Project Cost | \$ 5,472,934 |
| • Grant Ask | \$ 4,850,000 |

Approved by:

HAECO:

Lake City:
