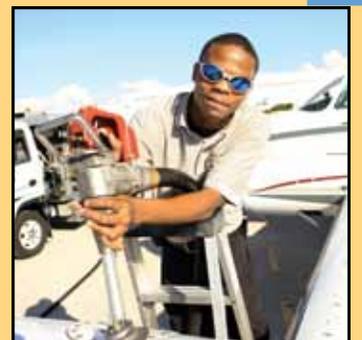




**WELCOME TO  
FLORIDA  
AVIATION**





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# Economic Impact Study

**F**lorida's Gross State Product (GSP) of \$744.1 billion is ranked as the fourth largest in the nation and the largest among southeastern states. Annual economic activity at Florida airports is responsible for more than 8.5 percent of Florida's GSP.

The largest driver of Florida's economy is international trade. Air cargo shipments account for more than one third of Florida's international trade dollars. The economic impact of air cargo in Florida totals \$6.6 billion each year.

The second largest driver of Florida's economy is travel and tourism. Well over half of Florida's visitors arrive each year by air.

## Economic Impact Summary

Airports in Florida make the following annual contributions

- Generate more than \$97 billion annually in economic activity
- Support more than 1.0 million jobs
- Provide more than \$30.6 billion annually in payroll
- Support the world's largest flight training program
- Support airline passenger growth that is double the national average.

## Commercial Airports

Florida's 21 commercial airports provide the following annual economic impact:

- 946,382 Jobs
- \$28.8 billion in Payroll
- \$91 billion in Total Economic Activity

## General Aviation Airports

Florida's 107 general aviation airports provide the following annual economic impact:

- 54,250 Jobs
- \$1.8 billion in Payroll
- \$6 billion in Total Economic Activity

## Military Airfields

Florida's 12 major military airfields provide the following annual economic impacts:

- 116,860 Jobs
- \$5.9 billion in Payroll
- \$10.8 billion in Total Economic Activity

(This study included: Eglin AFB, Hurlburt Field AFB, MacDill AFB, Patrick AFB, Tyndall AFB, NAS Jacksonville, NAS Key West, NAS Mayport, NAS Pensacola, NAS Whiting Field, Homestead ARB, and Avon Park Air Force Range)



# System of General Aviation Airports

Airport	Associated City	Annual Operations 2008	Based Aircraft
Airglades	Clewiston	11,527	27
Airport Manatee	Palmetto	8,000	70
Albert Whitted	St Petersburg	84,330	184
Apalachicola Regional	Apalachicola	24,375	57
Arcadia Municipal	Arcadia	19,370	31
Arthur Dunn Air Park	Titusville	40,450	80
Avon Park Executive	Avon Park	32,400	61
Bartow Municipal	Bartow	47,967	149
Belle Glade State Municipal	Belle Glade	1,800	8
Bob Lee Flight Strip	Deland	3,000	16
Bob Sikes	Crestview	59,479	49
Bob White Field	Zellwood	20,000	76
Boca Raton	Boca Raton	87,808	227
Buchan	Englewood	2,500	7
Calhoun County	Blountstown	1,020	3
Carrabelle-Thompson	Carrabelle	524	6
Cecil Field	Jacksonville	75,968	72
Chalet Suzanne Air Strip	Lake Wales	5,000	7
Clearwater Air Park	Clearwater	50,590	130
Coastal	Pensacola	14,000	17
Costin	Port St Joe	5,000	7
Craig Municipal	Jacksonville	133,351	321
Cross City	Cross City	20,000	16
Crystal River	Crystal River	28,520	46
Dade-Collier Training and Transition	Miami	14,468	0
Defuniak Springs	De Funiak Springs	15,000	18
Deland Municipal-Sidney H Taylor Field	Deland	77,710	183
Destin-Ft Walton Beach	Destin	51,493	83
Downtown Fort Lauderdale Heliport	Fort Lauderdale	250	0
Dunnellon/Marion County & Park of Commerce	Dunnellon	15,000	47
Everglades Airpark	Everglades	4,991	8
Executive	Orlando	133,373	293
Ferguson	Pensacola	67,500	50
Fernandina Beach Municipal	Fernandina Beach	50,000	72
Flagler County	Palm Coast	202,460	80
Flying Ten	Archer	30,000	8
Ft Lauderdale Executive	Fort Lauderdale	180,081	708
Ft Walton Beach	Navarre	8,030	8
George T Lewis	Cedar Key	4,000	3
Herlong	Jacksonville	80,700	79
Hernando County	Brooksville	78,000	168
Hilliard	Hilliard	5,000	22
Homestead General Aviation	Homestead	75,667	64
Immokalee Regional	Immokalee	18,980	59
Indiantown	Indiantown	5,000	67
Inverness	Inverness	15,000	42
Jack Browns SPB	Winter Haven	10,000	15
Kendall-Tamiami Executive	Miami	308,346	422
Keystone Airpark	Keystone Heights	32,400	66
Kissimmee Gateway	Orlando	151,838	210
La Belle Municipal	La Belle	22,000	60
Lake City Municipal	Lake City	28,614	36
Lake Wales Municipal	Lake Wales	7,000	22
Lakeland Linder Regional	Lakeland	118,175	165

Airport	Associated City	Annual Operations 2008	Based Aircraft
Leesburg International	Leesburg	66,372	200
Marco Island	Marco Island	14,580	34
Marianna Municipal	Marianna	28,016	39
Massey Ranch Airpark	New Smyrna Beach	43,140	98
Merritt Island	Merritt Island	113,500	225
Miami SPB	Miami	0	0
Mid Florida Air Service	Eustis	21,024	63
New Hibiscus Airpark	Vero Beach	14,700	19
New Smyrna Beach Municipal	New Smyrna Beach	179,396	171
North Palm Beach County General Aviation	West Palm Beach	75,391	243
North Perry	Hollywood	174,593	302
Oak Tree Landing	High Springs	200	0
Ocala International-Jim Taylor Field	Ocala	86,601	142
Okeechobee County	Okeechobee	60,000	43
Opa-locka Executive	Miami	104,617	300
Orlando Apopka	Apopka	21,900	43
Ormond Beach Municipal	Ormond Beach	162,352	99
Page Field	Fort Myers	71,033	336
Palatka Municipal-Lt. Kay Larkin Field	Palatka	40,596	64
Palm Beach County Glades	Pahokee	38,000	3
Palm Beach County Park	West Palm Beach	145,000	340
Perry-Foley	Perry	18,400	5
Peter O Knight	Tampa	50,598	114
Peter Prince Field	Milton	93,950	90
Pierson Municipal	Pierson	14,040	18
Pilot Country	Brooksville	14,000	82
Plant City	Plant City	49,548	84
Pompano Beach Airpark	Pompano Beach	116,954	158
River Ranch Resort	River Ranch	1,690	0
Quincy Municipal	Quincy	6,240	52
Sebastian Municipal	Sebastian	47,800	66
Sebring Regional	Sebring	103,087	52
Shell Creek Airpark	Punta Gorda	2,190	6
South Lakeland	Lakeland	12,000	49
Space Coast Regional	Titusville	131,528	138
St George Island	Apalachicola	500	0
St Lucie County International	Fort Pierce	160,277	211
Suwannee County	Live Oak	16,300	39
Tallahassee Commercial	Tallahassee /Havana	2,600	4
Tampa Executive	Tampa	66,712	152
Tampa North Aero Park	Tampa	9,000	38
The Florida Keys Marathon	Marathon	65,041	103
Tri-County	Bonifay	18,100	24
Umatilla Municipal	Umatilla	5,000	16
Valkaria	Malabar	14,400	67
Venice Municipal	Venice	40,666	231
Vero Beach Municipal	Vero Beach	185,822	194
Wakulla County	Panacea	5,475	2
Wauchula Municipal	Wauchula	8,200	47
Williston Municipal	Williston	14,500	71
Winter Haven's Gilbert	Winter Haven	80,050	189
Witham Field	Stuart	65,914	256
Zephyrhills Municipal	Zephyrhills	53,112	159

# System of Commercial Airports



Airport	Associated City	Enplanements 2008
Charlotte County	Punta Gorda	53,073
Daytona Beach International	Daytona Beach	282,784
Ft Lauderdale/Hollywood International	Fort Lauderdale	11,020,091
Gainesville Regional	Gainesville	136,623
Jacksonville International	Jacksonville	2,965,973
Key West International	Key West	231,339
Melbourne International	Melbourne	145,117
Miami International	Miami	16,377,488
Naples Municipal	Naples	3,316
Northwest Florida-Panama City International*	Panama City	161,236
Northwest Florida Regional / Eglin AFB	Valparaiso	373,808
Orlando International	Orlando	17,288,480
Orlando Sanford International	Orlando	927,188
Palm Beach International	West Palm Beach	3,232,009
Pensacola Regional	Pensacola	771,917
Sarasota/Bradenton International	Sarasota	753,126
Southwest Florida International	Fort Myers	3,770,681
St Augustine	St. Augustine	19,573
St Petersburg-Clearwater International	St. Petersburg/Clearwater	363,725
Tallahassee Regional	Tallahassee	399,094
Tampa International	Tampa	8,871,917
<b>Totals</b>		<b>68,148,558</b>

\*Name is pending change to Northwest Florida Beaches International.



*Miami International*

# Funding the State's Aviation Program



Revenues from the Aviation Fuel Tax are deposited into the State Transportation Trust Fund.

## State Transportation Fund

State Transportation Trust Fund Fiscal Year 2009-10 Receipts		
SOURCE	AMOUNT (Millions)	PERCENT
Federal Aid	\$1,845	34.51%
Fuel Tax	\$1,788	33.45%
Reimbursements/Participations	\$740	13.84%
Motor Vehicle Fees	\$670	12.53%
Rental Car Surcharge	\$92	1.72%
Miscellaneous Revenue	\$82	1.26%
Documentary Stamps	\$76	1.42%
Aviation Fuel Tax	\$43	0.80%
Interest	\$11	0.21%
<b>Total</b>	<b>\$5,346</b>	<b>100.00%</b>

The Florida Legislature annually appropriates a portion of the State Transportation Fund to the State Aviation Program.

## Where State Aviation Funds Are Used

### State Transportation Trust Fund

### State Aviation Program

#### Airport Improvement Program

**Eligibility:**

All publicly owned Florida airports that are open to the public.

**Projects:**

Capital projects on airport property and off-site mitigation related projects.

#### Discretionary Capacity Program

**Eligibility:**

Airports with scheduled intercontinental service.

**Projects:**

Capacity related improvement projects, including off airport access.

#### Strategic Intermodal System Aviation Component

**Eligibility:**

Primarily commercial service airports meeting transportation and economic impact criteria.

**Projects:**

Capital projects, focus on mobility between economic regions.

State Aviation Program funds are distributed to the Airport Improvement Program and the Discretionary Capacity Program. Funding policies give priority to matching federal funds, safety and security. Strategic Intermodal System funds, which include selected high priority aviation projects, are distributed through a separate statewide process with funding directed toward projects meeting system goals and objectives. In some cases, airport projects are eligible for funding from other programs such as the Intermodal Program.

\$40 million in Aviation Fuel Tax is estimated to be received in fiscal year 2011, while \$129.9 million is appropriated to the Aviation Program.

Cumulative unfunded projects total \$6.4 billion for the five fiscal years 2011-2015.

### Florida's Aviation Needs (\$ Millions)

Fiscal Year	2011	2012	2013	2014	2015	Total
Capacity	412	452	514	368	345	2,090
Preservation	424	445	324	300	390	1,883
Revenue /Operational	217	267	225	226	732	1,667
Safety	95	98	121	137	56	507
Environment	51	52	44	61	23	231
Security	29	22	6	8	18	82
<b>Totals</b>	<b>1,228</b>	<b>1,336</b>	<b>1,234</b>	<b>1,100</b>	<b>1,563</b>	<b>6,461</b>

### State Aviation Funding (\$ Millions)

Fiscal Year	2011	2012	2013	2014	2015
Airport Improvement Program	85	91	87	86	89
Discretionary Capacity	30	28	31	31	5
Strategic Intermodal System	0	9	24	0	6
Other Programs	7	7	5	8	8
<b>Totals</b>	<b>122</b>	<b>135</b>	<b>147</b>	<b>125</b>	<b>108</b>



# Strategic Intermodal System (SIS)



**Florida's Strategic Intermodal System** is a transportation system that . . .

- Is made up of statewide and regionally significant facilities and services (**strategic**)
- Contains all forms of transportation for moving both people and goods, including linkages that provide for smooth and efficient transfers between modes and major facilities (**intermodal**)
- Integrates individual facilities, services, forms of transportation (modes) and linkages into a single, integrated transportation network (**system**)

The SIS is a statewide network of high-priority transportation facilities, including the state's largest and most significant commercial service airports, spaceport, deepwater seaports, freight rail terminals, passenger rail and intercity bus terminals, rail corridors, waterways and highways. These facilities are the workhorses of Florida's transportation system, carrying more than 99 percent of all commercial air passengers and cargo, virtually all waterborne freight and cruise passengers, almost all rail freight, 89 percent of all interregional rail and bus passengers and more than 70 percent of all truck traffic and 55 percent of total traffic on the State Highway System.

[www.dot.state.fl.us/planning/sis/](http://www.dot.state.fl.us/planning/sis/)

**Source:** FDOT Office of Policy Planning, 2009 *Pocket Guide to Florida Transportation Trends and Conditions*

# Aviation Programs - Development

## Aviation Grant Program

All public-owned, public-use airports in Florida are eligible to receive state funding. In general, Florida law allows FDOT to fund any capital project that resides on airport property and any services that lead to capital projects, such as planning and design services. The only “off-airport” projects eligible for funding are for the purchase of land for mitigation purposes, noise mitigation costs, purchase of aviation easements, and right-of-way access projects for intercontinental airports. To be eligible for department grants, each project must be consistent with the airport’s role as defined in the Florida Aviation System Plan and capital projects must be part of an FDOT approved airport master plan or airport layout plan. The Aviation Grant Program includes:

- **Airport Planning** (Master Plans/Layout Plans, Noise, Economic, and Environmental Studies)
- **Airport Improvement** (Airside/Landside Capital Projects, Preservation, Safety, and Drainage)
- **Land Acquisition** (New/Mitigation Land, Easement, Right-of-Way, and Approach Clear Zone)
- **Economic Development** (Lease Buildings/Terminals and Industrial Park Facilities/Marketing)

## Florida Aviation System Plan

In 2005, the state finished an innovative update of the Florida Aviation System Plan (FASP) 2025. It incorporates traditional aviation system planning elements provided for in most state aviation system plans. FASP 2025 also includes a top-down/bottom up-approach as well as an analysis of the economic impact of airports on local communities and the state. The Continuing Florida Aviation System Planning Process (CFASPP) is a method used within the state to continually receive airport and stakeholder input. It determines the developmental requirements to best meet changing aviation needs and demands. [www.cfaspp.com/fasp](http://www.cfaspp.com/fasp)

## Florida Airport Master Plans

The Florida Aviation System Plan provides guidance on the development of individual airport master plans which leads to the development of the airport Capital Improvement Program (CIP). The Florida

Department of Transportation has developed an airport master planning guidebook for airport owners/sponsors, operators, and consultants for airports throughout the state. It provides guidance in the development, preparation, and use of airport master planning documents in Florida. The FDOT Guidebook for Airport Master Planning was updated in April 2010 and posted on the FDOT Aviation Office Website. [www.dot.state.fl.us/Aviation/planning.shtm](http://www.dot.state.fl.us/Aviation/planning.shtm)

## Florida Statewide Aviation Economic Impact Study

An update of the Florida Statewide Aviation Economic Impact Study was completed in March 2010. This report, prepared as part of the update to the Florida Aviation System Plan (FASP), provides the estimated, annual economic impact that 19 commercial service airports, 102 public-use general aviation airports, and 11 military aviation facilities have on the economy of the State of Florida. This study includes economic impacts of various on-airport and off-airport aviation related activities. Economic benefits in this study are expressed as direct, indirect, and induced (multiplier) impacts. For each of these measures, economic benefits are expressed in terms of total annual economic activity (output), employments, and payroll (earnings). This study is posted on the FDOT Aviation Office Website. [www.dot.state.fl.us/Aviation/economicimpact.shtm](http://www.dot.state.fl.us/Aviation/economicimpact.shtm)

## Airport Pavement Management System

The Pavement Management System program tracks FDOT pavement conditions at Florida’s public airports, identifies maintenance needs, automates information management, and establishes standards to address future needs. The Aviation Office helps educate pavement inspectors to understand the structure of a layout sketch, locate sample units and identify the different types of distresses, quantities and severity used to calculate the Pavement Condition Index. The program gives airports the necessary data to prioritize pavement maintenance and rehabilitation, determine scheduling, perform material evaluations and support design considerations. The program also provides airports a recommended capital improvement plan and various funding scenarios. The FDOT provides this service on behalf of our airports to satisfy federal law and funding requirements.

# Aviation Programs - Operations



## **Public Airport Site Approval, Inspection & Licensing**

FDOT implements a site approval process for proposed public-use airports in our state in order to help protect the public health, safety, and general welfare. Inspection and licensing of new and existing public-use airports is accomplished on an annual basis. This is a joint effort between FAA inspectors for Florida's 21 commercial service airports and FDOT for the 107 general aviation airports. Provisions for these requirements are contained in Chapter 330, Florida Statutes and Chapter 14-60, Florida Administrative Code.

## **Private Airport Site Approval & Registration**

Florida law changed regarding private-use airports, effective October 1, 2003. Like public-use airports, above, the law still requires prior site approval by the department for newly proposed private-use airports. However, changes to Chapter 330, Florida Statutes and Chapter 14-60, Florida Administrative Code now require only certification of required preliminary information by the owner for airport site approval plus subsequent certification of airport data en lieu of previously required inspection and licensing. To facilitate the process, go to [www.floridaprivateairport.com](http://www.floridaprivateairport.com).



## **Airport Compatible Land Use**

FDOT aviation staff assist communities with development and implementation of local airport zoning ordinances. Florida law is clear in its finding that certain activities and uses of land in the immediate vicinity of airports are not compatible with normal airport operations and may pose a danger to the lives and property of users of the airport and occupants of land in its vicinity. The staff works to ensure local ordinances are consistent with Chapter 333, Florida Statutes, that states the creation or establishment of airport hazards and incompatible uses of land in the airport vicinity are public nuisances and injure the community served by the airport and should be prevented in the interest of public health, public safety, and general welfare.

## **Airspace Obstruction Permitting**

FDOT aviation staff work closely with FAA Southern Region personnel and Airspace personnel, as well as Florida airport operators and local government zoning authorities to prevent the proliferation of structures, which due to their height and proximity to airports, would exceed federal airspace obstruction standards and create a hazard to Florida's aviation system. The department issues, within its jurisdiction, an airspace obstruction permit for any structure, lying within 10 nautical miles of a military airfield or public-use airport, which exceeds federal standards but may not present a significant adverse impact. They provide technical assistance to counties and incorporated municipalities that have enacted an airport zoning ordinance and taken responsibility to regulate airport hazards in their own communities.



### Aviation Communications and Outreach

FDOT Aviation Office is responsible for a variety of aviation information products and data serving FDOT offices; various federal, state and local government agencies; and the aviation community. Office publications, “The Florida Flyer,” three times a year, the “Florida Aeronautical Chart” and the “Florida Airports Directory” are available at no charge. They also promote aviation in Florida through participation in the annual “Sun ‘n Fun” fly-in at Lakeland-Linder Regional Airport; and coordination with “Enterprise Florida” and “Visit Florida,” the state’s partnerships for economic and tourism development. The FDOT Aviation Office provides the following Websites offering valuable data and information about airport and aviation issues:

- **FDOT Aviation Office** [www.dot.state.fl.us/aviation](http://www.dot.state.fl.us/aviation)
- **CFASPP** [www.cfasp.com](http://www.cfasp.com)



*Sky, a tri-color female Border collie, has been named as the official airport bird dog at Southwest Florida International Airport. She will succeed Radar, a 9½ -year-old black and white female Border collie, who retired earlier this year after a successful 7-year career with the Lee County Port Authority.*

*In 1999, Southwest Florida International Airport became the first commercial airport in the nation to use a dog as part of its Wildlife Management Program to control bird activity on the airfield. Jet, a black and white male Border collie, was the first bird dog at RSW and he retired in 2001.*





*Miami International*

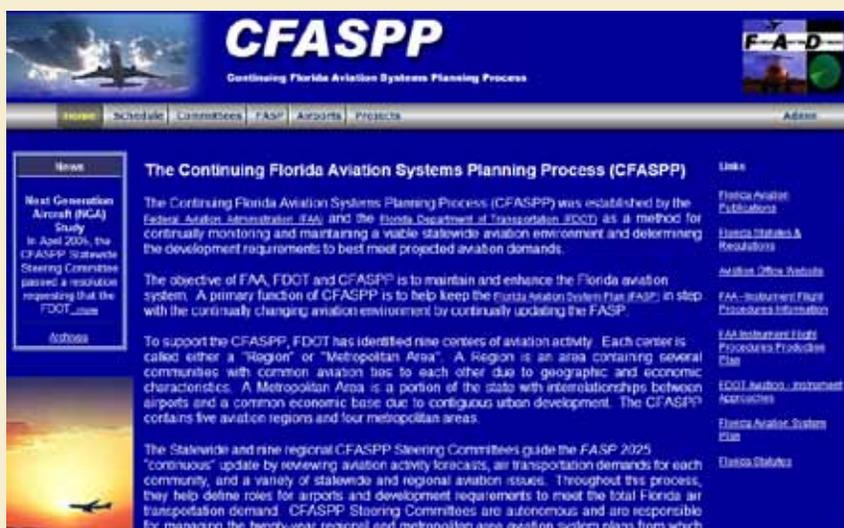


*Orlando International*

# Other Resources

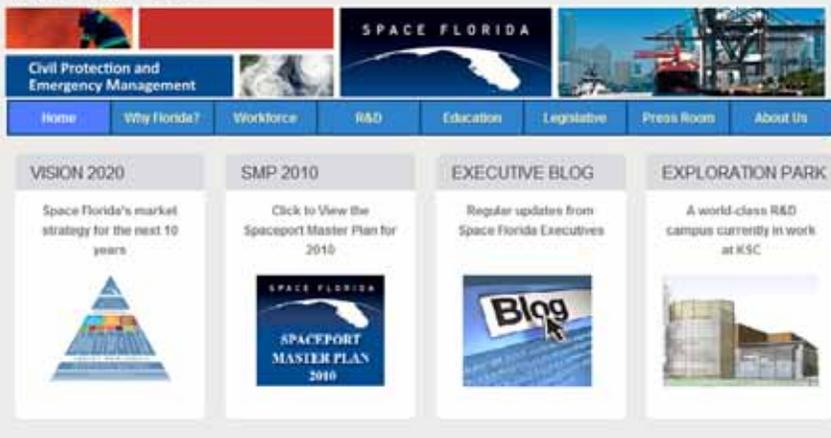
## Aviation Office Homepage [www.dot.state/fl.us/aviation/](http://www.dot.state/fl.us/aviation/)

The Aviation Office Website offers extensive information grouped in convenient, drop-down, user menus, located on the left side of the page: General Information, Airport Information, Pilot Information, System Information, Safety Information, and Resources. This site provides a wealth of valuable information useful to a wide-range of beginners to advanced users. A popular item on the homepage is the Quick Links, which include: Airport Watch highlighting the importance of airport security; Florida Aviation System Plan, Strategic Intermodal System Plan, Airport/Airspace Obstructions, Private Airport Registration, Disaster Preparedness and Aviation Awards. Note critical information of significant importance would also be posted on this page. Welcome to Florida Aviation!



## Florida Aviation System Plan [www.cfaspp.com](http://www.cfaspp.com)

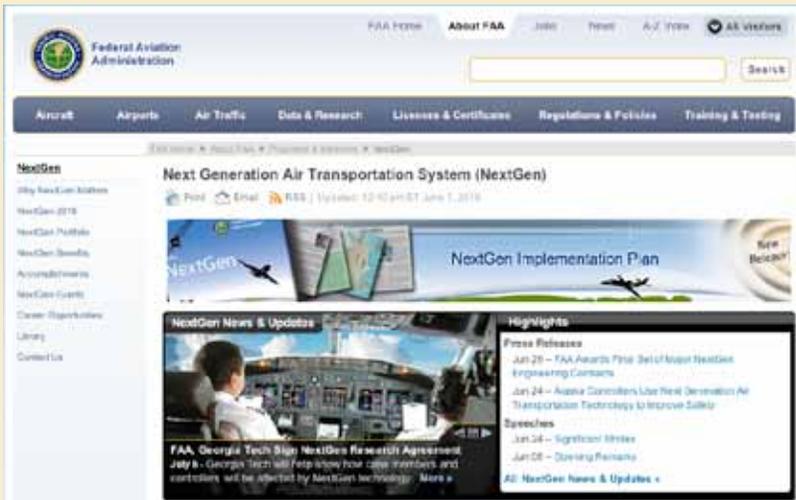
The Continuing Florida Aviation System Planning Process (CFASPP) supports the Florida Aviation System Plan. This site describes the historical background, purpose and goals of CFASPP. It also provides the agendas, minutes and information regarding the various rounds of CFASPP meetings, which are held throughout the state to gather input and communicate outputs related to the Florida Aviation System Plan. Links connect users to information on: Florida Aviation Publications, Florida Statutes & Regulations, Florida Aviation System Plan. There are also several projects that are listed: Stormwater, Pavement Management, T-Hangar Guidelines, Flight Training and Airport Profiles. Various other projects are also outlined.



## Space Florida [www.SpaceFlorida.gov](http://www.SpaceFlorida.gov)

Space Florida is the principal organization charged with fostering the growth of Florida's aerospace industry. Created by the State Legislature in 2006, the agency has significant authority and economic development powers.

This enables the execution of responsibilities and mission that includes promoting industry related education and workforce development initiatives, innovative research and development programs. It is also charged with enhancing the aerospace business climate through sound expansion, recruitment and retention efforts. Space Florida provides leadership for space-related infrastructure improvements and facilitates commercial aerospace ventures. The agency is cooperatively working with NASA, the U.S. Air Force and a variety of other federal, state and local government entities to attract commercial investments and to position Florida as a global leader in the aerospace industry.



## FAA'S Next Generation Air Transportation System (NextGen) [www.faa.gov/about/initiatives/nextgen/](http://www.faa.gov/about/initiatives/nextgen/)

NextGen is a wide ranging transformation of the entire national air transportation system - not just certain pieces of it - to meet future demands and avoid gridlock in the sky and in the airports. It moves away from legacy ground based technologies to a new and more dynamic satellite based technology. Technologies and activities that support this transformation are currently part of the FAA's investment portfolio and represent a step beyond our legacy modernization programs. These new capabilities and the highly interdependent technologies that support them will change the way the system operates, reduce congestion, and improve the passenger experience. This multi-agency initiative is led by the Joint Planning and Development Office.

**Florida Airport Council (FAC) [www.floridaairports.org/](http://www.floridaairports.org/)**

A not-for-profit corporation organized within the State of Florida, the Florida Airports Council (FAC) is composed of a membership representing all international, major hub, medium hub, small hub and reliever airports in Florida and a majority of all publicly-owned, publicly operated general aviation airports in Florida. The Council also consists of over 200 Airport Executives and staff and over 100 private aviation companies and corporations.

FAC provides industry input into decisions affecting aviation and airports through communications with local, state and federal leaders. Through its large membership base, FAC has relationships with each legislator in the state, as well as Florida's congressional delegation. (Formerly known as the Florida Airport Managers Association - FAMA).

**Florida Aviation Trades Association (FATA) [www.fata.net/](http://www.fata.net/)**

Serving the general aviation community since 1946, the Florida Aviation Trades Association strives to promote and to protect Florida's aviation industry dedicated to serving aviation consumers, companies, and individuals committed to deliver uncompromising safety and unparalleled service.

The Florida Aviation Trade Association is comprised of diverse aviation businesses who speak with a common voice to promote and protect aviation in Florida.



# FDOT Aviation Representatives

## Central Office - Tallahassee

### State Aviation Manager:

Aaron N. Smith: 850-414-4514

### Aviation Development

#### Administrator:

Andy Keith: 850-414-4516

#### Aviation Program Development Manager

Abdul Hatim: 850-414-4504

#### Aviation System Manager

Erik Treudt: 850-414-4505

#### Aviation Policy & Program Development Analyst

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#### Airport Engineering Manager

Vu Trinh: 850-414-4510

### Aviation Operations

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#### Airport Inspection & Safety Manager

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#### Communications Manager

Fred Karuga: 850-414-4512

#### Private Airport Registration Manager

Micki Liddell: 850-414-4503

#### Airspace & Land Use Manager

Sergey Kireyev: 850-414-4502

## District 1 - Bartow

Secretary: Stanley M. Cann

Modal Development Manager:

Terry Beacham: 863-519-2388

Aviation Staff:

Jeffrey Leopold: 863-519-2551

Kristi Smith: 863-519-2265

## District 2 - Lake City

Secretary: Alan Mosely

Modal Development Manager:

Phil Worth: 904-360-5650

Aviation Staff:

Gene Lampp: 904-360-5667

Roland Luster: 386-961-7855

## District 3 - Chipley

Secretary: Tommy Barfield

Modal Development Manager:

Donnie Duce: 850-415-9545

Aviation Staff:

Scott Walters: 850-415-9553

Phil Deal: 850-415-9558

## District 4 - Fort Lauderdale

Secretary: James Wolfe

Multi-modal Programs Manager:

Larry Merritt: 954-777-4683

Aviation Staff:

Birgit Olkuch: 954-777-4689

Nicole Noltz: 954-777-4497

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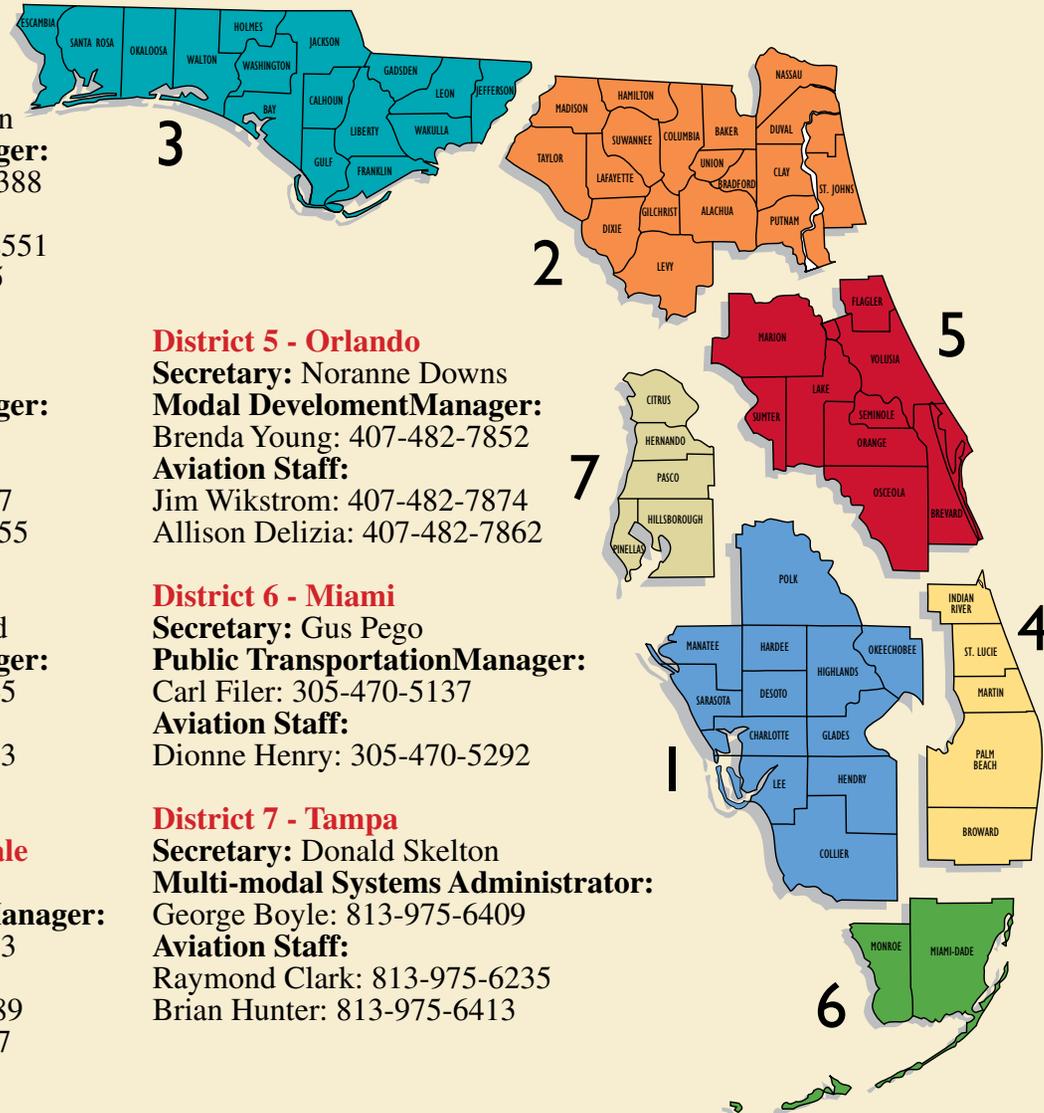
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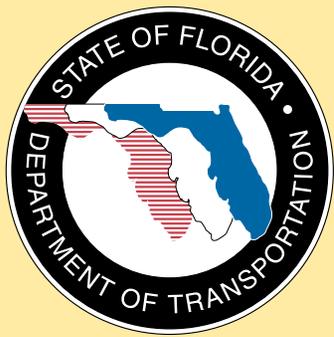
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