

HISTORY OF HENKELMAN CONSTRUCTION

Ron Henkelman founded Henkelman Construction, Inc. in 1993 and united his passion for building with his devotion to providing a rare commodity in the industry...**trust**. Ron's diligence, honesty, and integrity have formed the philosophies still upheld today by all Henkelman Construction employees. These values have earned great respect by architects, owners, subcontractors, and even competitors.

Henkelman Construction, Inc. has grown tremendously over the last 32 years, and our clients keep returning for the attention to service, detail and quality that we consistently provide. We have established strong client relationships that have resulted in numerous successful projects in multiple cities and states. Those relationships were founded on and are nourished through our unique philosophy of...

"Total Customer Satisfaction"**a. CONTACT INFORMATION:**

Ron Henkelman, CEO
Henkelman Construction, Inc.
1830 N. Crystal Lake Drive
Lakeland, FL 33801
863.666.3575
ronh@hcinc.net

b. NUMBER OF YEARS IN BUSINESS: 32 Years**c. NUMBER OF FULL TIME EMPLOYEES:**

26 Full Time Employees

COMPLETION DATES OF MAJOR PROJECTS:

Eaton Park Fire Station / November 2024
FSC Early Education Building / December 2019
Marion Creek Fire Station / August 2017
FL Polytechnic University Admissions Bldg / Nov 2013
Kathleen Senior High Master Plan / September 2011
Polk State College Student Center / August 2010
FSC Nursing Building / August 2009
Polk State College Lake Wales Campus / Dec 2008
Haines City High Freshman Academy / July 2009

760+
**CONTINUING CONTRACT
PROJECTS COMPLETED**



SOLIVITA FIRE STATION

d. & e. DOCUMENTATION

State of Florida
Department of State

I certify from the records of this office that HENKELMAN CONSTRUCTION, INC. is a corporation organized under the laws of the State of Florida, filed on January 25, 1993.

The document number of this corporation is P93000007307.

I further certify that said corporation has paid all fees due this office through December 31, 2025, that its most recent annual report/uniform business report was filed on January 14, 2025, and that its status is active.

I further certify that said corporation has not filed Articles of Dissolution.

Given under my hand and the Great Seal of the State of Florida at Tallahassee, the Capital, this the Fourteenth day of January, 2025



Secretary of State

Tracking Number: 7046155339CC

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

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

Henkelman Construction has been licensed in the State of Florida for over 32 years.



Ron DeSantis, Governor

Melanie S. Griffin, Secretary



STATE OF FLORIDA
DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION
CONSTRUCTION INDUSTRY LICENSING BOARD

THE GENERAL CONTRACTOR HEREIN IS CERTIFIED UNDER THE PROVISIONS OF CHAPTER 489, FLORIDA STATUTES



HENKELMAN, RONALD R
HENKELMAN CONSTRUCTION INC
1830 N CRYSTAL LAKE DR
LAKELAND FL 33801-5977

LICENSE NUMBER: CGC016989
EXPIRATION DATE: AUGUST 31, 2026

Always verify licenses online at MyFloridaLicense.com

ISSUED: 05/06/2024

Do not alter this document in any form.

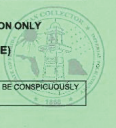
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POLK COUNTY LOCAL BUSINESS TAX RECEIPT

ACCOUNT NO. 27035 CLASS: B+ EXPIRES: 09/30/2025

OWNER NAME	LOCATION
RONALD - PRES HENKELMAN	1830 N CRYSTAL LAKE DR LAKELAND
BUSINESS NAME AND MAILING ADDRESS	CODE ACTIVITY TYPE
HENKELMAN CONSTRUCTION INC HENKELMAN CONSTRUCTION INC 1830 N CRYSTAL LAKE DR LAKELAND, FL 338015905	230000 LTD NON-LICENSED CONSTRUCTION ONLY 230150 CONTRACTOR GENERAL PROFESSIONAL LICENSE (IF APPLICABLE) DBPR-CGC16989
OFFICE OF JOE G. TEDDER, CFC * TAX COLLECTOR	THIS POLK COUNTY LOCAL BUSINESS TAX RECEIPT MUST BE CONSPICUOUSLY DISPLAYED AT THE BUSINESS LOCATION
PAID - 2548868 08/13/2024 HSP TP 57.75	HENKELMAN CONSTRUCTION INC



LEED CREDENTIALS

Henkelman Construction, Inc. has two LEED Accredited Professionals on staff.



10261371-AP-BD+C

CREDENTIAL ID

22 AUG 2011

ISSUED

19 AUG 2027

VALID THROUGH

GREEN BUSINESS CERTIFICATION INC. CERTIFIES THAT

Robert Hennessey

HAS ATTAINED THE DESIGNATION OF

LEED AP® Building Design + Construction

by demonstrating the knowledge and understanding of green building practices and principles needed to support the use of the LEED® green building program.



PETER TEMPLERSON
PRESIDENT & CEO
U.S. GREEN BUILDING COUNCIL & GREEN BUSINESS CERTIFICATION INC.



10164856-AP-BD+C

CREDENTIAL ID

22 AUG 2011

ISSUED

19 AUG 2025

VALID THROUGH

GREEN BUSINESS CERTIFICATION INC. CERTIFIES THAT

Gary Henkelman

HAS ATTAINED THE DESIGNATION OF

LEED AP® Building Design + Construction

by demonstrating the knowledge and understanding of green building practices and principles needed to support the use of the LEED® green building program.



PETER TEMPLERSON
PRESIDENT & CEO
U.S. GREEN BUILDING COUNCIL & GREEN BUSINESS CERTIFICATION INC.

f. Describe and explain any litigation, major disputes, contract defaults, or liens experienced in the last 10 years.

Henkelman Construction, Inc. has no litigation, claims or contract disputes that have been finalized or decided by a Court of Law within the past ten years. We believe that this is a highly regarded example of our moral character, our integrity, and our ability to compromise. We think that this very low record of litigation speaks highly for our company philosophy of ***“Total Customer Satisfaction”***. This is our philosophy that all of our employees are taught. It transcends into a saying of “the customer is always right”.

Litigation, especially on a Construction Management project, can be expensive to the Owner and cause delays. This has never been experienced on our projects.

Our philosophy has been to not drag our customers into that environment. We have always found common ground and worked out compromises. Often, it has been at our expense. We have always worked towards our company philosophy, ***“Total Customer Satisfaction”***.

PENDING LITIGATION

None

POTENTIAL DISPUTES

No pending or forthcoming

LIQUIDATED DAMAGES

None assessed

SANCTIONS

No regulatory or license agency sanctions

LOST ACCOUNTS / CLIENTS

No lost accounts or clients

CANCELED ACCOUNTS

No canceled accounts

CONTRACT DENIAL

Henkelman Construction, Inc. has never been denied a contract award on which we submitted a low bid, or been refused pre-qualification.



FLORIDA SOUTHERN COLLEGE NURSING BUILDING

a. Define in detail the components of job specific pre-construction services and the responsibility of the Construction Manager for each component of this phase including budget estimating, value engineering, constructability recommendations and master project schedule.

STRENGTH IN STRATEGY

At Henkelman Construction, Inc., our strategy centers on proactive planning, efficient communication, and ongoing coordination. Each project under a continuing contract is approached with the same diligence and attention to detail as a standalone project.

From the outset, our team will engage early and consistently with County stakeholders to fully understand priorities, constraints, and desired outcomes. We are equally committed to the County staff and patrons, placing their safety, accessibility, and the aesthetic impact of construction at the forefront of our decision-making process.

Henkelman Construction is driven by a culture of **Total Customer Satisfaction**. When needed, we're prepared to schedule disruptive activities during nights or weekends to minimize the impact on County operations. We also offer phased construction strategies to keep key areas accessible and reduce closures whenever possible.

With a proven track record of delivering high-quality results on time and within budget, Henkelman Construction stands ready to be a dependable partner to the Polk County BoCC. Our commitment to transparency, flexibility, and community-focused execution ensures that each project not only meets expectations, but exceeds them. We look forward to the opportunity to support the County's goals and contribute to infrastructure improvements that benefit all constituents.

WHAT CAN YOU EXPECT FROM OUR TEAM DURING THE PRE-CONSTRUCTION PHASE OF YOUR PROJECTS?

PRE-CONSTRUCTION SERVICES INCLUDE:

DESIGN REVIEW

Design review is just one function of our Estimating team. We will review the drawings in phases. These phases are conceptual, schematic, design development, and working drawings. During these reviews we will make sure that all of the Owner's program requests are included. We also use this review time in the early stage to make sure all of the various engineering disciplines have properly complimented each other. This is to say, properly coordinate between Civil, Structural, Architectural, Mechanical and Electrical drawings to identify any potential conflicts. This is done each time during the four different phase reviews.

BUDGET ESTIMATING

Early on in our program meetings we will accurately define the Owner's scope of work based on needs. Typically, we either help establish a budget at this time, or we are given a budget. From the four phases of design we are providing estimates for the Owner to allow us to compare the budget. All aspects of the project are budgeted in detail to provide the utmost accuracy.

VALUE ENGINEERING

Our goal is to maximize the scope of work while minimizing the overall costs. Our team members evaluate different Value Engineering alternatives related to constructability, relative cost, impact on schedule, life cycle, and warranty considerations. Experience has taught us that in order to properly select the final construction materials, methods and integral systems for a project, initial cost and life cycle costs are considered as a determining factor. We encourage the involvement and ideas of all subcontractors; this process has saved our clients valuable dollars on their initial investment as well as their long-term operating and maintenance costs. During the pre-construction phase, the entire project team will consult with your Facilities Department and the Design Team to produce a specific list of Value Engineering ideas that reflect potential cost savings.

LIFE CYCLE COST ANALYSIS

We analyze life cycle costs typically when we perform our option analysis. Our staff has the ability to review your maintenance costs and compare the different options available to help you determine if additional money spent up front might actually help you save in long term maintenance. This holds especially true in evaluating exterior finishes, roofing materials, and energy costs.

A 32 year history providing Construction Management Services for public entities

Our goal during the pre-construction phase is to guide the team to the most cost effective design while ensuring all design, review, and permit milestones are met. This is accomplished through effective communication. This phase also encompasses vendor qualifications and selections. An Estimator and a Bid Coordinator will be responsible for ensuring that all subcontractors are pre-qualified and to walk them through the bidding process step by step so that you are able to receive the very best price and the best quality subcontractors. Our Estimator, Rob Hennessey, will be heavily involved during this pre-construction phase of the project, and will stay involved through the completion of the project to update project budgets or price any changes as the project progresses.

tion of the project to update project budgets or price any changes as the project progresses.

CONSTRUCTABILITY REVIEWS AND RECOMMENDATIONS

During the estimating and design review process we review the design documents with the Project Executive, Project Manager, and the Estimator. This is when we perform our constructability review. The Project Executive and the Project Manager move into the construction phase so they have a vested interest in making sure things are right. The same team has input in the beginning in assisting the design professional in selecting structural systems. We also utilize this team to comment on finishes as they may relate to providing you with a maintenance free environment. Our Project Executive, Project Manager, and Estimator are keenly aware of looking for potential “gray areas” in design documents. We constantly look at the various layers of the project to ensure that the five major disciplines of civil, structural, architectural, mechanical, and electrical all relate to one another. We call this “conflict resolution”. This is one of the most important functions we can offer to the design professionals.

SCHEDULE

Scheduling during the Pre-Construction phase includes scheduling the Design Team to ensure all milestones are adhered to and scheduling the Owner and their review times. Agency reviews and permit times are also included in our pre-construction schedules. At this time, long lead items are identified and accelerated as required. Before our bid packages go out to our subcontractors, the overall construction schedule is developed and included in our bid packages. This allows us to get commitments from subcontractors that our schedules will be adhered to before a subcontractor receives a contract.



**POLK STATE COLLEGE
LAKE WALES CAMPUS RENOVATION**
Construction Management at Risk Contract
Guaranteed Maximum Price (GMP)
Direct Purchase Savings

b. Detailed approach to the CM's competitive bidding for subcontracts, other cost of the work, general conditions cost summary, CM fee negotiations, GMP compilation, etc.

COMPETITIVE BID SERVICES

Our program for retaining the services of highly qualified trade subcontractors is an aggressive one. Through advertisements in local newspapers and plan rooms, emailed invitations to bid, and phone calls to each invited subcontractor, our staff works hard to generate excitement for each project in the local market. We try to give each local subcontractor and vendor every opportunity possible to be successful. In the bidding phase, we give multiple reminder calls about the bid date. Our estimators have one-on-one meetings with subcontractors concerning any questions they may have to ensure that they are providing accurate pricing.

All of our subcontractors are pre-qualified. Our staff diligently checks all subcontractor references and makes site visits to previous job sites to check the quality of workmanship in order to make certain that our clients will receive a quality service for their project. We also take additional measures to ensure that pre-qualified minority business participation goals are met or exceeded.

We prepare detailed scopes of work that clearly and concisely define where each subcontractor's scope of work starts and stops. By eliminating gaps and overlaps in scope, we help to further eliminate guess work and in so doing allow subcontractors to focus their efforts on producing tight, competitive bids, based on apples-to-apples scopes of work. Our team analyzes each bid received and makes a recommendation to you, the Owner, before writing subcontracts. Successful bids are utilized, along with historical cost data, to develop a GMP. We schedule the project and compare it to previous similar projects to determine the General Conditions. A percentage fee is added to the total cost of subcontracts and General Conditions to determine the GMP. The GMP is compiled in an organized CSI division format to submit to the Owner.

c. Owner direct purchase and sales tax savings approach to the project.

OWNER DIRECT PURCHASE

At Henkelman Construction, we have found that Owner Direct Purchases can yield savings of approximately 1%–2% of the total contract amount. Under this approach, subcontractors provide the vendor's information and a description of the materials to be purchased. The purchase order is then issued by either the owner or Henkelman Construction, Inc. Upon receipt of the invoice, our accounting department forwards it to the subcontractor for verification of delivery. Once confirmed, the invoice is sent to the owner for direct payment, ensuring applicable sales tax savings are realized.

d. Approach to the management and construction of the project.

MANAGEMENT AND CONSTRUCTION SERVICES PROVIDED

In today's ever-changing market of fluctuating material and labor prices, this team has the right tools to make quick decisions and get the work in place in the most advantageous time-frame. The project will be reviewed weekly in the main office by members of the project team to maintain schedule and cost control. The management team will make use of weekly cost reports, weekly schedule reviews and adjustments, and weekly subcontractor meetings utilizing the Superintendent's three week look-ahead schedule for subcontractor work control and organization. Our project team utilizes the Star Builder Project Management software program to track items such as submittals, change orders, accounting functions, etc. During the construction phase, our overall responsibility as your Construction Manager is to be accountable for the entire project. We hold our employees, the design professionals, your staff, and our subcontractors to the commitments that are made on a project. Our services during this phase include, but are not limited to, scheduling the project, securing all permits, shop drawing and submittal review, conducting weekly or bi-weekly meetings with the Owner and design professionals, keeping subcontractors on task, and providing you with a zero defect product. As the project comes to a close, instructional walk-throughs and Operation and Maintenance manuals will be provided.

“We have found that the superintendents, the project managers, as well as the owner have always been able to give our projects the personal attention needed to complete a quality job.”

***- Wm. Tommy Young, Construction Manager
Florida Southern College***

e. CM's approach to quality workmanship and contract compliance control measures.

Henkelman Construction is committed to delivering superior workmanship while ensuring strict adherence to all contract requirements. Our approach integrates proactive planning, consistent oversight, and detailed documentation to maintain quality and compliance throughout the project lifecycle.

KEY CONTROL MEASURES

- **Preconstruction Planning:** Early review of drawings and specifications to identify potential issues and align expectations with the project team.
- **Qualified Subcontractor Selection:** Prequalification and vetting of subcontractors based on experience, safety record, and past performance.
- **Clear Scope Communication:** Detailed subcontract agreements and purchase orders that clearly define scope, quality standards, and performance requirements.
- **Regular Inspections:** Scheduled site walks by the Owner, Design Team, Project Manager and Superintendent to monitor progress, craftsmanship, and conformance with specifications.
- **Testing & Verification:** Coordination of required inspections, testing, and commissioning in accordance with the project specifications.
- **Deficiency Tracking:** Use of punch lists, deficiency logs, and corrective action tracking to ensure prompt resolution.
- **Documentation & Reporting:** Comprehensive daily reports, meeting minutes, and progress photos to document compliance and quality control.
- **Final Quality Review:** Thorough pre-punch inspections to ensure all work meets or exceeds contract requirements before substantial completion.

This systematic approach not only safeguards quality and compliance but also reduces rework, supports timely delivery, and enhances overall project value.



MARION CREEK FIRE STATION
Guaranteed Maximum Price (GMP)
Direct Purchase Savings

1. Provide a minimum of three (3) and a maximum of five (5) similar CMAR projects performed for public entities which best illustrate the experience of the Contractor and current staff within the last ten (10) years.

At Henkelman Construction, Inc. we have found that the best way to build trust is by demonstrating a successful work history, and by continuously providing **Total Customer Satisfaction**. Both of these are areas at which we excel.

From the beginning, we have maintained a steady relationship with several well-respected entities in our community, providing services on continuing contract projects.

- **Polk County BoCC** - Since 2001, Henkelman Construction has completed over twenty-five (25) projects for continuing contract services.
- **University of South Florida** - Since 2013, Henkelman Construction has completed over twenty-one (21) projects under a continuing service contract.
- **Polk County School Board** - Since 1998, Henkelman Construction has been awarded a continuing service contract for numerous years, and has completed more than forty (40) projects under this form of contract.
- **Polk State College** - Since 1998, Henkelman Construction has completed over eighty (80) projects for continuing contract services ranging from driveway repairs to building renovations and additions.
- **Publix Super Markets, Inc.** - Since 1998, Henkelman Construction has completed over 600 continuing contract projects for their various locations.

Our staff of twenty-six (26) employees has worked tirelessly in the past to bring all of these projects to a successful completion. **All of our past continuing contract projects with these organizations were completed both on-time and under budget.**

Total Customer Satisfaction is our area of expertise.



POLK STATE COLLEGE LAKELAND STUDENT CENTER



EATON PARK FIRE STATION • LAKE LAND, FL

FIRM'S RESPONSIBILITY

General Contractor

OWNER'S REPRESENTATIVE

Rob Williams
Polk County BoCC
2160 Marshall Edwards Drive
Bartow, FL 33830
863.534.5568
robwilliams@polk-county.net

DATE OF COMPLETION

December 2024

PROJECT SIZE

11,676 SF

PROJECT COST

\$4,119,486

TEAM MEMBERS ASSIGNED

*Ron Henkelman, Project Executive
*Gary Henkelman, Project Manager
*Rob Hennessey, Estimator
*Mark Watkins, Safety Manager
*Michael McLandsborough, Superintendent
*Assigned to this project

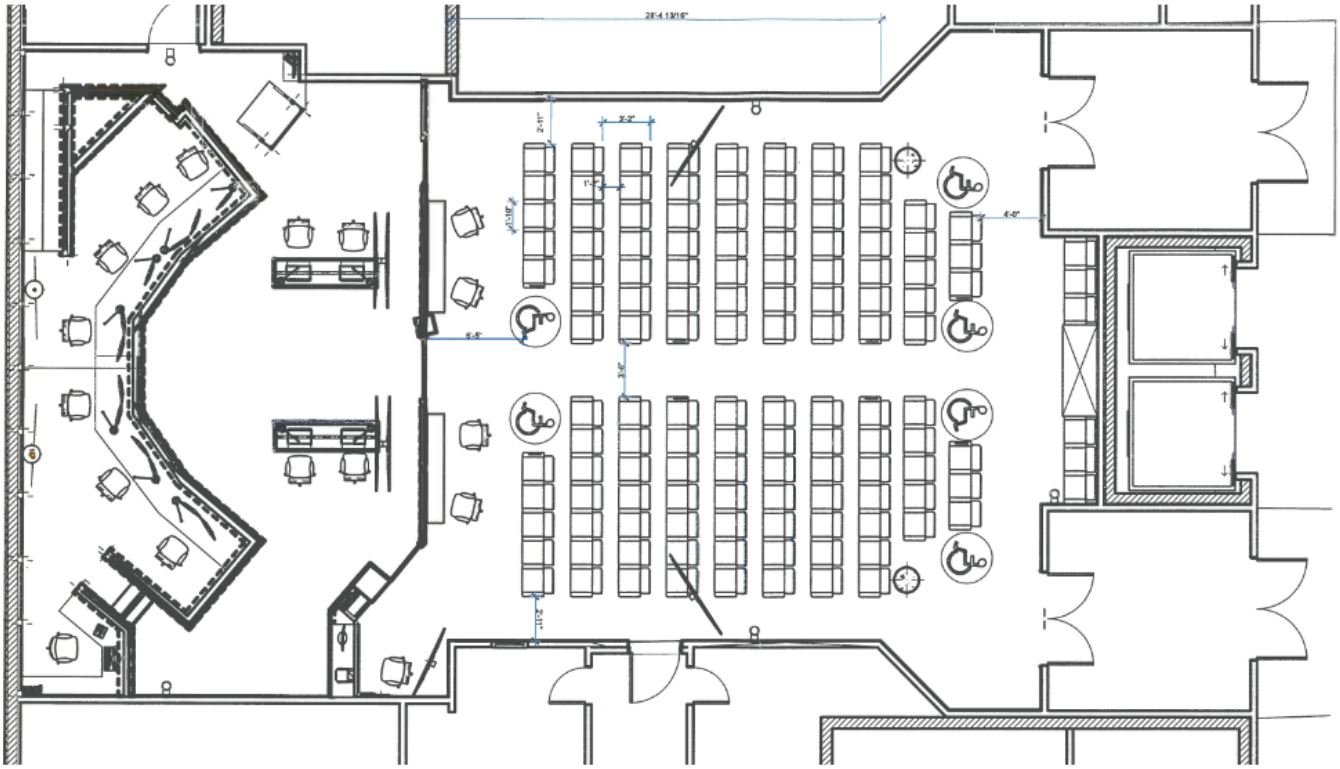
WORK FOR WHICH STAFF WAS RESPONSIBLE

Henkelman Construction, Inc. completed construction of this new, 11,767 square foot Fire Rescue Station for the Polk County BoCC. The project included 5,168 square feet of residential living quarters and 6,508 square feet of Apparatus Bay. The Apparatus Bay included (3) high speed and (3) standard speed roll-up doors. Living quarters included Bunk Rooms, Kitchen, Exercise Room, Restrooms, and Training Room. The Apparatus bay included a PPE Room, Decontamination Room, and Cleaning Room. The structure is masonry walls, wood trusses, and metal roof.

CHANGE ORDER SUMMARY

An Owner's Allowance in the amount of 5% of contract value was included in the original contract to eliminate the need for Change Orders throughout the project. The Owner's Allowance was used to add additional work requested by Owner to the project such as a change in the septic system, additional sidewalks, and additional site work required after FDOT review. At the completion of the project, **unused Owner's Allowance in the amount of \$82,226 was returned to the Owner via Change Order.**





POLK COUNTY ADMIN BUILDING BOARDROOM • BARTOW, FL

FIRM'S RESPONSIBILITY

Construction Management at Risk

OWNER'S REPRESENTATIVE

William Cantwell
Polk County BoCC
2160 Marshall Edwards Drive
Bartow, FL 33830
863.534.5528
williamcantwell@polk-county.net

DATE OF COMPLETION

September 2021

PROJECT SIZE

2,700 SF

PROJECT COST

\$81,459

TEAM MEMBERS ASSIGNED

*Ron Henkelman, Project Executive
*Rob Hennessey, Project Manager
Greg Henkelman, Superintendent
*Assigned to this project

WORK FOR WHICH STAFF WAS RESPONSIBLE

Henkelman Construction, Inc. completed this project as part of a Continuing Contract Agreement with Polk County. The project consisted of a 2,700 square foot interior renovation of the Polk County Board of County Commissioners Board Room at the Neil Combee Administration Building. Henkelman Construction, Inc. provided supervision, installed new cabinets and modified existing cabinets, removed and replaced acoustical wall panels, replaced door hardware, and refurbished doors. Henkelman Construction, Inc. also coordinated with other trades that were contracted directly by Polk County. The new and modified cabinets were matched to the existing stained oak finish throughout the Board Room.

CHANGE ORDER SUMMARY

The project was a Guaranteed Maximum Price contract which was developed early in the design process. One change order was executed at the completion of the project to return any cost savings in the GMP back to Owner.



Polk County Tax Collector Wright Building • Bartow, FL

FIRM'S RESPONSIBILITY

Construction Management at Risk

OWNER'S REPRESENTATIVE

Steve McMillan
Polk County BoCC
2160 Marshall Edwards Drive
Bartow, FL 33830
863.534.5527

DATE OF COMPLETION

September 2016

PROJECT SIZE

2,800 SF

PROJECT COST

\$330,756

TEAM MEMBERS ASSIGNED

- *Ron Henkelman, Project Executive
- *Rob Hennessey, Project Manager
- *Mark Watkins, Safety Manager
- *Jerry Liegey, Superintendent
- *Assigned to this project

WORK FOR WHICH STAFF WAS RESPONSIBLE

Henkelman Construction, Inc. renovated this 2,800 square foot abandoned historic building to provide the Polk County Tax Collector's office with additional office space and an IT shop.

This project was completed under a continuing service agreement.

CHANGE ORDER SUMMARY

Three change orders were issued on this project. The first change order was to deduct the cost of Owner Direct Purchase materials. The second change order deducted flooring, which was installed by the Owner's State Contract vendor. The final change order **returned \$23,173 in construction cost savings to the Owner.**





Loyce Harpe Park Pavilion • Lakeland, FL

FIRM'S RESPONSIBILITY

Construction Management at Risk

OWNER'S REPRESENTATIVE

Steve McMillan
Polk County BoCC
2160 Marshall Edwards Drive
Bartow, FL 33830
863.534.5527

DATE OF COMPLETION

February 2017

PROJECT SIZE

3,500 SF

PROJECT COST

\$578,160

TEAM MEMBERS ASSIGNED

- *Ron Henkelman, Project Executive
- *Mark Watkins, Project Manager
- *Jerry Liegey, Superintendent
- *Assigned to this project

WORK FOR WHICH STAFF WAS RESPONSIBLE

Henkelman Construction, Inc. was selected by the Polk County BoCC to construct this new, 3,500 square foot CMU/screened pavilion with full restrooms. Scope of work included exposed wood beams and wood decking with a metal roof system. New concrete sidewalks with a 68' metal bridge over an existing creek now provides access to the children's playground.

This project was completed a month ahead of schedule. It came in under budget, and was completed under a continuing service agreement.

CHANGE ORDER SUMMARY

Two change orders were issued for this project. The first change order deducted the cost of Owner Direct Purchase materials. The second change order **returned the Owner allowance of \$25,644.07.**





Highlands County EOC Expansion • Sebring, FL

FIRM'S RESPONSIBILITY

General Contractor

OWNER'S REPRESENTATIVE

Tiffany Gunn
Highlands County BoCC
600 S. Commerce Avenue
Sebring, FL 33875
863.402.6518
tgunn@highlandsfll.gov

DATE OF COMPLETION

March 2026

PROJECT SIZE

5,016 SF

PROJECT COST

\$2,458,636

TEAM MEMBERS ASSIGNED

- *Ron Henkelman, Project Executive
- *Mark Watkins, Project Manager
- *Rob Hennessey, Project Estimator
- *Dan Heleski, Superintendent
- *Assigned to this project

WORK FOR WHICH STAFF WAS RESPONSIBLE

Henkelman Construction was selected to construct this 5,016 square foot addition to the existing Emergency Operations Center in Highlands County. The new structure features masonry walls and precast concrete hollow core planks. The interior build-out includes a Command Center and private offices. The addition is being carefully constructed adjacent to the existing facility to ensure uninterrupted operations throughout the project.

CHANGE ORDER SUMMARY

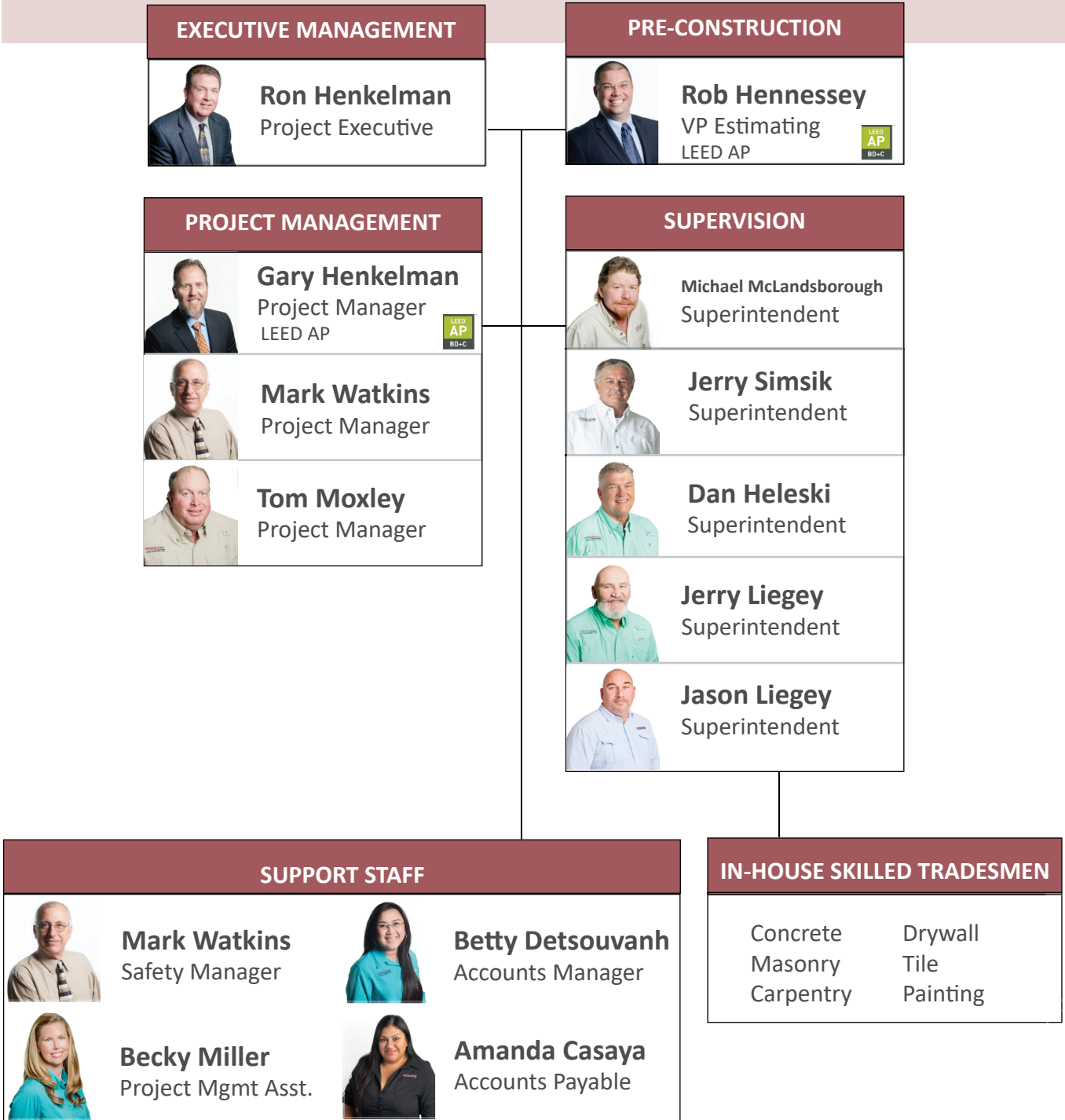
No change orders have been issued for this project.



2. Provide an organizational chart of the team highlighting the key individuals who will work on this contract.

A TEAM APPROACH

Henkelman Construction, Inc. is a well-established firm that already has an excellent relationship with the Polk County Board of County Commissioners. With 26 highly trained professionals on staff, you can rest assured that your project is in good hands. Our Project Managers are degreed executives, and our Superintendents each have at least a decade of field experience. For this particular contract, we have three highly successful Project Managers, along with not just one, but five Field Superintendents. We understand the importance of having experienced, talented personnel available at a moment's notice should a project arise. Should two or more projects arise at the same time... we're ready for that too. From small renovations to large new construction, rest assured that all of our professionals are highly experienced in the arena of continuing contract projects.



3. Provide brief resumes of key personnel to be assigned to the master service agreement.

PROJECT TEAM RESUMES



Name / Bio

Ron Henkelman

Project Executive

Full Time Assignment

40%

Year Experience

32, Henkelman Construction
14, other firms

Education

University of Florida
B.S., Building Construction

Registrations

Class A State Certified
General Contractor

HENKELMAN
CONSTRUCTION, INC.

EXPERIENCE**Polk State College Student Center, Lakeland, FL**

Complete remodel and replacement of the existing 18,000 SF Student Center, including dining areas, commercial kitchen area, and gathering areas. A new, two-story, 8,000 square foot addition features an open air lobby with a massive circular stairway that leads to study, meeting, and classroom areas.

Cost: \$3.5M**Kathleen Senior High School Master Plan, Lakeland, FL**

Renovation and new construction of 8 facilities on the active campus. The project was completed in multiple phases, and included 170,000 square feet of work.

Cost: \$23.8M**Marion Creek Fire / EMS Station, Poinciana, FL**

Construction of new, 7,600 square foot fire station. The building includes living quarters, a kitchen, a day room, offices, a training room, an apparatus bay and bunker gear storage.

Cost: \$2.1M**Polk State College Lake Wales Campus, Lake Wales, FL**

Extensive renovation of the former 1920's historic Lake Wales City Hall building into classrooms and offices for a new satellite campus for Polk State College.

Cost: \$3.5M**Florida Southern College Nursing Building**

Construction of a new, 8,633 square foot nursing building. The structure is masonry with steel bar joists and decking, and consists of classrooms, a simulation laboratory, a student lounge, and faculty offices.

Cost: \$2M**SPECIFIC PROJECT INVOLVEMENT**

As the Project Executive and company owner, Ron will be responsible to ensure that your needs are met and exceeded. Ron will head up the pre-construction phase pre-qualifying subcontractors and vendors and making sure that local subcontractors get a fair and equal opportunity to bid your work.

OTHER RELEVANT EXPERIENCE & QUALIFICATIONS

Ron has been involved with Construction Management at Risk projects, both competitively bid and negotiated. He has been the Project Executive on multiple projects for numerous other institutional clients. These facilities have ranged from one-story to multi-story and from new construction to extensive renovations.

FAST-TRACKED PROJECTS

Polk's Nature Discovery Center

Northeast Polk County Courthouse

Avon Park High School

Publix Pharmacy Warehouse

Lake Shipp Elementary

Bok Tower Gardens - Phase I

PROJECT TEAM RESUMES



Name / Bio

Rob Hennessey

Vice President of Estimating

Job Assignment for Past Projects

Project Estimator / Project Mgr.

Full Time Assignment

20%

Year Experience

15, Henkelman Construction
1, other firms

Education

University of Florida
B.S., Building Construction

Registrations

State Certified Building Contractor
LEED AP BD+C
US Green Building Council**HENKELMAN**
CONSTRUCTION, INC.**EXPERIENCE****Marion Creek Fire / EMS Station, Poinciana, FL**

Construction of new, 7,600 square foot fire station. The building includes living quarters, a kitchen, a day room, offices, a training room, an apparatus bay and bunker gear storage.

Cost: \$2.1M**Polk State College Student Center, Lakeland, FL**

Complete remodel and replacement of the existing 18,000 SF Student Center, including dining areas, commercial kitchen area, and gathering areas. A new, two-story, 8,000 square foot addition features an open air lobby with a massive circular stairway that leads to study, meeting, and classroom areas.

Cost: \$3.5M**Florida Polytechnic University Wellness Center, Lakeland, FL**

Construction of a new, 20,000 square foot Cafeteria and Wellness building. Included a chilled water AHU that tied into the central plant.

Cost: \$1.1M**Kathleen Senior High School Master Plan, Lakeland, FL**

Renovation and new construction of 8 facilities on the active campus. The total project included 170,000 square feet of work.

Cost: \$23.8M**Florida Southern College Early Education Building, Lakeland, FL**

Construction of a new, 17,700 square foot, two-story education building. The facility includes classrooms and offices for 15 faculty members. It houses the College's Early Learning Preschool/Lab.

Cost: \$4.6M**SPECIFIC PROJECT INVOLVEMENT**

Rob will assist in the pre-construction phase pre-qualifying subcontractors and vendors and making sure that local businesses get a fair and equal opportunity to bid your work. Rob will help develop value engineering strategies and detailed scopes of work for use in the bidding and estimating phases.

OTHER RELEVANT EXPERIENCE & QUALIFICATIONS

Rob has been involved with Construction Management projects, both competitively bid and negotiated. He has been the Estimator on numerous projects for municipal clients.

FAST-TRACKED PROJECTSPublix Pharmacy Warehouse
Bok Tower Gardens - Phase I

PROJECT TEAM RESUMES



Name / Bio

Gary Henkelman

Project Manager

Job Assignment for Past Projects

Project Executive / Project Mgr.

Full Time Assignment

40%

Year Experience

32, Henkelman Construction
1, other firms

Education

University of Florida
B.S., Building Construction

Registrations

LEED Accredited Professional

HENKELMAN
 CONSTRUCTION, INC.
EXPERIENCE**Eaton Park Fire Rescue Station, Lakeland, FL**

Construction of a new, 11,676 square foot Fire Rescue Station. The project includes 5,168 square feet of residential living quarters and 6,508 square feet of Apparatus Bay.

Cost: \$4.2M**Sumter County Judicial Center, Bushnell, FL**

40,000 square foot addition and renovation to the existing federal courthouse. The scope of work included constructing courtroom areas, along with detention facilities, a custom made detention elevator, and bullet resistant construction for courtrooms and judges chambers.

Cost: \$4.6M**Hillsborough Area Regional Transit, Tampa, FL**

Complete renovation of the existing 13,600 square foot building which included all new MEP systems. Addition of 11,200 square feet of office space at the back of the existing building and 1,500 square feet of covered entries and exterior break areas. A new storm water system was installed to handle the storm water runoff for the new addition. Seal coated and re-stripped 185,000 SF of existing asphalt parking lot in phases to accommodate the owner's schedule and paved 3,000 square feet of new parking lot at the back of the addition.

Cost: \$3.5M**Kathleen Senior High School Master Plan, Lakeland, FL**

Renovation and new construction of 8 facilities on the active campus. The total project included 170,000 square feet of work. A portion of the project involved adding a concession stand at the football field, along with extensive site work.

Cost: \$23.8M**SPECIFIC PROJECT INVOLVEMENT**

Gary will oversee the entire project from start to finish, including preparing all schedules, monthly reports, cost reports, subcontracts and purchase orders, conducting coordination meetings, reviewing submittals and shop drawings, etc.

OTHER RELEVANT EXPERIENCE & QUALIFICATIONS

Gary has been involved with Construction Management projects, both competitively bid and negotiated. He has been the Project Manager on numerous projects for municipal clients.

FAST-TRACKED PROJECTS

Publix Pharmacy Warehouse

Publix IMTC Renovation

PROJECT TEAM RESUMES



Name / Bio

Mark Watkins

Project Manager

Job Assignment for Past Projects

Project Manager

Full Time Assignment

20-40%

Year Experience

24, Henkelman Construction

25, other firms

Education

High School Education with Over
49 Years Construction Experience

Registrations

OSHA Certified

HENKELMAN
 CONSTRUCTION, INC.
EXPERIENCE**Florida Southern College Early Education Building, Lakeland, FL**

Construction of a new, 17,700 square foot building which includes classrooms and offices for 15 faculty members. The facility will house the College's Early Learning Preschool/Lab, which will provide a model school for early childhood education.

Cost: \$4.6M**Bok Tower Gardens, Lake Wales, FL**

An 50 acre project that included constructing a new restroom and classroom building, an outdoor kitchen, and a Children's Garden. Extensive site work, and ADA compliant asphalt and concrete pathways were completed throughout the property. New landscaping, hardscaping, and irrigation were installed throughout.

Cost: \$7.3M**Highlands County Emergency Operations Center Expansion, Sebring, FL**

Construction of a new 5,016 SF addition to the existing Emergency Operations Center in Highlands County.

Cost: \$2.5M**Kathleen Senior High School Master Plan, Lakeland, FL**

Renovation and new construction of 8 facilities on the active campus. The total project included 170,000 square feet of work. A portion of the project involved adding a concession stand at the football field, along with extensive site work.

Cost: \$23.8M**SPECIFIC PROJECT INVOLVEMENT**

Mark will oversee the entire project from start to finish, including preparing all schedules, monthly reports, cost reports, subcontracts and purchase orders, conducting coordination meetings, reviewing submittals and shop drawings, etc.

OTHER RELEVANT EXPERIENCE & QUALIFICATIONS

Mark has been involved with Construction Management projects, both competitively bid and negotiated. He has been the Project Manager on multiple projects for both public and private entity clients. These facilities have ranged from one-story to multi-story and from new construction to extensive renovations.

FAST-TRACKED PROJECTS

Publix Pharmacy Warehouse

Bok Tower Gardens - Phase I

Northeast Polk County Courthouse

PROJECT TEAM RESUMES



Name / Bio

Tom Moxley

Project Manager

Full Time Assignment

20% - 40%

Year Experience

20, Henkelman Construction
12, other firms

Education

Hillsborough Community College
Degree in Building Construction

Registrations

Class A State Certified General
Contractor
HENKELMAN
CONSTRUCTION, INC.
EXPERIENCE**Bok Tower Gardens, Lake Wales, FL**

A 50 acre project that included constructing a new restroom and classroom building, an outdoor kitchen, and a Children's Garden. Extensive site work, and ADA compliant asphalt and concrete pathways were completed throughout the property. New landscaping, hardscaping, and irrigation were installed throughout.

Cost: \$7.3M**St. Rose of Lima Catholic Church, Kissimmee, FL**

Construction of a new, 13,000 square foot sanctuary with a 2,600 square foot mezzanine. The project includes structural steel columns and rafters with sloped roof and metal stud/EIFS exterior walls, along with complete site development with asphalt drives, grass parking, and turn a turn lane on the four lane highway.

Cost: \$3.7M**Kathleen Senior High School Master Plan, Lakeland, FL**

Renovation and new construction of 8 facilities on the active campus. The total project included 170,000 square feet of work. A portion of the project involved adding a concession stand at the football field, along with extensive site work.

Cost: \$23.8M**Goodyear Service Center, Lutz, FL**

Construction of a new, 4,890 square foot facility. The 10-bay, full service tire center included ten hydraulic car hoists, lube and air lines, etc. Building included restrooms, tire storage area, waiting area and a tool room.

Cost: \$1M**SPECIFIC PROJECT INVOLVEMENT**

Tom will oversee the entire project from start to finish, including preparing all schedules, monthly reports, cost reports, subcontracts and purchase orders, conducting coordination meetings, reviewing submittals and shop drawings, etc.

OTHER RELEVANT EXPERIENCE & QUALIFICATIONS

Tom has been involved with Construction Management projects, both competitively bid and negotiated. He has been the Field Superintendent on multiple projects for both public and private entity clients. These facilities have ranged from one-story to multi-story and from new construction to extensive renovations. His impeccable work ethic propelled him to a promotion to Project Manager.

FAST-TRACKED PROJECTS

Bok Tower Gardens - Phase I

PROJECT TEAM RESUMES



Name / Bio

**Michael
McLandsborough**
Superintendent

Job Assignment for Past Projects
Superintendent

Full Time Assignment
100%

Years Experience
12, Henkelman Construction
25, other firms

Education
High School Education with Over
37 Years Construction Experience

Registrations
None

HENKELMAN
CONSTRUCTION, INC.

EXPERIENCE**Eaton Park Fire Rescue Station, Lakeland, FL**

Construction of a new, 11,676 square foot Fire Rescue Station. The project includes 5,168 square feet of residential living quarters and 6,508 square feet of Apparatus Bay.

Cost: \$4.2M

Polk County School Board Employee Health Clinic, Lakeland, FL

Construction of a new, 10,230 square foot Employee Health Clinic for the Polk County School Board.

Cost: \$1.6M

Winter Haven Hospital Pharmacy Renovation, Winter Haven, FL

Renovation of existing 1,700 square foot office space to expand the pharmacy inside the hospital. All work was phased to maintain operation of the existing pharmacy.

Cost: \$1.2M

University of South Florida Restroom Renovations, Tampa, FL

Henkelman Construction completely gutted and rebuilt the existing restrooms in the MDC and MDL buildings on the University of South Florida campus. Work took place at night to avoid disrupting classes in the medical school.

Cost: \$270,000

University of South Florida MHF Daycare Relocation, Tampa, FL

Converted a 12,772 square foot university classroom building into a daycare with an infant room, toddler room, Pre-K, Pre-K3, and an activities room, and constructed three playground areas.

Cost: \$843,000

SPECIFIC PROJECT INVOLVEMENT

Michael is a part of the project from beginning to end. Michael will be responsible for all day-to-day job site activities required to complete the project, including coordinating and scheduling all subcontractors, vendors, and Henkelman Construction, Inc. field personnel, etc.; preparing three-week construction schedules and daily job reports; reviewing as-built drawings; documenting the project progress with photographs and videotapes; coordinating job site meetings; and overseeing job site safety.

EXPERIENCE DIRECTLY RELATED TO THIS PROJECT

Michael has been involved with Construction Management at Risk projects, both competitively bid and negotiated. He recently served as the Superintendent for the new Eaton Park Fire Station in Lakeland for the Polk County BoCC.

FAST-TRACKED PROJECTS

N/A

PROJECT TEAM RESUMES



Name / Bio

Jerry Simsik
Superintendent

Job Assignment for Past Projects
Superintendent

Full Time Assignment
100%

Years Experience
5, Henkelman Construction
44, other firms

Education
High School Education with Over
49 Years Construction Experience

Registrations
OSHA Certified
Construction Site Safety Cert.
FWISD Safety Orientation
DISD Safety Orientation

HENKELMAN
CONSTRUCTION, INC.

EXPERIENCE WITH HENKELMAN CONSTRUCTION**Publix Building 20 Renovation**

51,700 SF interior renovation of office space. The phased project consisted of renovating two floors of the administration building.

Cost: \$1.3M

BayCare Winter Haven Hospital Pharmacy Renovation

Assisted HCI's Project Manager during portions of the renovation of an existing 1,700 square foot office space to expand the pharmacy inside the hospital. All work was phased to maintain operation of the existing pharmacy.

Cost: \$1.2M

BayCare South Florida Baptist Hospital Nuclear Medicine Equipment Replacement, Plant City, FL

1,360 SF interior renovation to prepare for new installation of Nuclear Camera Equipment, Stress Test Room, and Hot Lab. The phased renovation included preparation of existing space for Temporary Nuclear Camera and Temporary Hot Lab while the room was being renovated.

Cost: \$550,000

SPECIFIC PROJECT INVOLVEMENT

Jerry is a part of the project from beginning to end. Jerry will be responsible for all day-to-day job site activities required to complete the project, including coordinating and scheduling all subcontractors, vendors, and Henkelman Construction, Inc. field personnel, etc.; preparing three-week construction schedules and daily job reports; reviewing as-built drawings; documenting the project progress with photographs and videotapes; coordinating job site meetings; and overseeing job site safety.

EXPERIENCE DIRECTLY RELATED TO THIS PROJECT

Jerry has been involved with Construction Management projects, both competitively bid and negotiated. Jerry joined the Henkelman Construction team upon moving to Florida after a successful career in Texas where he was named "Superintendent of the Year" in 2010 for the Dallas/Ft. Worth area.

Jerry previously completed large projects for clients such as Nike, Penske, and Intel, and now with the Henkelman Construction team he is proving to be an asset leading our Health Care facility and Publix Super Markets projects. He has served as the Superintendent on multiple projects involving extensive interior renovations.

FAST-TRACKED PROJECTS

South Florida Baptist Hospital Nuclear Medicine Equip. Replacement
Publix IMTC Renovation

PROJECT TEAM RESUMES



Name / Bio

Dan Heleski

Superintendent

Full Time Assignment

100%

Years Experience

4, Henkelman Construction
49, other firms

Education

High School Education with Over
53 Years Construction Experience

Registrations

State of FL General Contractor
State of FL Storm Water Inspector
OSHA 30
HENKELMAN
CONSTRUCTION, INC.
EXPERIENCE

Highlands County Emergency Operations Center Expansion, Sebring, FL
Construction of a new 5,016 SF addition to the existing Emergency Operations Center in Highlands County.

Cost: \$2.5M

**Projects listed below were not completed with Henkelman Construction.*

Medical College of Virginia, Richmond, VA

10-story renovation of medical college that included patient rooms, administration offices, classrooms, and patient care spaces.

Cost: \$70M

Stambaugh Middle School, Auburndale, FL

Construction of a new 12,000 square foot classroom building.

Cost: \$3M

Lakeland Regional Medical Center North Wing, Lakeland, FL

Construction of new 4-story medical facility which includes areas for ER, surgical center, lab, classrooms, Ob-Gyn, ICU, and X-Ray.

Cost: \$75M

Juvenile Detention Centers, Multiple Locations, FL

Construction of multiple juvenile detention centers ranging in size from 16,000 square feet to 20,000 square feet for the Department of Juvenile Justice.

Cost: Range of \$2M - \$3M**SPECIFIC PROJECT INVOLVEMENT**

Dan is a part of the project from beginning to end. Dan will be responsible for all day-to-day job site activities required to complete the project, including coordinating and scheduling all subcontractors, vendors, and Henkelman Construction, Inc. field personnel, etc.; preparing three-week construction schedules and daily job reports; reviewing as-built drawings; documenting the project progress with photographs and videotapes; coordinating job site meetings; and overseeing job site safety.

EXPERIENCE DIRECTLY RELATED TO THIS PROJECT

Dan has been involved with Construction Management projects, both competitively bid and negotiated. He has been the Field Superintendent on multiple projects for both public and private entity clients. These facilities have ranged from one-story to multi-story and from new construction to extensive renovations.

Dan previously completed large projects for clients such as Walt Disney World.

PROJECT TEAM RESUMES



Name / Bio

Jerry Liegey

Superintendent

Full Time Assignment

100%

Years Experience

11, Henkelman Construction
30, other firms

Education

High School Education with Over
41 Years Construction Experience

Registrations

ICRA Certified

HENKELMAN
CONSTRUCTION, INC.
EXPERIENCE**Loyce Harpe Park Pavilion, Lakeland, FL**

Construction of a new, 3,500 square foot CMU/screened pavilion with full restrooms. Scope of work included exposed wood beams and wood decking with a metal roof system. New concrete side-walks with a 68' metal bridge over an existing creek now provides access to the children's playground.

Cost: \$500,000**Polk County Wright Building, Bartow, FL**

Renovation of an existing 2,800 square foot abandoned historic building to provide additional office space and an IT shop for the Polk County Tax Collector's office.

Cost: \$326,000**University of South Florida Crescent Hill Garage, Tampa, FL**

Structural concrete repairs to existing precast concrete parking garage.

Cost: \$138,000**University of South Florida SW Corridor, Tampa, FL**

Installation of underground electrical feeder throughout campus.

Cost: \$527,000**Baycare Winter Haven Hospital Publix Pharmacy, Winter Haven, FL**

1,200 square foot tenant build-out for Publix Pharmacy. Included finishes and coordination with Publix contractors and completed in three months. Required relocation of MEDGAS line.

Cost: \$120,000**SPECIFIC PROJECT INVOLVEMENT**

Jerry is a part of the project from beginning to end. Jerry will be responsible for all day-to-day job site activities required to complete the project, including coordinating and scheduling all subcontractors, vendors, and Henkelman Construction, Inc. field personnel, etc.; preparing three-week construction schedules and daily job reports; reviewing as-built drawings; documenting the project progress with photographs and videotapes; coordinating job site meetings; and overseeing job site safety.

EXPERIENCE DIRECTLY RELATED TO THIS PROJECT

Jerry has been involved with Construction Management projects, both competitively bid and negotiated. He served as the Superintendent on multiple continuing contract projects for the University of South Florida.

FAST-TRACKED PROJECTS

N/A

PROJECT TEAM RESUMES



Name / Bio

Jason Liegey
Superintendent

Job Assignment for Past Projects
Superintendent

Years Experience
4, Henkelman Construction
14, other firms

Education
State University of New York
90 Hrs Toward B.S., Political Science

Registrations
N/A

HENKELMAN
CONSTRUCTION, INC.

EXPERIENCE**Florida Southern College Planetarium Renovation, Lakeland, FL**

4,700 SF interior historic restoration of Florida Southern College's Polk Science Building Planetarium. This planetarium was originally designed by Frank Lloyd Wright and the intention of the interior restoration was to restore the building to it's original design.

Cost: \$488,000

Cirkul, Inc., Tampa, FL

2,162 SF interior buildout to create office space in existing 27,336 SF manufacturing facility. The office buildout included open cubicle offices, private office, break room, and restrooms. The project also included electrical, structural, and HVAC upgrades to the manufacturing facility.

Cost: \$530,000

Masonic Lodge Renovation, Winter Haven, FL

Renovation of 2,688 SF existing building to create Office Space, Meeting Space, and Restrooms for Winter Haven Masonic Lodge No. 186. The project had a limited budget and Henkelman Construction worked with the Owner to maximize extent of renovations.

Cost: \$145,000

Mountain Lake Colony House Renovation, Lake Wales, FL

Interior and exterior renovation of a historic clubhouse/hotel and dining areas, originally built in 1916. The scope of work included updating interior finishes in over 12,000 square feet of space, including six major spaces and four new bathrooms.

Cost: \$2.3M

Avon Park Classic Caladiums, Avon Park, FL

Complete renovation of two restroom areas at the Classic Caladiums facility.

Cost: \$62,000

SPECIFIC PROJECT INVOLVEMENT

Jason is a part of the project from beginning to end. Jason will be responsible for all day-to-day job site activities required to complete the project, including coordinating and scheduling all subcontractors, vendors, and Henkelman Construction, Inc. field personnel, etc.; preparing three-week construction schedules and daily job reports; reviewing as-built drawings; documenting the project progress with photographs and videotapes; coordinating job site meetings; and overseeing job site safety.

EXPERIENCE DIRECTLY RELATED TO THIS PROJECT

Jason has been involved with Construction Management projects, both competitively bid and negotiated. He served as the Superintendent for multiple projects involving extensive interior renovations.

FAST-TRACKED PROJECTS

N/A

PROJECT TEAM RESUMES



Name / Bio

Betty Detsouvanh

Accounts Manager

Years Experience

17, Henkelman Construction

Education

Polk State College

A.A., Accounting

Registrations

Notary Public

SPECIFIC PROJECT INVOLVEMENT

Responsible for all Accounting activities. Betty works diligently to ensure that you receive sales tax savings through our Direct Purchase program, and that all financial aspects of the project are closely monitored. She generates detailed cost reports for review by our Project Management staff to ensure that all of our projects are completed within budget.

She has been involved in all of our projects completed for both public and private entities for the past seventeen years, many of those projects were for municipal agencies.

PROJECT TEAM RESUMES



Name / Bio

Amanda Casaya

Accounts Payable Specialist

Years Experience

7, Henkelman Construction

Education

Miami Dade College

A.A., Business

Registrations

N/A

SPECIFIC PROJECT INVOLVEMENT

Responsible for assisting in Accounting activities. Amanda works alongside our Accounts Manager in the daily tasks of tracking subcontractor invoices and maintaining the accounting aspect of subcontracts for each project. She assists in ensuring all costs are accurately coded for the benefit of tracking expenses incurred for each of our projects.

She has been involved in all of our projects completed for both public and private entities for the past seven years, many of those projects were for municipal agencies.

PROJECT TEAM RESUMES



Name / Bio

Becky Miller

Project Management Assistant

Years Experience

18, Henkelman Construction

Education

St. Leo University

B.A., Business Administration

Registrations

Notary Public

SPECIFIC PROJECT INVOLVEMENT

Responsible for managing the flow of documentation between you, the Owner, the architect, the subcontractors, and the field employees. Becky is involved in the project from beginning to end. She solicits competitive bids from subcontractors, issues subcontracts, and coordinates closeout documents for each project.

She has been involved in all of our projects completed for both public and private entities for the past eighteen years, many of those projects were for municipal agencies.

**POLK NATURE DISCOVERY CENTER**

Construction Management at Risk Contract

Guaranteed Maximum Price (GMP)

Direct Purchase Savings

The Contractor's scheduling system and cost control system should be described. Methods for assuring subcontractors adherence to schedule should be highlighted.

SCHEDULING AND COST CONTROL

We perform our schedules by network analysis using the Critical Path Method, or CPM. We utilize Microsoft Project Software for this work. Since 70% to 80% of a typical project is subcontracted, it is essential to ensure our subcontractors strictly adhere to our schedules. The key to this is to involve them early.

We discuss their scope of work during the planning phase to be sure we set realistic milestones for the subcontractors' portion of work. During the control and monitoring phase, the subcontractors are given our updated schedules and we review their progress. It is during this time that we would suggest they increase staffing as required. Our Project Managers and Superintendents are taught to identify a construction "lag" before it becomes a construction "delay".

On many of our projects, we will prepare the schedule prior to making out bid packages. The scope of work in the subcontractors' bid packages will identify critical dates so the subcontractors know our expectations prior to their submitting a proposal.

a. COMPUTER GENERATED SCHEDULES

Our office is networked with fourteen (14) computers, all of which run our computer software. The main responsibility of scheduling belongs to our Project Managers. In addition to this, our Field Superintendents utilize laptop computers for work in the field.

Our computer generated schedules are also posted on the Henkelman Construction, Inc. Interactive Management Site. This allows all parties invested in the project, from Owners and architects to subcontractors, to view and comment on the schedule.

b. SCHEDULES, SHOP DRAWINGS, RFI'S & ASI'S

The level of detail on our schedules will vary from project to project. Our most critical schedules are actually divided up by zones. For example, "Excavate Foundations" may become multiple activities so we can define them by zone, i.e. North Quadrant, South Quadrant, etc.

From the very first schedule, shop drawing time and shop drawing approval time are scheduled as activities. Long lead items are identified to ensure we do not experience delays later in the project.

Requests for Information (RFI) and Architects Supplemental Information (ASI) are scheduled as they occur. They get added to the schedule during our control and monitoring phase. We also note responsible parties and response times on the schedule to be sure we always have the needed information.

c. SCHEDULING & SUBCONTRACTORS

Our Project Managers provide the "first blush" overall schedule. We then schedule meetings with our subcontractors and vendors during the planning phase to see if we have allotted too much or too little time. We would then make adjustments at that time if required. We allow realistic input from our subcontractors, but we do not let them "drive" the schedule. Remember, before the bidding phase of the project, we develop a schedule and set forth subcontractor schedule requirements in their bid packages. During the control and monitoring phase, the subcontractors are given our updated schedules, and we review their progress.

MANPOWER SCHEDULING

Our Project Managers meet weekly to allocate our labor resources. This crew loading is done not only with our in-house labor force, but also with our subcontractors. Our subcontractors are required to agree to our schedule and submit a manpower schedule during the bidding phase. With this information, we can prioritize your project and shift crews as required. Our scheduling software has a special labor resource feature, or trade code feature that allows the Project Manager to assign a trade code to the activity.

d. HOLDING WITHIN BUDGET**PRE-CONSTRUCTION**

We strongly believe that effective cost and quality control must begin in the pre-construction phase. By developing timely and accurate budgets, we empower owners to make informed decisions about the design. Our collaboration with the design team helps identify systems that offer the best initial and lifecycle costs (e.g., mechanical systems), allowing our clients to manage both construction and long-term operational expenses.

In addition to controlling costs through well-coordinated bid documents, we prepare detailed scopes of work that clearly define the boundaries of each subcontractor's responsibilities. During the bidding stage, we meticulously review drawings and specifications to identify and address potential "gray" areas before bid packages are released. By writing precise scopes of work, we ensure that all subcontractors are bidding on the same level playing field, minimizing gaps and overlaps in scope.

This approach reduces guesswork and enables subcontractors to provide more accurate and competitive bids based on well-defined scopes of work. Consequently, this leads to more competitive bids and helps prevent issues during construction, ensuring a smoother process once work is underway in the field.

CONSTRUCTION

Cost control is a critical aspect of our construction process. We meticulously review all submittals and ensure that materials delivered to the site are cross-checked against approved submittals. By relying on both the model and traditional shop drawing reviews, we catch any design issues before fabrication or construction begins. This review process is our final opportunity to address potential design problems and prevent them from affecting the project's budget. Emphasizing the accuracy of shop drawings and submittals helps control costs by avoiding rework and saves time, particularly given the lead times for many systems in projects of this size and scope.

Our Project Managers are trained to analyze cost reports and identify potential issues before they escalate into budget problems. These reports, compiled by our Accounts Manager and staff, are kept accurate through constant communication with our Field Superintendents. Our Superintendents ensure precise cost coding of delivery tickets and time sheets, which enables our Accounting Department to produce reliable and timely financial reports.

Additionally, we take an aggressive approach to owner direct purchases, leveraging the Owner's tax-exempt status to introduce additional value. Savings from these purchases can be reinvested into the project to expand the program, acquire additional FF&E, or be returned at the end of the project to fund other budget priorities.

COST CONTROL PROJECT EXAMPLE**MARION CREEK FIRE STATION**

Henkelman Construction constructed a 7,600 square foot Fire Rescue Station in Poinciana for the Polk County BoCC.

After review of the permit drawings, our team noticed that some openings in masonry walls were scheduled to receive cast-in-place concrete beams where precast masonry units are commonly installed. Our team consulted with the Architect and Structural Engineer, and it was determined that precast masonry units would be suitable for this project. We returned a credit to the Owner for the change of cast-in-place concrete beams to precast masonry units.

At the end of the project, Henkelman Construction was able to **return \$82,000 of unused Owner's Allowance.**

e. SAMPLE SCHEDULE & COST CONTROL REPORT

A sample schedule and cost control report are included at the end of this section.

f. COST CONTROL APPROACH FOR ITEMS OUTSIDE OF “COST OF THE WORK”

Our approach to cost control extends well beyond the direct “Cost of the Work” and encompasses all related project expenses, including fees and services typically considered outside of that category. These costs include preconstruction phase services, general conditions, Construction Manager (CM) fee, and bonding. Effective management of these components is critical to maintaining the overall project budget and delivering a successful outcome.

PRE-CONSTRUCTION PHASE SERVICES

During the pre-construction phase, our primary focus is on early cost certainty and risk mitigation. Services include value engineering, constructability reviews, detailed estimating, and scheduling. By engaging key trade partners early and providing real-time feedback on design decisions, we identify cost drivers and explore alternatives to optimize value. Pre-construction fees, if appropriate for the project, will be calculated from estimated work hours of our office staff working on the project.

GENERAL CONDITIONS

We maintain tight control over general conditions costs, which cover project-related overhead such as site management, temporary utilities, safety measures, and equipment. Our approach emphasizes efficient staffing plans, lean logistics, and scalable resources to right-size the general conditions in alignment with project needs. General conditions vary depending on the complexity of the project and are estimated specifically for each project and its circumstances.

CONSTRUCTION MANAGER (CM) FEE

The CM fee represents our compensation for providing overall project management. We are committed to transparency and accountability in this area, ensuring alignment with owner expectations and project complexity. Depending on the value and complexity of the project, CM fees typically fall in the range of 5-15% of the cost of the work.

BONDING

To manage project risk and provide financial assurance, we procure performance and payment bonds as required. The cost of bonding is carefully managed through established relationships with reputable sureties, and by maintaining strong financial practices. Bond costs typically range from 0.75% – 1.25% of the total contract value, depending on project scope and risk profile.



KATHLEEN SENIOR HIGH SCHOOL MASTER PLAN
Construction Management at Risk Contract
Guaranteed Maximum Price (GMP)
Direct Purchase Savings

SAMPLE SCHEDULE

ID	Task Name	Duration	Start	Finish	Qtr 4, 2023 Oct	Qtr 1, 2024 Nov	Qtr 1, 2024 Dec	Qtr 1, 2024 Jan	Qtr 1, 2024 Feb	Qtr 1, 2024 Mar	Qtr 2, 2024 Apr	Qtr 2, 2024 May	Qtr 2, 2024 Jun	Qtr 3, 2024 Jul	Qtr 3, 2024 Aug	Qtr 3, 2024 Sep	Qtr 4, 2023 Oct
1	Temp Fence	2 days	Mon 11/06/23	Tue 11/07/23													
2	Temp Trailer	4 days	Wed 11/15/23	Mon 11/20/23													
3	Temp Water	1 day	Tue 10/24/23	Tue 10/24/23													
4	Temp Power	1 day	Mon 11/20/23	Mon 11/20/23													
5	Existing Soil Proctor Test	3 days	Tue 10/24/23	Thu 10/26/23													
6	Install Erosion Control	1 day	Thu 11/02/23	Thu 11/02/23													
7	Building Gravel Construction Entrance	1 day	Thu 11/02/23	Thu 11/02/23													
8	Strip & Clear	2 days	Wed 11/01/23	Thu 11/02/23													
9	Over Excavate & Proof Roll Building Pad	3 days	Thu 11/02/23	Mon 11/06/23													
10	Dig Retention Ponds	5 days	Fri 11/03/23	Thu 11/09/23													
11	Construct Building Pad	1 day	Tue 11/07/23	Tue 11/07/23													
12	Layout Building	2 days	Thu 11/09/23	Fri 11/10/23													
13	Dig Living Quarters TE Foundations	2 days	Mon 11/13/23	Tue 11/14/23													
14	Form Living Quarters SOG	2 days	Tue 11/14/23	Wed 11/15/23													
15	Densities @ Living Quarters SOG	1 day	Thu 11/16/23	Thu 11/16/23													
16	Sanitary Plumbing Underslab Rough	7 days	Mon 11/20/23	Tue 11/28/23													
17	Inspect Sanitary Plumbing Under Slab	1 day	Tue 11/28/23	Tue 11/28/23													
18	Backfill Sanitary Plumbing Trenches	1 day	Wed 11/29/23	Wed 11/29/23													
19	Water Plumbing Underslab Rough	2 days	Fri 12/01/23	Mon 12/04/23													
20	Inspect Water Plumbing Under Slab	1 day	Tue 12/05/23	Tue 12/05/23													
21	Install Fire Main Riser	1 day	Mon 12/04/23	Mon 12/04/23													
22	HVAC Under Slab Rough-In	2 days	Mon 11/20/23	Tue 11/21/23													
23	Electrical Underslab Rough	5 days	Wed 11/29/23	Tue 12/05/23													
24	Inspect Electrical Under Slab Rough	1 day	Tue 12/05/23	Tue 12/05/23													
25	Termite Pre-Treat Living Quarters SOG	1 day	Fri 12/01/23	Fri 12/01/23													
26	Prep Living Quarters SOG	3 days	Fri 12/01/23	Tue 12/05/23													
27	Inspect Living Quarters SOG	1 day	Wed 12/06/23	Wed 12/06/23													
28	Place & Finish Living Quarters SOG	1 day	Thu 12/07/23	Thu 12/07/23													
29	Wet Cure Living Quarters SOG	7 days	Thu 12/07/23	Fri 12/15/23													
30	Dig Apparatus Bay TE Foundations	1 day	Thu 12/14/23	Thu 12/14/23													
31	Form Apparatus Bay SOG	2 days	Fri 12/15/23	Mon 12/18/23													
32	Grade Apparatus Bay	1 day	Mon 12/18/23	Mon 12/18/23													
33	Densities @ Apparatus Bay SOG	1 day	Tue 12/19/23	Tue 12/19/23													
34	Termite Pre-Treat Apparatus Bay SOG	1 day	Wed 12/20/23	Wed 12/20/23													

Task

Milestone

Project: Eaton Park Fire Station - 04-18-24

Date: Thu 04/17/25

HENKELMAN

CONSTRUCTION, INC.

ID	Task Name	Duration	Start	Finish	Qtr 4, 2023 Oct Nov Dec	Qtr 1, 2024 Jan Feb Mar	Qtr 2, 2024 Apr May Jun	Qtr 3, 2024 Jul Aug Sep	Qtr 4, 2024 Oct
35	Prep Apparatus Bay SOG	3 days	Wed 12/20/23	Fri 12/22/23					
36	Install Embed Angle for Apparatus Bay SOG	1 day	Fri 12/22/23	Fri 12/22/23					
37	Inspect Apparatus Bay SOG	1 day	Fri 12/22/23	Fri 12/22/23					
38	Deliver Exterior HM Door Frames	1 day	Tue 12/12/23	Tue 12/12/23					
39	Place & Finish Apparatus Bay SOG	1 day	Fri 01/05/24	Fri 01/05/24					
40	Masonry Walls	6 days	Mon 01/15/24	Fri 02/23/24					
41	Form & Rebar CIP Tie Beams @ Living Quarters	3 days	Tue 02/06/24	Thu 02/08/24					
42	Inspect CIP Beams @ Living Quarters	1 day	Fri 02/09/24	Fri 02/09/24					
43	Place CIP Tie Beams @ Living Quarters	1 day	Mon 02/12/24	Mon 02/12/24					
44	Strip Tie Beam Forms @ Living Quarters	1 day	Wed 02/14/24	Wed 02/14/24					
45	Form & Rebar CIP Tie Beams @ Apparatus Bay	4 days	Mon 02/26/24	Thu 02/29/24					
46	Inspect CIP Beams @ Apparatus Bay	1 day	Fri 03/01/24	Fri 03/01/24					
47	Place CIP Tie Beams @ Apparatus Bay	1 day	Mon 03/04/24	Mon 03/04/24					
48	Strip Tie Beam Forms & Remove Scaffolding @ Apparatus Bay	0 days	Wed 03/06/24	Wed 03/06/24					
49	Deliver Trusses	3 days	Fri 03/01/24	Tue 03/05/24					
50	Frame Load Bearing Walls	4 days	Tue 02/20/24	Fri 02/23/24					
51	Set Trusses & Deck Roofs	9 days	Thu 03/07/24	Tue 03/19/24					
52	Install Roof Curbs	1 day	Mon 05/20/24	Mon 05/20/24					
53	Inspect Roof Framing	0 days	Tue 03/19/24	Tue 03/19/24					
54	Roof Dry-In	1 day	Wed 03/20/24	Wed 03/20/24					
55	Stock Roofing Material	1 day	Mon 05/20/24	Mon 05/20/24					
56	Roofing	6 days	Tue 05/21/24	Tue 05/28/24					
57	Sample of Floor Polish & Stain	1 day	Tue 04/02/24	Tue 04/02/24					
58	Polish and Stain Floor @ Living Quarters	3 days	Tue 04/02/24	Tue 04/09/24					
59	Electrical Ceiling Rough-In @ Apparatus Bay	8 days	Thu 03/28/24	Tue 04/16/24					
60	Caulk CMU Expansion Joints	3 days	Wed 05/29/24	Fri 05/31/24					
61	Lightning Protection Rough-In	4 days	Wed 05/29/24	Mon 06/03/24					
62	Deliver Interior HM Door Frames	1 day	Wed 04/10/24	Wed 04/10/24					
63	Insulate Roof Trusses	4 days	Mon 04/15/24	Thu 04/18/24					
64	Furring & Framing @ Living Quarters	14 days	Thu 04/18/24	Tue 05/07/24					
65	Protect Living Quarters SOG	0 days	Wed 04/10/24	Wed 04/10/24					
66	Window Bucks	1 day	Thu 04/11/24	Thu 04/11/24					
67	Window Buck Waterproofing	0 days	Thu 04/04/24	Fri 04/05/24					
68	Electrical Rough-In @ Living Quarters	35 days	Wed 05/08/24	Tue 06/25/24					

HENKELMAN
CONSTRUCTION, INC.

Project: Eaton Park Fire Station - 04-18-24
Date: Thu 04/17/25

Task

Milestone

ID	Task Name	Duration	Start	Finish	Qtr 4, 2023	Qtr 1, 2024	Qtr 2, 2024	Qtr 3, 2024	Qtr 4, 2024
69	Fire Alarm & LV Cabling	7 days	Tue 05/28/24	Wed 06/05/24					
70	Plumbing 2nd Rough	20 days	Wed 05/08/24	Tue 06/04/24					
71	Plumbing 2nd Rough Inspection	1 day	Wed 06/05/24	Wed 06/05/24					
72	Insulate Water Pipe	1 day	Thu 06/06/24	Thu 06/06/24					
73	HVAC Duct Work Living Quarters	15 days	Wed 05/08/24	Tue 05/28/24					
74	Stucco	20 days	Mon 04/08/24	Fri 05/03/24					
75	HVAC Equipment Delivery	1 day	Wed 05/22/24	Wed 05/22/24					
76	Duct Inspection @ Living Quarters	1 day	Wed 05/29/24	Wed 05/29/24					
77	Insulate HVAC Duct Work	13 days	Thu 05/30/24	Mon 06/17/24					
78	HVAC Duct Work @ Apparatus Bay	15 days	Wed 05/29/24	Tue 06/18/24					
79	Duct Inspection @ Apparatus Bay	1 day	Wed 06/19/24	Wed 06/19/24					
80	Fire Sprinkler @ Living Quarters	12 days	Tue 06/18/24	Wed 07/03/24					
81	Fire Sprinkler @ Apparatus Bay	8 days	Thu 07/04/24	Mon 07/15/24					
82	Inspect FS System	1 day	Tue 07/16/24	Tue 07/16/24					
83	Paint Stucco	4 days	Thu 05/16/24	Tue 05/21/24					
84	Install Windows & Storefront	4 days	Wed 05/22/24	Mon 05/27/24					
85	Exterior Fascia / Soffits / Gutters & DS	3 days	Tue 05/28/24	Thu 05/30/24					
86	Hang & Finish Drywall	22 days	Wed 06/26/24	Thu 07/25/24					
87	Prime Paint Interior @ Living Quarters	7 days	Fri 07/26/24	Mon 08/05/24					
88	Bunk Room Plywood	4 days	Fri 07/26/24	Wed 07/31/24					
89	Plywood Ceiling @ Apparatus Bay	10 days	Tue 07/16/24	Mon 07/29/24					
90	Paint Apparatus Bay Walls & Ceiling	4 days	Tue 07/30/24	Fri 08/02/24					
91	Refrigerant Lines to CU PAD	1 day	Fri 07/26/24	Fri 07/26/24					
92	Ceramic Tile	15 days	Tue 08/06/24	Mon 08/26/24					
93	Acoustical Ceiling Grid	7 days	Tue 08/06/24	Wed 08/14/24					
94	Lights & Electrical Devices @ Living Quarters	18 days	Thu 08/15/24	Mon 09/09/24					
95	Apparatus Lights	5 days	Tue 09/10/24	Mon 09/16/24					
96	HVAC Grills	8 days	Thu 08/15/24	Mon 08/26/24					
97	Final Interior Paint	10 days	Tue 09/10/24	Mon 09/23/24					
98	Plumbing Trim Out	10 days	Tue 09/24/24	Mon 10/07/24					
99	Overhead Doors	9 days	Tue 09/17/24	Fri 09/27/24					
100	Startup A/C Units	2 days	Tue 09/10/24	Wed 09/11/24					
101	Acoustical Ceiling Tile	7 days	Thu 09/12/24	Fri 09/20/24					
102	Millwork	7 days	Mon 09/23/24	Tue 10/01/24					

HENKELMAN
CONSTRUCTION, INC.

Project: Eaton Park Fire Station - 04-18-24
Date: Thu 04/17/25

Task Milestone

SAMPLE COST CONTROL REPORT

Project Name: **Eaton Park Fire Station**
 Re: **COR / CO Log**
 C.M.: **Henkelman Construction, Inc.**
 Architect: **The Lunz Group**

Item	COR #	Description	Subcontractor Involved	Date Sent	Amount	Date Approved	Status (Pending) (Approved) (Not Approved)	AAR #
1)	COR 01	Change A/C Duct Material from Duct Board to Insulated Sheet Metal	Citrus Mechanical	10/10/2023	\$ 56,342.00		HCI Added Bonds	
2)	COR 01 - REV 01	Change A/C Duct Material from Duct Board to Insulated Sheet Metal	Citrus Mechanical	12/05/2023	\$ 56,854.20			
3)	COR 01 - REV 03	Change A/C Duct Material from Duct Board to Insulated Sheet Metal	Citrus Mechanical	01/17/2024	\$ 40,903.50	01/30/2024	Approved	3
4)	COR 02	Change from OnSyte Wastewater Treatment System to Conventional Septic System	OnSyte / Averett	11/21/2023	\$ 31,240.00		HCI Added Bonds	
5)	COR 02 - REV 01	Change from OnSyte Wastewater Treatment System to Conventional Septic System	OnSyte / Averett	12/05/2023	\$ 31,524.00	01/11/2024	Approved	2
6)	COR 03	Additional Site Work per FDOT Permit Drawing	Larson's Grading & Paving	11/21/2023	\$ 12,879.90		HCI Added Bonds	
7)	COR 03 - REV 01	Additional Site Work per FDOT Permit Drawing	Larson's Grading & Paving	12/05/2023	\$ 12,996.99	01/04/2024	Approved	1
8)	COR 04	Change SOG Vapor Barrier from 10-Mils to 15-Mils Material	Quality Management Corp	11/29/2023	\$ 1,320.00		HCI Added Bonds	
9)	COR 04 - REV 01	Change SOG Vapor Barrier from 10-Mils to 15-Mils Material	Quality Management Corp	12/05/2023	\$ 1,332.00			
10)	COR 05	Cut & Patch Roadway for Water Main Connection	Larson's Grading / Imperial Testing	11/29/2023	\$ 12,555.87		HCI Added Bonds	
11)	COR 05 - REV 01	Cut & Patch Roadway for Water Main Connection	Larson's Grading / Imperial Testing	12/05/2023	\$ 12,555.87			
12)	COR 05 - REV 02	Cut & Patch Roadway for Water Main Connection	Larson's Grading / Imperial Testing	12/12/2023	\$ 12,555.87			
13)	COR 05 - REV 03	Cut & Patch Roadway for Water Main Connection	Larson's Grading / Imperial Testing	12/21/2023	\$ 10,779.35	01/04/2024	Approved	1
14)	COR 06	Change Fire Riser Room Door from 48" to 36" Wide	HCI	01/17/2024	\$ (1,110.00)	01/30/2024	Approved	3
15)	COR 07	Credit for Generator Fuel Tank Size Reduction	Birdwell Electric	01/17/2024	\$ (3,919.41)	01/30/2024	Approved	3
16)	COR 08	Changes to IT Service Conduit Runs & Handholes	Birdwell Electric	03/12/2024	\$ (6,751.91)	04/12/2024	Approved	4

A Change Order Request Log is an example of one of several cost control reports that our team utilizes. It serves as a centralized record that helps ensure transparency, accountability, and effective communication between all stakeholders—owners, architects, subcontractors, and our Henkelman Construction team members.

Through use of the log, we are able to track requested changes made by the Owner, monitor their status, and support budgeting and cost forecasting by showing how changes impact the overall project budget.

Provide documentation of the Proposers’ or sub-consultant’s headquarters and local offices, if any, and the amount of time the firm has been located at each such local office. Please also indicate the number of employees at the local office.

LOCATION WITH DIRECT PROJECT RESPONSIBILITY

Henkelman Construction
1830 N. Crystal Lake Dr.
Lakeland, FL 33801

POLK COUNTY LOCAL BUSINESS TAX RECEIPT	
ACCOUNT NO. 27035	CLASS: B+
EXPIRES: 09/30/2025	
OWNER NAME	LOCATION
RONALD - PRES HENKELMAN	1830 N CRYSTAL LAKE DR LAKELAND
BUSINESS NAME AND MAILING ADDRESS	CODE ACTIVITY TYPE
HENKELMAN CONSTRUCTION INC HENKELMAN CONSTRUCTION INC 1830 N CRYSTAL LAKE DR LAKELAND, FL 338019805	230000 L TO NON-LICENSED CONSTRUCTION ONLY 230150 CONTRACTOR GENERAL PROFESSIONAL LICENSE (IF APPLICABLE) DBPR-CGC16989
OFFICE OF JOE G. TEDDER, CFC * TAX COLLECTOR	THIS POLK COUNTY LOCAL BUSINESS TAX RECEIPT MUST BE CONSPICUOUSLY DISPLAYED AT THE BUSINESS LOCATION
PAID - 2548868 08/13/2024 HSP TP 57.75	HENKELMAN CONSTRUCTION INC

Our corporate office has been conveniently located at 1830 N. Crystal Lake Drive, Lakeland, FL 33801 *since it's opening in 1998.* This office will have direct responsibility for any projects awarded under this continuing contract.

Our dedicated staff consists of 26 employees. All of our Project Managers and Superintendents are local Polk County residents. Therefore, 100% of the work done by Henkelman Construction staff will be completed locally.

LOCAL PARTICIPATION

Henkelman Construction, Inc. is committed to maximizing the use of local resources throughout our projects. Our approach is designed to positively impact the local economy and support community development by prioritizing local labor, vendors, subcontractors, and resources. Here’s how we achieve this:

Local Vendors and Suppliers: We prioritize sourcing materials and supplies from local vendors whenever possible. This approach supports local businesses and reduces transportation costs and delays, contributing to a more efficient supply chain. By working with local vendors, we also help to stimulate the local economy and create a positive economic ripple effect within the community.

Local Subcontractors: We seek out qualified local subcontractors to perform specialized tasks on our projects. Engaging local subcontractors not only supports local businesses but also enhances coordination and communication on the job site. Local subcontractors are familiar with regional codes, regulations, and construction practices, which contributes to smoother project execution.

Community Engagement: Beyond just hiring and sourcing locally, we actively engage with the community to understand its needs and preferences. This involvement helps us to tailor our approach to align with local expectations and build strong, positive relationships with community stakeholders.

Economic Impact: By focusing on local resources, we contribute to the economic growth of the area. The spending power of wages and payments to local businesses circulates within the community, supporting local jobs and economic development.

Through these practices, Henkelman Construction, Inc. ensures that our projects benefit the local economy, build strong community ties, and leverage regional expertise. Our commitment to utilizing local resources is a fundamental aspect of our approach to project execution, aligning with our goal to deliver high-quality results while supporting the communities we work in.

Every dollar spent on local businesses fosters a cycle of economic growth and stability.

Explain how the submitting firm will encourage minority participation in the project.

MINORITY PARTICIPATION

At Henkelman Construction, Inc., our commitment to engaging women/minority owned business enterprises (W/MBEs) is both aggressive and highly effective. While our procedures share similarities with other firms, we take distinct steps to ensure our participation levels exceed even the highest standards.

We have established robust relationships with local W/MBEs through organizations like the State of Florida's Minority Business Advocacy and Assistance Office. Utilizing certified W/MBE listings, we proactively reach out to these businesses to discuss potential projects and assess their capability to undertake the required work. For instance, Ron Henkelman served as a mentor to TMJ Construction, a minority subcontractor, for several years. During their weekly meetings, Ron guided Jaye Burt, Owner of TMJ Construction, through various aspects of the Construction Management profession. This mentorship evolved into a relationship marked by mutual respect and collaboration. Jaye has since been instrumental in rallying minority subcontractors and guiding them through the pre-qualification process for our projects.

“It is refreshing to work with a general contractor like Henkelman Construction, Inc. They produce high quality work throughout every phase of the construction process, from bidding all the way to final lien releases. Their field employees have a sound knowledge of construction, they are able to create and meet construction schedules, and they keep us well informed throughout the building process. In the office, their employees are well organized and thorough, showing great attention to detail.”

-Dennis Pardue, Pardue Masonry

To further enhance participation, we prioritize financial support for emerging and small W/MBEs by paying monthly invoices for work completed by the 10th of each month, regardless of our pay request status. This practice helps these businesses maintain crucial cash flow, setting us apart from other firms in our industry.

Henkelman Construction, Inc. is dedicated to building and nurturing relationships with qualified W/MBEs. By encouraging repeat associations, we ensure a broad selection of subcontractors, enabling us to consistently meet or exceed the minority participation goals of the Polk County BoCC.

Our outreach efforts are comprehensive, including advertisements in local newspapers and soliciting bids from State of Florida Certified W/MBEs. We actively engage with minority agencies through letters and phone calls to inform them about our projects. Our dedication to making our W/MBE program successful is evident in these additional measures.

We also conduct face-to-face interviews to understand new companies' strengths and goals, attend W/MBE meetings, and participate in training seminars to network with both existing and potential contacts. Monitoring the progress of our new W/MBEs and offering assistance when needed further demonstrates our commitment to their success.

Henkelman Construction, Inc. takes pride in our proactive approach to W/MBE participation and our track record of achievements in this area. Our comprehensive strategies and unwavering support ensure that our W/MBE program not only meets but exceeds expectations.

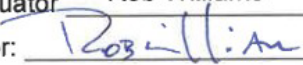
Survey Questionnaire – Polk County**RFP 25-544, Construction Manager at Risk Continuing Services**To: Rob Williams (Name of Person completing survey)Polk County BoCC (Name of Client Company/Consultant)Phone Number: (863) 534-5568 Email: robwilliams@polk-county.net

Subject: Past Performance Survey of Similar work:

Project name: Eaton Park Fire StationName of Vendor being surveyed: Henkelman Construction, Inc.Cost of Services: Original Cost: \$4,201,712 Ending Cost: \$4,119,486Contract Start Date: November 2023 Contract End Date: December 2024

Rate each of the criteria on a scale of 1 to 10, with 10 representing that you were very satisfied (and would hire the Consultant /individual again) and 1 representing that you were very unsatisfied (and would never hire the Consultant /individual again). Please rate each of the criteria to the best of your knowledge. If you do not have sufficient knowledge of past performance in a particular area, leave it blank.

NO	CRITERIA	UNIT	SCORE
1	Ability to manage cost	(1-10)	9
2	Ability to maintain project schedule (complete on-time/early)	(1-10)	9
3	Quality of workmanship	(1-10)	9
4	Professionalism and ability to manage	(1-10)	9
5	Close out process	(1-10)	9
6	Ability to communicate with Client's staff	(1-10)	9
7	Ability to resolve issues promptly	(1-10)	9
8	Ability to follow protocol	(1-10)	9
9	Ability to maintain proper documentation	(1-10)	9
10	Appropriate application of technology	(1-10)	9
11	Overall Client satisfaction and comfort level in hiring	(1-10)	10
12	Ability to offer solid recommendations	(1-10)	9
13	Ability to facilitate consensus and commitment to the plan of action among staff	(1-10)	9

Printed Name of Evaluator: Rob WilliamsSignature of Evaluator: Please fax or email the completed survey to: beckym@hcinc.net

Survey Questionnaire – Polk County

RFP 25-544, Construction Manager at Risk Continuing Services

To: Steve McMillan (Name of Person completing survey)
Polk County BoCC (Name of Client Company/Consultant)
 Phone Number: (863) 534-5511 Email: stevemcmillan@polk-county.net Past
 Performance Survey of Similar work:
 Project name: Loyce Harpe Park Pavilion
 Name of Vendor being surveyed: Henkelman Construction, Inc.
 Cost of Services: Original Cost: \$603,804 Ending Cost: \$578,160
 Contract Start Date: September 2016 Contract End Date: February 2017

Rate each of the criteria on a scale of 1 to 10, with 10 representing that you were very satisfied (and would hire the Consultant /individual again) and 1 representing that you were very unsatisfied (and would never hire the Consultant /individual again). Please rate each of the criteria to the best of your knowledge. If you do not have sufficient knowledge of past performance in a particular area, leave it blank.

NO	CRITERIA	UNIT	SCORE
1	Ability to manage cost	(1-10)	10
2	Ability to maintain project schedule (complete on-time/early)	(1-10)	10
3	Quality of workmanship	(1-10)	10
4	Professionalism and ability to manage	(1-10)	10
5	Close out process	(1-10)	10
6	Ability to communicate with Client's staff	(1-10)	10
7	Ability to resolve issues promptly	(1-10)	10
8	Ability to follow protocol	(1-10)	10
9	Ability to maintain proper documentation	(1-10)	10
10	Appropriate application of technology	(1-10)	10
11	Overall Client satisfaction and comfort level in hiring	(1-10)	10
12	Ability to offer solid recommendations	(1-10)	10
13	Ability to facilitate consensus and commitment to the plan of action among staff	(1-10)	10

Printed Name of Evaluator: Steve McMillan

Signature of Evaluator: Steve McMillan

Please fax or email the completed survey to: beckym@hcinc.net

Survey Questionnaire – Polk County

RFP 25-544, Construction Manager at Risk Continuing Services

To: Steve McMillan (Name of Person completing survey)
Polk County BoCC (Name of Client Company/Consultant)
 Phone Number: (863) 534-5527 Email: stevemcmillan@polk-county.net
 Subject: Past Performance Survey of Similar work:
 Project name: Polk County Administration Building Boardroom Renovation
 Name of Vendor being surveyed: Henkelman Construction, Inc.
 Cost of Services: Original Cost: \$117,270 Ending Cost: \$81,459
 Contract Start Date: July 2021 Contract End Date: September 2021

Rate each of the criteria on a scale of 1 to 10, with 10 representing that you were very satisfied (and would hire the Consultant /individual again) and 1 representing that you were very unsatisfied (and would never hire the Consultant /individual again). Please rate each of the criteria to the best of your knowledge. If you do not have sufficient knowledge of past performance in a particular area, leave it blank.

NO	CRITERIA	UNIT	SCORE
1	Ability to manage cost	(1-10)	10
2	Ability to maintain project schedule (complete on-time/early)	(1-10)	10
3	Quality of workmanship	(1-10)	10
4	Professionalism and ability to manage	(1-10)	10
5	Close out process	(1-10)	10
6	Ability to communicate with Client's staff	(1-10)	10
7	Ability to resolve issues promptly	(1-10)	10
8	Ability to follow protocol	(1-10)	10
9	Ability to maintain proper documentation	(1-10)	10
10	Appropriate application of technology	(1-10)	10
11	Overall Client satisfaction and comfort level in hiring	(1-10)	10
12	Ability to offer solid recommendations	(1-10)	10
13	Ability to facilitate consensus and commitment to the plan of action among staff	(1-10)	10

Printed Name of Evaluator Steve McMillan

Signature of Evaluator: Steve McMillan

Please fax or email the completed survey to: beckym@hcinc.net

Survey Questionnaire – Polk County

RFP 25-544, Construction Manager at Risk Continuing Services

To: Steve McMillan (Name of Person completing survey)
Polk County BoCC (Name of Client Company/Consultant)
 Phone Number: (863) 534-5511 Email: __stevemcmillan@polk-county.net
 Subject: Past Performance Survey of Similar work:
 Project name: Polk County Tax Collector Wright Building Renovation
 Name of Vendor being surveyed: Henkelman Construction, Inc.
 Cost of Services: Original Cost: \$362,125 Ending Cost: \$330,756
 Contract Start Date: April 2016 Contract End Date: September 2016

Rate each of the criteria on a scale of 1 to 10, with 10 representing that you were very satisfied (and would hire the Consultant /individual again) and 1 representing that you were very unsatisfied (and would never hire the Consultant /individual again). Please rate each of the criteria to the best of your knowledge. If you do not have sufficient knowledge of past performance in a particular area, leave it blank.

NO	CRITERIA	UNIT	SCORE
1	Ability to manage cost	(1-10)	10
2	Ability to maintain project schedule (complete on-time/early)	(1-10)	10
3	Quality of workmanship	(1-10)	10
4	Professionalism and ability to manage	(1-10)	10
5	Close out process	(1-10)	10
6	Ability to communicate with Client's staff	(1-10)	10
7	Ability to resolve issues promptly	(1-10)	10
8	Ability to follow protocol	(1-10)	10
9	Ability to maintain proper documentation	(1-10)	10
10	Appropriate application of technology	(1-10)	10
11	Overall Client satisfaction and comfort level in hiring	(1-10)	10
12	Ability to offer solid recommendations	(1-10)	10
13	Ability to facilitate consensus and commitment to the plan of action among staff	(1-10)	10

Printed Name of Evaluator Steve McMillan

Signature of Evaluator: Steve McMillan

Please fax or email the completed survey to: beckym@hcinc.net

Survey Questionnaire – Polk County

RFP 25-544, Construction Manager at Risk Continuing Services

To: Tiffany Gunn (Name of Person completing survey)

Highlands County BoCC (Name of Client Company/Consultant)

Phone Number: (863) 402-6518 Email: tgunn@highlandsfl.gov

Subject: Past Performance Survey of Similar work:

Project name: Highlands County Emergency Operations Center Expansion

Name of Vendor being surveyed: Henkelman Construction, Inc.

Cost of Services: Original Cost: \$2,458,636 Ending Cost: Under Construction

Contract Start Date: March 2025 Contract End Date: March 2026

Rate each of the criteria on a scale of 1 to 10, with 10 representing that you were very satisfied (and would hire the Consultant /individual again) and 1 representing that you were very unsatisfied (and would never hire the Consultant /individual again). Please rate each of the criteria to the best of your knowledge. If you do not have sufficient knowledge of past performance in a particular area, leave it blank.

NO	CRITERIA	UNIT	SCORE
1	Ability to manage cost	(1-10)	10
2	Ability to maintain project schedule (complete on-time/early)	(1-10)	10
3	Quality of workmanship	(1-10)	10
4	Professionalism and ability to manage	(1-10)	10
5	Close out process	(1-10)	N/A
6	Ability to communicate with Client's staff	(1-10)	10
7	Ability to resolve issues promptly	(1-10)	10
8	Ability to follow protocol	(1-10)	10
9	Ability to maintain proper documentation	(1-10)	10
10	Appropriate application of technology	(1-10)	10
11	Overall Client satisfaction and comfort level in hiring	(1-10)	10
12	Ability to offer solid recommendations	(1-10)	10
13	Ability to facilitate consensus and commitment to the plan of action among staff	(1-10)	10

Printed Name of Evaluator Tiffany Gunn

Signature of Evaluator: 

Please fax or email the completed survey to: beckym@hcinc.net

REQUIRED FORMS**Proposers Incorporation Information**

(Submittal Page)

The following section should be completed by all bidders and submitted with their bid submittal:

Company Name: Henkelman Construction, Inc.DBA/Fictitious Name (if applicable): N/ATIN #: 59-3162353Address: 1830 N. Crystal Lake DriveCity: LakelandState: FLZip Code: 33801County: Polk

Note: Company name must match legal name assigned to the TIN number. A current W9 should be submitted with your bid submittal.

Contact Person: Ronald HenkelmanPhone Number: (863) 666-3575Cell Phone Number: (863) 712-6510Email Address: ronh@hcinc.net

Type of Organization (select one type)

- ☐ Sole Proprietorship
- ☐ Partnership
- ☐ Non-Profit
- ☐ Sub Chapter
- ☐ Joint Venture
- ☒ Corporation
- ☐ LLC
- ☐ LLP
- ☐ Publicly Traded
- ☐ Employee Owned

State of Incorporation: Florida

The Successful vendor must complete and submit this form prior to award. The Successful vendor must invoice using the company name listed above.

REQUIRED FORMS

AFFIDAVIT CERTIFICATION IMMIGRATION LAWS

SOLICITATION NO.: RFP 25-544, Construction Manager at Risk Continuing Services
 POLK COUNTY WILL NOT INTENTIONALLY AWARD COUNTY CONTRACTS TO ANY
 CONSULTANT WHO KNOWINGLY EMPLOYS UNAUTHORIZED ALIEN WORKERS,
 CONSTITUTING A VIOLATION OF THE EMPLOYMENT PROVISIONS CONTAINED IN 8
 U.S.C. SECTION 1324 a(e) {SECTION 274A(e) OF THE IMMIGRATION AND NATIONALITY
 ACT ("INA").

POLK COUNTY MAY CONSIDER THE EMPLOYMENT BY ANY CONSULTANT OF
 UNAUTHORIZED ALIENS A VIOLATION OF SECTION 274A(e) OF THE INA. SUCH
 VIOLATION BY THE RECIPIENT OF THE EMPLOYMENT PROVISIONS CONTAINED IN
 SECTION 274A(e) OF THE INA SHALL BE GROUNDS FOR UNILATERAL CANCELLATION
 OF THE CONTRACT BY POLK COUNTY.

BIDDER ATTESTS THAT THEY ARE FULLY COMPLIANT WITH ALL APPLICABLE
 IMMIGRATION LAWS (SPECIFICALLY TO THE 1986 IMMIGRATION ACT AND
 SUBSEQUENT AMENDMENTS).

Company Name: Henkelman Construction, Inc.

Signature: _____

Title: President

Date: August 7, 2025

State of: Florida

County of: Polk

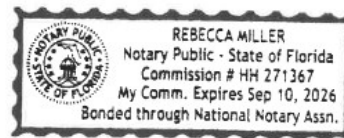
The foregoing instrument was acknowledged before me by means of ☒ physical
 presence or ☐ online notarization, this 7th day of August, 2025, by
Gary Henkelman (name) as President (title of officer) of
Henkelman Construction, Inc. (entity name), on behalf of the company, who ☒ is
 personally known to me or ☐ has produced _____ as
 identification.

Notary Public Signature: _____

Printed Name of Notary Public: Rebecca Miller

Notary Commission Number and Expiration: HH 271367 / September 10, 2026

(AFFIX NOTARY SEAL)



REQUIRED FORMS

EMPLOYMENT ELIGIBILITY VERIFICATION (E-VERIFY) CERTIFICATION

(Florida Statutes, Section 448.095)

PROJECT NAME: 25-544, Construction Manager at Risk Continuing Services

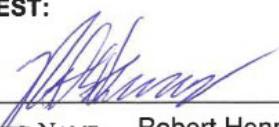
The undersigned, as an authorized officer of the contractor identified below (the "**Contractor**"), having full knowledge of the statements contained herein, hereby certifies to Polk County, a political subdivision of the State of Florida (the "**County**"), by and on behalf of the Contractor in accordance with the requirements of Section 448.095, Florida Statutes, as related to the contract entered into by and between the Contractor and the County on or about the date hereof, whereby the Contractor will provide labor, supplies, or services to the County in exchange for salary, wages, or other remuneration (the "**Contract**"), as follows:

1. Unless otherwise defined herein, terms used in this Certification which are defined in Section 448.095, Florida Statutes, as may be amended from time to time, shall have the meaning ascribed in said statute.

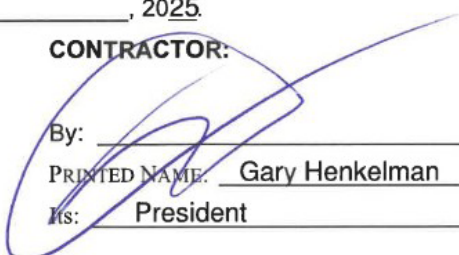
2. Pursuant to Section 448.095(5), Florida Statutes, the Contractor, and any subcontractor under the Contract, must register with and use the E-Verify system to verify the work authorization status of all new employees of the Contractor or subcontractor. The Contractor acknowledges and agrees that (i) the County and the Contractor may not enter into the Contract, and the Contractor may not enter into any subcontracts thereunder, unless each party to the Contract, and each party to any subcontracts thereunder, registers with and uses the E-Verify system; and (ii) use of the U.S. Department of Homeland Security's E-Verify System and compliance with all other terms of this Certification and Section 448.095, Fla. Stat., is an express condition of the Contract, and the County may treat a failure to comply as a material breach of the Contract.

3. By entering into the Contract, the Contractor becomes obligated to comply with the provisions of Section 448.095, Fla. Stat., "Employment Eligibility," as amended from time to time. This includes but is not limited to utilization of the E-Verify System to verify the work authorization status of all newly hired employees, and requiring all subcontractors to provide an affidavit attesting that the subcontractor does not employ, contract with, or subcontract with, an unauthorized alien. The Contractor shall maintain a copy of such affidavit for the duration of the Contract. Failure to comply will lead to termination of the Contract, or if a subcontractor knowingly violates the statute or Section 448.09(1), Fla. Stat., the subcontract must be terminated immediately. If the Contract is terminated pursuant to Section 448.095, Fla. Stat., such termination is not a breach of contract and may not be considered as such. Any challenge to termination under this provision must be filed in the Tenth Judicial Circuit Court of Florida no later than 20 calendar days after the date of termination. If the Contract is terminated for a violation of Section 448.095, Fla. Stat., by the Contractor, the Contractor may not be awarded a public contract for a period of 1 year after the date of termination. The Contractor shall be liable for any additional costs incurred by the County as a result of the termination of the Contract. Nothing in this Certification shall be construed to allow intentional discrimination of any class protected by law.

Executed this 7th day of August, 2025.**ATTEST:**

By: 
 PRINTED NAME: Robert Hennessey
 Its: VP of Estimating

CONTRACTOR:

By: 
 PRINTED NAME: Gary Henkelman
 Its: President

REQUIRED FORMS

July 24, 2025

**POLK COUNTY, A POLITICAL SUBDIVISION OF THE STATE OF FLORIDA
ADDENDUM #1****RFP 25-544, Construction Manager at Risk (CMAR) Continuing Services**

This addendum is issued to clarify, add to, revise and/or delete items of the RFP Documents for this work. This Addendum is a part of the RFP Documents and acknowledgment of its receipt should be noted on the Addendum.

Contained within this addendum: Questions/answers and documents uploaded to FTP Site.

To obtain a copy of requested documents please go the following FTP site: <https://ftp3.polk-county.net>, you will be prompted for a User ID and Password. The User ID is *procurevendor* and the password is *solicitation*. After you have logged in to the FTP site, double click on the file folder "RFP 25-544, RFP Attachments", select "Open" or "Save As" to download the proposal documents. If you need assistance accessing this website due to ADA or any other reason, please email Tabatha Shirah at tabathashirah@polk-county.net.

Tabatha Shirah

Tabatha Shirah
Procurement Analyst
Procurement Division

This Addendum sheet should be signed and returned with your submittal. This is the only acknowledgment required.

Signature: _____



Printed Name: Ronald Henkelman

Title: CEO

Company: Henkelman Construction, Inc.

REQUIRED FORMS

July 24, 2025

POLK COUNTY, A POLITICAL SUBDIVISION OF THE STATE OF FLORIDA**ADDENDUM #2****RFP 25-544, Construction Manager at Risk (CMAR) Continuing Services**

This addendum is issued to clarify, add to, revise and/or delete items of the RFP Documents for this work. This Addendum is a part of the RFP Documents and acknowledgment of its receipt should be noted on the Addendum.

Contained within this addendum: Questions and answers.

Tabatha Shirah

Tabatha Shirah
Procurement Analyst
Procurement Division

This Addendum sheet should be signed and returned with your submittal. This is the only acknowledgment required.

Signature: 
Printed Name: Ronald Henkelman
Title: CEO
Company: Henkelman Construction, Inc.

REQUIRED FORMS

Form W-9 (Rev. March 2024) Department of the Treasury Internal Revenue Service	Request for Taxpayer Identification Number and Certification Go to www.irs.gov/FormW9 for instructions and the latest information.	Give form to the requester. Do not send to the IRS.
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Before you begin. For guidance related to the purpose of Form W-9, see *Purpose of Form*, below.

Print or type. See Specific Instructions on page 3.	<table style="width: 100%;"> <tr> <td style="width: 70%;"> 1 Name of entity/individual. An entry is required. (For a sole proprietor or disregarded entity, enter the owner's name on line 1, and enter the business/disregarded entity's name on line 2.) Henkelman Construction, Inc. </td> <td style="width: 30%;"></td> </tr> <tr> <td colspan="2"> 2 Business name/disregarded entity name, if different from above. </td> </tr> <tr> <td colspan="2"> 3a Check the appropriate box for federal tax classification of the entity/individual whose name is entered on line 1. Check only one of the following seven boxes. ☐ Individual/sole proprietor ☒ C corporation ☐ S corporation ☐ Partnership ☐ Trust/estate ☐ LLC. Enter the tax classification (C = C corporation, S = S corporation, P = Partnership) _____ Note: Check the "LLC" box above and, in the entry space, enter the appropriate code (C, S, or P) for the tax classification of the LLC, unless it is a disregarded entity. A disregarded entity should instead check the appropriate box for the tax classification of its owner. ☐ Other (see instructions) _____ </td> </tr> <tr> <td colspan="2"> 3b If on line 3a you checked "Partnership" or "Trust/estate," or checked "LLC" and entered "P" as its tax classification, and you are providing this form to a partnership, trust, or estate in which you have an ownership interest, check this box if you have any foreign partners, owners, or beneficiaries. See instructions _____ ☐ </td> </tr> <tr> <td colspan="2"> 4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3): Exempt payee code (if any) _____ Exemption from Foreign Account Tax Compliance Act (FATCA) reporting code (if any) _____ <i>(Applies to accounts maintained outside the United States.)</i> </td> </tr> <tr> <td colspan="2"> 5 Address (number, street, and apt. or suite no.). See instructions. 1830 N. Crystal Lake Drive </td> </tr> <tr> <td colspan="2"> 6 City, state, and ZIP code Lakeland, FL 33801 </td> </tr> <tr> <td colspan="2"> 7 List account number(s) here (optional) </td> </tr> <tr> <td colspan="2"> Requester's name and address (optional) </td> </tr> </table>	1 Name of entity/individual. An entry is required. (For a sole proprietor or disregarded entity, enter the owner's name on line 1, and enter the business/disregarded entity's name on line 2.) Henkelman Construction, Inc.		2 Business name/disregarded entity name, if different from above.		3a Check the appropriate box for federal tax classification of the entity/individual whose name is entered on line 1. Check only one of the following seven boxes. ☐ Individual/sole proprietor ☒ C corporation ☐ S corporation ☐ Partnership ☐ Trust/estate ☐ LLC. Enter the tax classification (C = C corporation, S = S corporation, P = Partnership) _____ Note: Check the "LLC" box above and, in the entry space, enter the appropriate code (C, S, or P) for the tax classification of the LLC, unless it is a disregarded entity. A disregarded entity should instead check the appropriate box for the tax classification of its owner. ☐ Other (see instructions) _____		3b If on line 3a you checked "Partnership" or "Trust/estate," or checked "LLC" and entered "P" as its tax classification, and you are providing this form to a partnership, trust, or estate in which you have an ownership interest, check this box if you have any foreign partners, owners, or beneficiaries. See instructions _____ ☐		4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3): Exempt payee code (if any) _____ Exemption from Foreign Account Tax Compliance Act (FATCA) reporting code (if any) _____ <i>(Applies to accounts maintained outside the United States.)</i>		5 Address (number, street, and apt. or suite no.). See instructions. 1830 N. Crystal Lake Drive		6 City, state, and ZIP code Lakeland, FL 33801		7 List account number(s) here (optional)		Requester's name and address (optional)	
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Requester's name and address (optional)																			

Part I Taxpayer Identification Number (TIN)
 Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN*, later.
Note: If the account is in more than one name, see the instructions for line 1. See also *What Name and Number To Give the Requester* for guidelines on whose number to enter.

Social security number 	Employer identification number 59-3162353
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Part II Certification
 Under penalties of perjury, I certify that:
 1. The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
 2. I am not subject to backup withholding because (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
 3. I am a U.S. citizen or other U.S. person (defined below); and
 4. The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.
Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and, generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.

Sign Here	Signature of U.S. person	Date 08/06/25
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General Instructions
 Section references are to the Internal Revenue Code unless otherwise noted.
Future developments. For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to www.irs.gov/FormW9.
What's New
 Line 3a has been modified to clarify how a disregarded entity completes this line. An LLC that is a disregarded entity should check the appropriate box for the tax classification of its owner. Otherwise, it should check the "LLC" box and enter its appropriate tax classification.

Purpose of Form
 An individual or entity (Form W-9 requester) who is required to file an information return with the IRS is giving you this form because they