



**A DECADE+ OF
EXCELLENCE**
INDIANAPOLIS INTERNATIONAL AIRPORT

IAA Board of Directors Meeting Agenda

December 19, 2025

8:00 AM

Location: Board Conference Room – 4th floor and Via Zoom (Hybrid meeting)

I. Call to Order

II. Approval of Minutes of the IAA Board’s Meeting of November 21, 2025.

III. Ordinances, Resolutions, and Public Hearings

IV. Board Reports

Board President’s Report

V. Official Actions

Consider for approval, the individual items on **IAA General Agenda dated December 19, 2025.**

VI. Staff Reports

a) Executive Director’s Report (Submitted in writing)

- i. Tuskegee Airmen Exhibit
- ii. Big Ten Football at IND
- iii. IND Set New Passenger Records and Prepared for Thanksgiving Surge
- iv. 2025 Rob Halter Lifetime Achievement Award – Holli Harrington
- v. Holly Jolly Jetway
- vi. Soaring for Autism
- vii. ACI-NA MarCom CX Awards Winner and Finalist
- viii. 2025 “People Love Us on Yelp” Award
- ix. Snowball Express

VII. Other Reports and Updates

a) **Board Communications:** *Next Meeting: Friday, January 16, 2026, at 8:00 AM.*

MINUTES
Board of Directors Meeting
Indianapolis Airport Authority

The Regular Meeting of the Indianapolis Airport Authority (IAA) Board called to order at 8:00 am November 21, 2025, in the Airport's Board Conference Room at Indianapolis International Airport. All Board Members appeared in person.

Present at the commencement of the meeting and comprising a quorum were:

Barbara Glass, President
Steve Dillinger, Vice President
Mamon Powers, Secretary
Kurt Schleiter, Member
Jeffrey Gaither, Member
Duane Gibbs, Member
W. Tobin McClamroch, Member
Eric Dozier, Member
Ryan Goodwin, Member
Brett Voorhies, Member
Tamika Catchings, Member
Brian Tuohy, I.A.A. Board Counsel

I.A.A. Executive Staff attending:

Mario Rodriguez, Executive Director
Keith Berlen, Sr. Director of Operations and Public Safety
Alexandra Kalpakidis, Sr. Executive Assistant
Maria Wiley, Sr. Director of Audit, Compliance & Procurement
Rachel Stevens, Sr. Director of Human Resources – not attending
Jonathan Weinzapfel, General Counsel
Robert Thomson, Sr. Director of Finance
Jarod Klaas, Sr. Director of Planning and Development
Reid Goldsmith, Sr. Director of Information Technology
Marsha Wurster, Sr. Director of Commercial Enterprise
Holli Harrington, Sr. Director of Strategic Alliance

APPROVAL OF MINUTES

President Glass asked for a motion for approval. A motion for approval was made by Ms. Catchings and seconded by Mr. Powers. There being no discussion, President Glass asked for a voice vote, and with all members stating, "Aye," the Meeting Minutes of the IAA Board Meeting on October 17, 2025, were approved.

ORDINANCES, RESOLUTIONS, AND PUBLIC HEARINGS

President Glass called upon Jonathan Weinzapfel, General Counsel, to present for public hearing and consideration, General Ordinance 03-2025 concerning Indianapolis Airport Authority's 2026 Rates and Charges as described in [Board Memo BP2025-11-01](#). President Glass opened the public hearing. There being no comments from the public, she closed the public hearing. President Glass then asked for a motion for approval of [Board Memo BP2025-11-01](#). A motion for approval was made by Mr. McClamroch and seconded by Mr. Dillinger. There being no

discussion, President Glass asked for a voice vote, and with all members stating, "Aye," unanimous approval was given to **BP2025-11-01**.

BOARD REPORTS

Board President's Report: President Glass expressed appreciation for all IAA Staff who helped to support TSA officers during the federal shutdown as they worked without pay. She then introduced Aaron Batt, the TSA Federal Security Director, who presented the IAA with a Challenge Coin in appreciation for the \$13,000 in gift and gas cards donated to TSA workers and the over 500 hours that IAA employees worked to support them. President Glass also congratulated Tamika Catchings for receiving honors from the NCAA.

OFFICIAL ACTIONS

INTRODUCTION AND APPROVAL OF THE INDIANAPOLIS AIRPORT AUTHORITY'S GENERAL AGENDA DATED November 21, 2025:

President Glass called upon Robert Thomson Sr. Director of Finance, to present for consideration and approval in **Board Memo BP2025-11-02**, the acceptance of the affirmative vote of the Signatory Airlines to extend the Term of the Airline Use Agreement through December 2027. President Glass asked for a motion for approval of **Board Memo BP2025-11-02**. A motion for approval was made by Mr. Dillinger and seconded by Ms. Catchings. There being no discussion, President Glass asked for a voice vote, and with all members stating, "Aye," unanimous approval was given to **BP2025-11-02**.

President Glass then called upon Marsha Wurster, Sr. Director of Commercial Enterprise, to present for consideration and approval **BP2025-11-03**, Amendment No. 1 to Lease Agreement with U.S. Department of Commerce National Oceanic and Atmospheric Administration to add and exercise a ten (10) year renewal term in the continuation of support to the National Weather Service. President Glass asked for a motion for approval of **BP2025-11-03**. A motion for approval was made by Mr. McClamroch and seconded by Mr. Dozier. There being no discussion, President Glass asked for a voice vote, and with all members stating, "Aye," unanimous approval was given to **BP2025-11-03**.

President Glass then called upon Ms. Wurster, to present for consideration and approval, **BP2025-11-04**, an FTZ Operator Agreement and the issuance of a Grantee Sponsorship Letter with Bobst North America, Inc. to facilitate access to the federal FTZ program. President Glass asked for a motion for approval of **BP2025-11-04**. A motion for approval was made by Mr. Gaither and seconded by Mr. McClamroch. There being no discussion, President Glass asked for a voice vote, and with all members stating, "Aye," unanimous approval was given to **BP2025-11-04**.

President Glass then called upon Jarod Klaas, Sr. Director of Planning and Development to present for consideration and approval, **BP2025-11-05**, an inspection services contract with Journey Engineering, LLC for Taxiway P Reconstruction at Indianapolis International Airport in an amount not-to-exceed \$1,949,776.82 (fees and expenses). President Glass asked for a motion for approval for **BP2025-11-05**. A motion for approval was made by Mr. McClamroch and seconded

by Mr. Dillinger. After brief discussion, President Glass asked for a voice vote, and with all members stating, "Aye," unanimous approval was given to [BP2025-11-05](#).

President Glass then called upon Mr. Klaas to present for consideration and approval, [BP2025-11-06](#), Change Order No. 3 with Dallman Contractors, LLC for Main Terminal Painting and Repair at the Indianapolis International Airport in an amount not to exceed \$8,730.00. President Glass asked for a motion for approval for [BP2025-11-06](#). A motion for approval was made by Mr. Goodwin and seconded by Mr. Voorhies. After brief discussion, President Glass asked for a voice vote, and with all members stating, "Aye," unanimous approval was given to [BP2025-11-06](#).

President Glass then called upon Mr. Klaas to present for consideration and approval, [BP2025-11-07](#), an award of contract for Shuttle Bus Replacement (Install Three Bus Chargers) 2024 & 2025 at Indianapolis International Airport to Huston Electric, Inc., in an amount not to exceed \$269,762.00 plus a 10% construction reserve of \$26,976.20 for a total of \$296,738.20. Huston Electric, Inc., was the lowest responsive and responsible bidder. President Glass asked for a motion for approval for [BP2025-11-07](#). A motion for approval was made by Mr. Gaither and seconded by Mr. Powers. There being no discussion, President Glass asked for a voice vote, and with all members stating, "Aye," unanimous approval was given to [BP2025-11-07](#).

President Glass then called upon Mr. Klaas to present for consideration and approval, [BP2025-11-08](#), a professional services contract with Ricondo & Associates, Inc. for IND Master Plan at Indianapolis International Airport in an amount not-to-exceed \$4,989,800.00 (fees and expenses). President Glass asked for a motion for approval for [BP2025-11-08](#). A motion for approval was made by Mr. Goodwin and seconded by Mr. McClamroch. After brief discussion, President Glass asked for a voice vote, and with all members stating, "Aye," unanimous approval was given to [BP2025-11-08](#).

STAFF REPORTS

Executive Director's Report – Mario Rodriguez, E.D., announced that he had submitted a written report.

Executive Director's Report (Submitted in writing)

- i. Indy Chamber Monumental Awards "Achievement" Recognition - Runway Reconstruction Project
- ii. USA TODAY 10Best Readers' Choice Awards - 2 Best Airport for Art
- iii. Celebrating 100 Years of Wonder - KIND Gallery Exhibit
- iv. IND Winter Weather Preparedness
- v. IAA Annual People Leader Summit
- vi. Welcome to National FFA Convention – Student Success Tour
- vii. Fall Break Travel Season and Supporting Federal Partners

Other Reports/Updates

- a) Board Communications: Next Meeting: Friday December 19, 2025 at 8:00am.

ADJOURNMENT

Meeting adjourned at 8:29 am.

The November 21, 2025 Indianapolis Airport Board of Directors meeting is available to stream via the link:

Meeting Recording: https://us02web.zoom.us/rec/share/gnMSb-4RA_926gmq-u4wcttZSXOVBB07-sG0DRLLi-YRwCbMrDESKCif4jAfALwT.g9UOzBDiMUQDHeaR

Passcode: D3?szY6n

INDIANAPOLIS AIRPORT AUTHORITY *

By: _____

Barbara Glass, President

DATED: December 19, 2025

By: _____

Mamon Powers III, Secretary

* Signed under the Authority of IAA Board Resolution #11-2021



**IAA Board Meeting
General Agenda
December 19, 2025**

General:

BP2025-12-01 **Consider for approval** an FTZ Operator Agreement and the issuance of a Grantee Sponsorship Letter with PHOENIX Retail, LLC to facilitate access to the federal FTZ program.

BP2025-12-02 **Consider for approval** an FTZ Operator Agreement and the issuance of a Grantee Sponsorship Letter with Electro-Spec to facilitate access to the federal FTZ program.

Capital:

BP2025-12-03 **Consider for approval** Amendment No. 3 with Etica Group, Inc. for Restroom Renovations in Terminal and Concourses at Indianapolis International Airport in an amount not-to-exceed \$827,065.00.

BP2025-12-04 **Consider for approval** Amendment No. 1 with Synthesis Incorporated for Planning and Development Office Renovations at Indianapolis International Airport in an amount not-to-exceed \$113,866.00 (fees and expenses).

BP2025-12-05 **Consider for approval** Amendment No. 2 with Shrewsberry & Associates, Inc. for Airport Capital Program Management services at the Indianapolis International Airport and system of reliever airports in an amount not-to-exceed \$1,704,901.00 (fees and expenses).

BP2025-12-06 **Consider for approval** of three (3) Staff Augmentation and Project Management Services contracts in Support of IAA's Capital Improvement Program and Other Projects and Initiatives.

Action 1: BB Engineering & Management LLC in an amount not to exceed \$484,000.00.

Action 2: J.S. Held in an amount not to exceed \$754,820.00.

Action 3: Keramida in an amount not to exceed \$320,000.00



BOARD MEMO – PHOENIX RETAIL, LLC FOREIGN TRADE ZONE (FTZ) OPERATOR AGREEMENT & GRANTEE SPONSORSHIP LETTER

To: IAA Board of Directors

From: Marsha Wurster, Sr. Director of Commercial Enterprise

Date: December 4, 2025

Board Date: December 19, 2025

Subject: FTZ Operator Agreement & Grantee Sponsorship Letter (GSL) with PHOENIX Retail, LLC

Background

PHOENIX Retail, LLC has requested access to the FTZ program to enhance global competitiveness and supply chain flexibility. PHOENIX Retail, LLC is a private company that owns and operates the EXPRESS and BONOBO retail brands. EXPRESS sells men's and women's apparel and accessories, operating 399 retail stores and has a digital business that achieved almost \$350 million in sales last year. The EXPRESS brand has an experienced trade and logistics team that has operated an FTZ since 2018 in FTZ No. 138, Columbus, Ohio, which will be relocated to Indiana. The intended usage of the FTZ designation is storage, distribution, and routine manipulation, including sorting, labeling, and packing imported merchandise.

PHOENIX Retail, LLC is seeking an FTZ designation at its facility, which resides in Hancock County, located at 4464 Owen's Farm Court, Greenfield, IN. The facility sits on 13.6 acres, with building space of 369,000 square feet and outside storage area totaling 222,825 square feet. The designated acreage has increased from their original Designation Request Letter from 12.2 acres to 13.6 acres, as reflected in their updated Boundary Revision Letter.

Once operational, designation at PHOENIX Retail, LLC will create 213 new full-time jobs in Hancock County. PHOENIX Retail, LLC, has an annual payroll of approximately \$13.6 million.

Scope

Staff requests the IAA Board execute the FTZ Operator Agreement and issue a Grantee Sponsorship Letter with PHOENIX Retail, LLC.

Schedule

November 12, 2025: GIFTZ Board reviewed PHOENIX Retail's request and recommended approval of FTZ sponsorship.

December 19, 2025: Upon approval, IAA Board execution of the FTZ Operator Agreement and Grantee Sponsorship Letter with PHOENIX Retail, LLC.

Revenue and/or Operating Cost Implications

Revenue:

Grantee fees are publicly posted in the Zone Schedule (FTZ rates & charges document).

PHOENIX Retail, LLC is anticipated to pay \$48,000.00 annually for grantee fees, given the estimated amount of space activated.

Operating Costs:

Annual direct costs associated with the PHOENIX Retail, LLC Operating Agreement equate to \$5,200.00 to service this account.

Decision-Making Process / Alternatives

- To execute the FTZ Operator Agreement and issue the Grantee Sponsorship Letter, as requested by PHOENIX Retail, LLC.
- To not execute the FTZ Operating Agreement and not issue the Grantee Sponsorship Letter; however, this would leave PHOENIX Retail, LLC without sponsorship of their newly proposed FTZ distribution site that is located within the Authority's FTZ service area.

Recommendation

Consider for approval an FTZ Operator Agreement and the issuance of a Grantee Sponsorship Letter with PHOENIX Retail, LLC to facilitate access to the federal FTZ program.



BOARD MEMO – ELECTRO-SPEC FOREIGN TRADE ZONE (FTZ) OPERATOR AGREEMENT & GRANTEE SPONSORSHIP LETTER

To: IAA Board of Directors

From: Marsha Wurster, Sr. Director of Commercial Enterprise

Date: December 4, 2025

Board Date: December 19, 2025

Subject: FTZ Operator Agreement & Grantee Sponsorship Letter (GSL) with Electro-Spec

Background

Electro-Spec has requested access to the FTZ program to support their customer base, ensuring that Electro-Spec continues to be the certified/approved plater of choice for their critical applications.

Electro-Spec is a precious metal electroplating company that specializes in high-reliability plating on medical, nuclear, aerospace, military, automotive, and telecommunication components. They provide value-added services to companies in these industries all over the world that require precision electroplating that meets certification standards.

Electro-Spec is seeking an FTZ designation at its facility, located at 1800 Commerce Parkway, Franklin, Indiana. The facility is 55,000 square feet, and its campus occupies approximately 12 acres.

Electro-Spec currently employs 50 FTE at this facility and has an annual payroll of approximately \$3.6 million.

Scope

Staff requests the IAA Board execute the FTZ Operator Agreement and issue a Grantee Sponsorship Letter with Electro-Spec.

Schedule

| | |
|--------------------|--|
| November 12, 2025 | GIFTZ Board reviewed Electro-Spec's request and recommended approval of FTZ sponsorship. |
| December 19, 2025: | Upon approval, IAA Board execution of the FTZ Operator Agreement and Grantee Sponsorship Letter with Electro-Spec. |

Revenue and/or Operating Cost Implications

Revenue:

Grantee fees are publicly posted in the Zone Schedule (FTZ rates & charges document).

Electro-Spec is anticipated to pay \$30,000 annually for grantee fees given the estimated amount of space activated.

Operating Cost:

Annual direct costs associated with the Electro-Spec Operating Agreement equate to \$5,200.00 to service this account.

Decision-Making Process / Alternatives

- To execute the FTZ Operator Agreement and issue the Grantee Sponsorship Letter, as requested by Electro-Spec.
- To not execute the FTZ Operating Agreement and not issue the Grantee Sponsorship Letter; however, this would leave Electro-Spec without sponsorship of their newly proposed FTZ manufacturing site that is located within the Authority's FTZ service area.

Recommendation

Consider for approval an FTZ Operator Agreement and the issuance of a Grantee Sponsorship Letter with Electro-Spec to facilitate access to the federal FTZ program.



Indianapolis Airport Authority

BOARD MEMO – AMENDMENT

To: IAA Board of Directors

From: Jarod Klaas, P.E., Senior Director of Planning and Development

Date: December 8, 2025

Board Date: December 19, 2025

Subject: Approve Amendment No. 3 to the contract with The Etica Group, Inc. for Restroom Renovations in Terminal and Concourses at Indianapolis International Airport (Project No. I-23-074)

Background

Expansive research, including JD Power and national airport customer experience data, identifies restrooms and ambiance as the top indicators of customer satisfaction at airports. Since the opening of the midfield terminal facility in 2008, there have only been minor repairs made within the restrooms of the terminal, concourses, and Ground Transportation Center at Indianapolis International Airport (IND); however, in the interim, there have been many advancements in products, materials, and customer expectations for airport restroom facilities. This project will update IND facilities to current industry standards, improve maintenance capabilities, and enhance positive customer experiences for IND Passengers.

On December 16, 2022, the Indianapolis Airport Authority (IAA) issued a Request for Qualifications to select a designer for this project, with responses due on January 25, 2023. Six (6) Statements of Qualifications (SOQs) were received. A review committee made up of four (4) IAA representatives reviewed and ranked the SOQs, with The Etica Group, Inc. ranked as the best qualified to provide professional services needed.

On April 21, 2023, the IAA Board of Directors approved a contract with The Etica Group, Inc. for conceptual design, schematic design, and development of a construction budget for improvements to restroom facilities throughout the terminal, concourses, and Ground Transportation Center.

On December 19, 2023, the IAA Executive Director approved Amendment No. 1, a time-only extension with The Etica Group, Inc.

On March 4, 2024, the IAA Board of Directors approved Amendment No. 2 with The Etica Group, Inc. to include design, bidding, and construction administration professional services for the

renovation of twenty-eight (28) public restrooms and fifteen (15) family restrooms in the terminal, concourses, and Ground Transportation Center.

Following development of detailed design plans and specifications, the project was released for bidding in late February 2025 with bids due on April 10, 2025. No bids were received. Subsequently, IAA staff held an outreach session to solicit information from the contracting community to ascertain what impediments they perceived that precluded bidding the project. IAA Staff and The Etica Group discussed results of the outreach and made several adjustments to the plans and specifications, including dividing the project into two phases (Phase I: pre-security restrooms, and Phase II: post-security restrooms).

Following the development of revised plans and specifications by The Etica Group, the IAA Executive Director authorized the public bidding process for Rebid of Restroom Renovations, Phase I at Indianapolis International Airport, which included fourteen (14) total pre-security Terminal / Ground Transportation Center restrooms and nine (9) family restrooms.

On September 16, 2025, the IAA staff received seven bids. On October 17, 2025, the IAA Board of Directors awarded a contract to Abel Construction Company, Inc. for construction of Phase I of Restroom Renovations in Terminal and Concourses.

Scope

Amendment No. 3 includes additional services for Phase I, including contractor outreach, repackaging of the construction documents, and rebidding. The amendment also includes additional services for repackaging, bidding, and construction administration services for Phase II.

Budget

The Etica Group, Inc. professional services contract amendment is \$827,065.00, which is within the approved 2026 Capital Budget for Restroom Renovations in Terminal and Concourses.

Contract Summary to Date

| Contract/Amendment & Execution Date | Service & Term | Amount |
|--|--|------------------------|
| Original Contract April 21, 2023 | Professional Services Term: 4/21/2023 - 12/31/2023 | \$ 236,000.00 |
| Amendment No. 1 December 19, 2023 | Time Only Extension to 6/30/2024 | |
| Amendment No. 2 March 15, 2024 | Contract Term Extended to 3/31/2027 | \$ 1,523,285.00 |
| Amendment No. 3 December 19, 2025 | Contract Term Extended to 4/30/2029 | \$ 827,065.00 |
| Revised Contract NTE | | \$ 2,586,350.00 |

Restroom Renovations in Terminal and Concourses

| | | |
|--|-----------|----------------------|
| Etica Contract, Amd 1, Amd 2 | \$ | 1,759,285.00 |
| Amd 3 | \$ | 827,065.00 |
| Abel Construction Contract (including 10% reserve) | \$ | 7,981,702.30 |
| Misc. Design, Advertisements | \$ | 13,466.50 |
| Total Anticipated Project Cost | \$ | 10,581,518.80 |

The project will be debt-funded.

Schedule

The contract term will be extended by Amendment No. 3 to April 30, 2029, to include the Phase II construction and warranty period.

Recommendation

Staff recommends the IAA Board of Directors consider for approval Amendment No. 3 with Etica Group, Inc. for Restroom Renovations in Terminal and Concourses at Indianapolis International Airport in an amount not-to-exceed \$827,065.00.



Indianapolis Airport Authority

BOARD MEMO – AMENDMENT

To: IAA Board of Directors

From: Jarod Klaas, P.E., Senior Director of Planning and Development

Date: December 9, 2025

Board Date: December 19, 2025

Subject: Approve Amendment No. 1 to the contract with Synthesis Incorporated for Planning and Development Office Renovations at Indianapolis International Airport (Project No. I-24-039)

Background

The Indianapolis Airport Authority (IAA) Planning and Development Department has occupied Building 280, which formerly housed the Plumbers and Steamfitters union hall and training facilities, since 2021. It has always been the intent to develop the former training areas within Building 280 into office space for the Department's professional staff, as it currently retains the industrial/workshop condition needed for welding, pipefitting, and similar training activities. This project will convert part of Building 280 (referred to as Area 2) into a more traditional professional office environment.

On October 18, 2024, the IAA Board of Directors approved a contract with Synthesis Incorporated for Professional Services for Planning and Development Office Renovations at Indianapolis International Airport.

Scope

The scope of Amendment No. 1 includes Construction Documents, Bidding, and Construction Administration professional services for Phase 1. This includes selection, specification, and oversight of installation for Phase I furniture, fixtures, and equipment (FFE).

Budget

The Synthesis Incorporated contract amendment is \$113,866.00, which is within the approved 2026 Capital Budget for Planning and Development Office Renovations.

This project will be 100% Airport cash funded.

Schedule

This amendment does not change the term of the contract.

Contract Summary to Date

| Contract/Amendment & Execution Date | Service & Term | Amount |
|--|--|----------------------|
| Original Contract October 18, 2024 | Professional Services Term: 10/18/2024 - 12/31/2027 | \$ 520,632.00 |
| Amendment No. 1 December 19, 2025 | Professional Services Term: no change | 113,866.00 |
| Revised Contract NTE | | \$ 634,498.00 |

Recommendation

The IAA Staff recommends the IAA Board of Directors consider for approval Amendment No. 1 with Synthesis Incorporated for Planning and Development Office Renovations at Indianapolis International Airport in an amount not-to-exceed \$113,866.00 (fees and expenses).



Indianapolis Airport Authority

BOARD MEMO – AMENDMENT

To: IAA Board of Directors

From: Jarod Klaas, P.E., Senior Director of Planning and Development

Date: December 8, 2025

Board Date: December 19, 2025

Subject: Approve Amendment No. 2 with Shrewsberry & Associates, Inc. for Airport Capital Program Management Services at Indianapolis International Airport (Project No. Q-22-026)

Background

Since the end of the COVID-19 Pandemic the Indianapolis Airport Authority's (IAA) 5-year Capital Program has continued to grow, increasing to \$2B budgeted in 2026. This expansive growth, which is anticipated to continue over the next 5 years, requires the services of a Program Management Team (PMT) to provide access to experienced PMs that can supplement the IAA's Staff, thereby providing the capacity to implement this robust and complex Capital Program.

On January 21, 2022, the IAA Board of Directors approved a Professional Services Contract with Shrewsberry & Associates, LLC to provide Airport Capital Program Management services at the Indianapolis International Airport.

On December 20, 2024, the IAA Board of Directors approved Amendment No. 1 with Shrewsberry & Associates, LLC to provide Airport Capital Program Management services at the Indianapolis International Airport.

At this time, Planning and Development is requesting the Board to approve an amendment to the current Program Manager contract in order to provide the IAA with the capacity required to implement the critical projects included in the 2026 Capital Budget. This Amendment will both extend the contract term and increase the contract amount.

Scope

Continued provision of a team of experienced Project Managers under the leadership of a Senior Level Project Manager.

Budget

The Shrewsberry & Associates Amendment No. 2 will be financed through the Operating Budget and projects approved in the IAA's CIP Budget. The value of the Amendment is a not-to-exceed total of \$1,704,901.00 (fees and expenses) and includes 15,836 man-hours of PM time for 2026. The total for the contract after this Amendment will be not-to-exceed \$7,705,079.00.

Contract Summary to Date

| Contract/Amendment & Execution Date | Service & Term | Amount |
|--|---|------------------------|
| Original Contract November 17, 2023 | Professional Services Term: 12/1/2023 - 12/31/2024 | \$ 4,600,000.00 |
| Amendment No. 1 December 20, 2024 | Professional Services Term: 1/1/2025 - 12/31/2025 | \$ 1,400,178.00 |
| Amendment No. 2 December 19, 2025 | Professional Services Term: 1/1/2026 - 12/31/2026 | \$ 1,704,901.00 |
| Revised Contract NTE | | \$ 7,705,079.00 |

Schedule

The Airport Capital Program Management Services Amendment No. 2 with Shrewsberry & Associates will begin January 1, 2026, with an end date of December 31, 2026.

Recommendation

The IAA Staff recommends the IAA Board of Directors consider for approval Amendment No. 2 with Shrewsberry & Associates, Inc. for Airport Capital Program Management services at the Indianapolis International Airport and system of reliever airports in an amount not-to-exceed \$1,704,901.00 (fees and expenses).



Indianapolis Airport Authority

BOARD MEMO – CONTRACT AWARDS

To: IAA Board of Directors

From: Jarod Klaas, Senior Director, Planning and Development

Date: December 8, 2025

Board Date: December 19, 2025

Subject: Approval of Professional Services Contracts for Staff Augmentation and Project Management Services in Support of IAA's Capital Improvement Program and Other Projects and Initiatives at the Indianapolis Airport Authority

Background

On January 21, 2022, the Indianapolis Airport Authority (IAA) issued a Request for Qualifications for Staff Augmentation to provide Project Management Services in Support of Capital Improvement Program and Other Projects and Initiatives, with responses due February 21, 2022. Thirteen Statements of Qualifications were received. A committee of IAA staff reviewed the qualifications and determined seven (7) firms were qualified to provide the needed project management services.

On November 18, 2022, the IAA Board of Directors approved seven (7) Staff Augmentation and Project Management Services contracts supporting IAA's Capital Improvement Program and Other Projects and Initiatives at the Indianapolis Airport Authority.

On December 15, 2023, the IAA Board of Directors approved the renewal of three (3) Staff Augmentation and Project Management Services contracts supporting IAA's Capital Improvement Program and Other Projects and Initiatives at the Indianapolis Airport Authority.

On December 20, 2024, the IAA Board of Directors approved the renewal of three (3) Staff Augmentation and Project Management Services contracts supporting IAA's Capital Improvement Program and Other Projects and Initiatives at the Indianapolis Airport Authority.

The IAA's Capital Program continues to grow in terms of the number and complexity of projects in addition to overall cost. The 5-year Capital Program continues in 2026 to be budgeted at \$2B. For Planning and Development to implement this robust and complex Capital Program requires adding additional staff at all levels, but specifically those positions which deal directly with project implementation. To that end, the IAA has previously engaged staff augments to supplement our full-time project management staff and, via this request for approval of these four actions, Planning and Development is once again asking the Board to approve these Staff Augment

contracts in order to provide the Department with the capacity to implement the critical projects included in the 2026 Capital Budget.

Scope

Action 1

Professional Services Contract with BB Engineering & Management in an amount not to exceed \$484,000.00. The 2026 BB Engineering & Management contract will provide 2,200 hours of project management services for the Capital Projects and initiatives, as well as operating projects.

Action 2

Professional Services Contract with J.S. Held in an amount not to exceed \$754,820.00. This contract will provide 6,542 hours of project management services in support of IAA projects and initiatives, as well as Coordination Services for the Planning and Development Airside Projects.

Action 3

Environmental Professional Services Contract with Keramida in an amount not to exceed \$320,000.00. This contract will provide professional services in support of IAA projects and initiatives for Environmental and Sustainability for an estimated 2,000 hours in 2026.

Budget

These Staff Augmentation contracts will provide the IAA with a combined 10,742 hours of project management support. They will be financed through the 2026 Operating Budget and projects approved in the 2026 Capital Budget. The breakdown of the hours, rates, and contract totals are provided below.

| 2026 Staff Augmentation Professional Services Contracts January 1, 2026 - December 31, 2026 | | | |
|--|-------------------|-------------|----------------|
| Firm/Consultant | Anticipated Hours | Hourly Rate | Contract Value |
| BB Engineering & Management, LLC | | | |
| Brad Bobich | 2,200 | \$ 220.00 | \$ 484,000.00 |
| J.S. Held, LLC | | | |
| Annette Basham (PnD) | 1,664 | \$ 195.00 | \$ 754,820.00 |
| Phil Strack | 282 | \$ 160.00 | |
| Annette Basham (IT) | 416 | \$ 195.00 | |
| Andrea Wesson | 2,080 | \$ 145.00 | |
| Airside Project Support | 2,080 | \$ 135.00 | |
| Susan Drattlo | 20 | \$ 125.00 | |
| Keramida | | | |
| Sara Guss | 800 | \$ 160.00 | \$ 320,000.00 |
| Genevieve Willman | 1,200 | \$ 160.00 | |

Contract Summary to Date**BB Engineering**

| Contract/Amendment & Execution Date | Service & Term | Amount |
|--|--|------------------------|
| Original Contract May 20, 2022 | Professional Services Term: 6/1/2022 - 12/31/2022 | \$ 199,680.00 |
| Original Contract November 18, 2022 | Professional Services Term: 1/1/2023 - 12/31/2023 | \$ 352,000.00 |
| Original Contract December 15, 2023 | Professional Services Term: 1/1/2024 - 12/31/2024 | \$ 440,000.00 |
| Original Contract December 20, 2024 | Professional Services Term: 1/1/2025 - 12/31/2025 | \$ 440,000.00 |
| Revised Contract NTE | | \$ 1,431,680.00 |

Contract Summary to Date**JS Held**

| Contract/Amendment & Execution Date | Service & Term | Amount |
|--|--|------------------------|
| Original Contract November 18, 2022 | Professional Services Term: 1/1/2023 - 12/31/2023 | \$ 565,100.00 |
| Original Contract December 15, 2023 | Professional Services Term: 1/1/2024 - 12/31/2024 | \$ 335,605.00 |
| Original Contract December 20, 2024 | Professional Services Term: 1/1/2025 - 12/31/2025 | \$ 667,100.00 |
| Revised Contract NTE | | \$ 1,567,805.00 |

Contract Summary to Date**Keramida**

| Contract/Amendment & Execution Date | Service & Term | Amount |
|--|---|----------------------|
| Original Contract November 18, 2022 | Professional Services Term: 11/1/2023 - 12/31/2023 | \$ 249,600.00 |
| Original Contract December 15, 2023 | Professional Services Term: 1/1/2024 - 12/31/2024 | \$ 320,000.00 |
| Original Contract December 20, 2024 | Professional Services Term: 1/1/2025 - 12/31/2025 | \$ 320,000.00 |
| Revised Contract NTE | | \$ 889,600.00 |

Recommendation

The IAA Staff recommends the IAA Board of Directors consider for approval of three (3) Staff Augmentation and Project Management Services contracts in Support of IAA's Capital Improvement Program and Other Projects and Initiatives.

Action 1: BB Engineering & Management LLC in an amount not to exceed \$484,000.00.

Action 2: J.S. Held in an amount not to exceed \$754,820.00.

Action 3: Keramida in an amount not to exceed \$320,000.00

IAA BOARD APPOINTMENTS

| Board Member: | Appointment Date: | Appointed By: | Expires: |
|----------------------|--------------------------|------------------------------------|-----------------|
| Barbara Glass | 01/30/2024 | Mayor's Office | 12/31/2027 |
| Eric Dozier | 02/15/2023 | Mayor's Office | 12/31/2026 |
| Toby McClamroch | 01/01/2025 | Mayor's Office | 12/31/2028 |
| Mamon Powers III | 01/01/2025 | Mayor's Office | 12/31/2028 |
| Jeffrey Gaither | 11/12/2025 | Mayor's Office | 12/31/2029 |
| Tamika Catchings | 08/16/2022 | Mayor's Office | 06/30/2026 |
| Brett Voorhies | 02/05/2024 | City-County Council (Indianapolis) | 12/31/2027 |
| Kurt Schleiter | 01/07/2025 | Hancock County | 12/31/2027 |
| Duane Gibbs | 12/26/2022 | Hendricks County | 12/31/2026 |
| Steven Dillinger | 01/01/2024 | Hamilton County | 12/31/2027 |
| Ryan Goodwin | 01/03/2023 | Morgan County | 12/31/2026 |

| Officers: | Position: | Appointment Date: | Appointed by: | Expires: |
|----------------------|-------------------|--------------------------|----------------------|-----------------|
| Barbara Glass | President | 1/17/2025 | IAA Board | 12/31/2025 |
| Steve Dillinger | Vice President | 1/17/2025 | IAA Board | 12/31/2025 |
| Mamon Powers | Secretary | 1/17/2025 | IAA Board | 12/31/2025 |
| Brian J. Tuohy. Esq. | IAA Board Counsel | 1/17/2025 | IAA Board | 12/31/2025 |
| Robert Thomson | Treasurer | 1/17/2025 | IAA Board | 12/31/2025 |