



## OFFICE OF INSPECTOR GENERAL

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Date: September 30, 2025

To: Kathleen Fisher, Director of Procurement, Jacksonville Aviation Authority

From: Matthew Lascell, Inspector General

Subject: Review of JAA Project C2019-01, Contract C-838, JAXEX Renovation and Improvements of the OPS Building

On August 28, 2025, staff from the Office of Inspector General's Contract Oversight Unit reviewed Jacksonville Aviation Authority (JAA) Project C2019-01, Contract C-838, JAXEX Renovation and Improvements of the OPS Building. This review was initiated to examine adherence to the JAA Procurement Code in accordance with the OIG's contract oversight responsibility.

The purpose of this project was to renovate the operations building at the Jacksonville Executive at Craig Airport (JAXEX). The solicitation for this contract was advertised in accordance with the JAA Procurement code, and three bids were received. The scope of work was drafted by a contract Architecture and Engineering (A&E) firm, which also calculated an estimated construction cost. After the bids were received, they were evaluated by the A&E firm, and a recommendation for award was made. The contract was awarded to Warden Construction Corporation, Jacksonville, FL, on June 16, 2022, for \$577,533.30.

Warden Construction Company was the lowest responsive bidder of the three companies that provided quotes to the solicitation. During the performance phase of the contract there were 6 change orders resulting in an increase in cost of \$195,593.04. There were several reasons for these change orders but the most significant one, change order number 3, was related to demo of existing showers to install two new ADA compliant showers. This change was at the request of JAA, and the cost was negotiated with the contractor. This change order resulted in an increase of \$145,858.64.

Each change order had a JAA justification form along with an estimate from the contractor detailing the specific work related to the change in scope. Each of these forms were evaluated by JAA personnel and approved by the Engineering and Construction Staff.

During the performance phase, there were periodic inspections of the contractors' work, and a summary of testing was provided at contract closeout.

The performance phase ended on April 8, 2024, when a letter of Substantial Completion was issued. At this point Punch List items were identified and a deadline of April 30, 2024, was given for these tasks. The contractor provided a Certificate of Contract Completion on April 12, 2024, along with the necessary closeout documents.

JAA completed a Contract Close Out checklist on April 25, 2024, to assure that all of the required documents were received and made part of the official contract documents. Although not required by the JAA Procurement Code, this Contract Close Out check sheet is an excellent process for procurement personnel but for any oversight authority as well.

We have no findings related to this review and believe that JAA complied with its Procurement Code during the life of this contract. We commend JAA for excellent processes and internal controls related to their procurement operation. No response is required, and we appreciate JAA's cooperation with this process.

We do have one observation that we discovered during this review. The key staff in JAA's procurement office are members of the Institute for Public Procurement. This is a private organization whose mission is to develop, support, and promote the public procurement profession. We were particularly impressed with the code of ethics of this organization and suspect that part of JAA's excellent procurement program is at least partially attributable to the high standards of this organization and its members.

